

MASTER LIST
OF
STATE GOVERNMENT PROGRAMS
2000 – 2001

JANE DEE HULL
GOVERNOR OF ARIZONA



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TABLE OF CONTENTS

EXECUTIVE SUMMARY	<i>i</i>
ABOUT THE MASTER LIST	<i>iii</i>
GOVERNOR'S STRATEGIC DIRECTION	1
TOTAL PROGRAM AND SUBPROGRAM FUNDING	7
INDEX OF STATE GOVERNMENT PROGRAMS AND SUBPROGRAMS.....	27
APPENDIX	
HISTORY OF ARIZONA'S BUDGET REFORM	A-1
PROGRAM BUDGETING MIGRATION SCHEDULES	A-5
ARIZONA BUDGET REFORM LEGISLATION	A-7
GLOSSARY	A-11
FREQUENTLY USED ACRONYMS	A-13
RESOURCES	A-15

EXECUTIVE SUMMARY

Introduction

The 2000 - 2001 *Master List of State Government Programs* is the fifth edition of this valuable reference document, first published in 1994. The planning information, including key goals and outcome-oriented performance measures, contained in this document provide the foundation to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

Governor's Strategic Direction

For the first time since the publication of the first Master List in 1994, the Governor of Arizona has set forth the top policy priorities of her administration in the form of a statewide strategic plan, known as "A Strategic Direction for State Government." The plan takes Arizona's current planning process to the next logical step — establishing a policy agenda, specific goals, and performance measures for the entire executive branch. The statewide plan identifies what the Governor considers the most critical issues facing the State of Arizona over the next few years, specifies the outcomes the executive branch will be working toward in those issue areas, and indicates how progress toward those outcomes will be measured.

Agency alignment. State agencies have been asked to shape their own strategic plans, budget requests, and information technology plans so that they align with the goals in the statewide plan. This ensures a coordinated approach by the executive branch in addressing policy issues. The plan will also help increase accountability to the citizens of Arizona by establishing specific performance targets for state government.

A work in process. Though the statewide plan has been revised and refined over many, many months, a document of this sort must be considered a work in progress. In some cases, brand new performance measures have been created for the plan; data and targets are not yet available for those measures. Future years may also see a change in the critical issues facing the state, necessitating changes in some of the goals in the plan. Despite the potential for change, the statewide strategic plan is an important first step in improving government's performance and accountability to its citizen-owners.

A call to action. The Governor's plan should not be considered just a government document, however. Achievement of many of the goals will require joint efforts by several levels of government, the private sector, and the citizens of Arizona themselves. Thus, the statewide plan is as much a call to action to all Arizonans as a blueprint for governance. A copy of the Governor's *Strategic Direction for State Government* can be found on page 1.

Key Results and Observations

Joint effort. Compiling this comprehensive inventory requires cooperation from all agencies in each of the three branches of State government.

Program budgeting. Currently, the program structure in the Master List does not necessarily parallel the structure used for budgeting purposes.

However, by FY 2006, all agencies will be required to submit their budget requests by program and subprogram. A schedule outlining the agencies' migration to program budgeting can be found on page A-5 of the Appendix. A considerable amount of work, especially for Phase III agencies, will be required to modify the current program/subprogram structure to meet the needs of program budgeting.

Quality of submittals. As the state migrates to program budgeting, the quality of strategic plans, and the planning elements that are forwarded for inclusion in this publication, must continue to be improved. The use of performance measurement will play an increased role in decision making in a program budgeting environment. As such, a continued effort to develop result-oriented performance measures must be a focus for all agencies, programs, and subprograms.

Currently, most measures continue to be simple inputs and outputs. This is consistent with the experience of other states and cities that have instituted performance measurement. Further refinement of performance measures and other essential planning elements will be the major thrust for the next two years.

Challenges

Training. Since the passage of budget reform, more than 2,000 state employees have been trained. The current training focus emphasizes the state's strategic planning model. The curriculum covers the requisite planning elements and provides litmus tests to help participants gauge their success in developing various elements of a strategic plan.

As agencies strive to improve their strategic plans, new training resources need to be made available. Strategic planning is a management tool. To be effective, a plan must be a working document not just a written one. Training for executive leaders and managers must be developed to educate them on how to use a strategic plan and the strategic planning process to help improve their organization and improve services to their customers and stakeholders.

Program budgeting. As agencies are phased into program budgeting, the current program/subprogram structures will be modified to focus on function rather than organizational structure or funding schemes. Therefore, considerable thought must be given to the identification of these revised structures, as they will provide the foundation for future budget, planning, and program evaluation endeavors.

Performance Measures. Agencies are being asked to focus on achieving and improving outcomes each year. In other words, results should begin to focus on the efficiency and effectiveness of agency operations. Measuring performance is good management. It can enhance the quality of services and aid in budget development and review. While the collection and review of performance measurement at all levels of an organization is valuable management information, to many measures, especially those operational in nature, are provided to the Executive and Legislative branches via this publication. Further, agencies should have a better performance track record since Arizona has been engaged in strategic planning since the passage of budget reform in 1993.

Agencies need to begin to collect more results-oriented measurement and provide *key* measures via the *Master List* submittal. In order for performance measurement to be useful and valuable for State-level decision makers, agencies need to report on the vital few measures that tell the story about program efficiency and effectiveness.

Conclusion

Strategic 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.

Internet. To improve public access to information about Arizona's budget process and to respond more readily to information requests from around the country, OSPB documents continue to be available on the World Wide Web. *The Master List of State Government Programs; Managing for Results*, the State's Strategic Planning and Performance Measurement Handbook; program authorization reviews and strategic program area reviews; budget and planning instructions; and all budget and planning automated applications are available via the OSPB home page: <http://www.state.az.us/ospb>. ■

ABOUT THE MASTER LIST

Introduction

Budget reform requires the identification of all programs and subprograms by 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*. Finally, by FY 2006, all agencies will be required to submit their budget requests by program and subprogram¹.

Program Definition

Historically, agencies have been given considerable latitude in defining their 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 FTE positions associated with the programs and subprograms. Additionally, some agencies have only one program, while others have identified more than 77 programs and subprograms.

Each year, agencies are given the opportunity to change their program structure. The first Master List, compiled by the Governor's Office of Strategic Planning and Budgeting and presented to the Legislature and the Governor in January 1994, included a total of 1,267 programs and subprograms. In 1995, over 100 programs and subprograms were eliminated bringing the total to 1,151. In the 1996–97 Master List, agencies had consolidated their program/subprogram structure to 1,033. In the 1998–99 Master List, the structure was further consolidated to 954 programs and subprograms.

As a precursor to compiling this Master List, agencies were again afforded an opportunity to propose changes to their structure of programs and subprograms. In light of the requirements of program budgeting, agencies were encouraged to define their program hierarchies to reflect function, rather than organizational structure or

funding source. Currently, agencies have identified a total of 851 programs and subprograms.

Legislation Update

In 1999, SB 1365 (Laws 1999, Chapter 148) revised the agency strategic plan and Master List submittal dates from April 1 of every even-numbered year to September 1 annually. This same legislation replaced the program authorization review process with a new process called Strategic Program Area Reviews (SPAR). More information about the SPAR process can be found in the Appendix on page A-4.

The budget reform process needs to be critically examined to enhance its value to Executive and Legislative decision makers and citizen-owners. As originally intended, budget reform requirements anticipated to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

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 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.

To this end, the Governor's Office of Strategic Planning and Budgeting will convene a group of agency strategic planners to discuss the current content and process of compiling the Master List. Such discussion is necessary to determine whether any future legislative changes are warranted to ensure that the information provided via the Master List adds value to state level decision makers and citizen owners.

Automation

Prior to 1996, agencies were provided only written guidelines and instructions for their Master List submittals. In 1996, OSPB provided agencies a computer diskette (in one of three common word processing formats) that contained the agency's previous submittal and blank templates. Although an

¹For purposes of this law, programs will be defined by function, rather than funding source. See page A-2 of the Appendix for a discussion of program budgeting.

improvement, agencies still spent numerous hours updating their submittals and OSPB staff spent more than 2,000 hours compiling, proofing, and editing the document.

In 1997, OSPB organized a systems team to automate the Master List. First, the team reviewed and redefined the document elements, taking into account the addition of the agency strategic plans. Next, the relationship of the elements and the structure of the document were designed. Then, all agencies were surveyed to determine the least common technology “denominator.”

In the design phase, the team kept a couple of factors in mind. The system needed to be easy to use and should function as a strategic planning development system for agencies. Finally, the system was to form the basis of a statewide strategic planning system.

The team designed a relational database management system designed to run on most PCs employing the Microsoft™ Windows 3.X® or Windows 95® operating systems. By developing the system as a self-contained “runtime” program, agencies do not have to own a license for the Microsoft™ Access® database engine. The system, called Master List Application, was tested by five pilot agencies and their feedback was used to improve the design.

Each agency was provided a set of three system disks and a data disk, which had all 1996-1997 Master List data pre-loaded on it. Instructions were provided to lead agencies through loading the system on to a hard drive and then loading the data into the system.

Benefits include ease of data entry, ease of data revision, data integrity, future comparability of data, improved ability to analyze data, a consistent format, and a 70% reduction in the hours required to compile the document.

The Master List application was updated and renamed the Arizona Integrated Planning System (AZIPS) for the 2000-01 submittals.

Assistance provided. To assist agencies in updating the required planning elements for the Master List, OSPB conducted several training sessions in June 1999 to discuss the required planning elements and the AZIPS system.

Published Elements

The required elements of the Master List have changed little since 1993. Although agency strategic plans are now included in the document, the only elements that are *new* as a result, are the agency goals and agency key performance measures.

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 (FTE) associated with each agency, 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.

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 an 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 are collected. However, agencies should choose only the *key outcome-oriented* measures for each goal included in the Master List.

Funding Sources and Full-Time Equivalent (FTE)

Position Information. Funding sources include: total agency, program, and subprogram General Funds, Other Appropriated Funds, Non-Appropriated Funds, and Federal Funds. For the FY 1999 actual expenditures, the General and Other Appropriated Funds through the 13th month are tied to the annual GAO report. For FY 2000 and 2001 they are tied to appropriations.

Since the funding sources include Other Non-Appropriated and Federal Funds, the funding estimates and FTE positions in the Master List may differ from those that appear in the *Executive Budget* or the *Appropriations Report*.

For agencies that have capital funds *directly* appropriated, information is also required for FY 1999, FY 2000 and FY 2001.

Agencies also provide a summary of the FTE positions for all funding sources for the agency, programs, and subprograms for FY 1999, FY 2000, and FY 2001.

It is important to note here that many agencies do not account for their funds or FTE positions by program and subprogram. Therefore, the dollar amounts shown must be treated as **estimates**. In addition, since the Master List includes Other Non-appropriated and Federal Funds, the funding estimates contained in the Master List may differ from those that appear in other documents.

Missing Information. For required elements not submitted, the OSPB added the notation: "Information not provided."

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 or goals, agencies were contacted. In most cases, agencies agreed to the changes. Performance measures were modified to ensure a consistent presentation.

Additionally, OSPB reviewed funding and FTE position information at a summary level to ensure consistency

with actual and appropriated amounts for the general and other appropriated funds. Funding and FTE information at the program and subprogram levels have been provided by the budget units and should be treated as **estimates**.

Organization of the Document

The Master List is organized by agency type. The total number of programs and subprograms identified by area of government are as follows:

Agency Type	# Agencies	# Progs/Subs
General Government.....	28.....	193
Health & Welfare.....	9.....	187
Inspection & Regulation	44.....	118
Education.....	17.....	221
Transportation	1.....	13
Protection & Safety.....	9.....	87
Natural Resources	7.....	32
Totals	115.....	851

Please note: since single program agency information is interchangeable with *program* information, 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. ■

Governor's Strategic
Direction

GOVERNOR'S STRATEGIC DIRECTION

The Governor's plan is organized by theme, goal, performance measure, performance measure definition, historical data, and target. The **themes** are the broad issue areas that the Governor has set as her top priorities. The **goals** are the outcomes her administration will be working toward within the context of each theme. The **performance measures** are the evaluation criteria that will be used to measure progress. The **performance measure definitions** are specific statements of how the performance measures will be constructed—data sources, calculations, etc. The **historical data** indicate how the state of Arizona has performed on each measure since school year (SY), fiscal year (FY) or calendar year (CY) 1994, depending on the measure. The **targets** indicate the expected improvement for each measure through fiscal year or calendar year 2002. In many cases, targets were set before fiscal year 1999 data was available. In some cases, 1999 performance greatly exceeded expectations; however, for this publication the future performance targets have not been adjusted to take into account the current information. Finally, performance data is sometimes noted as **NA**, which means **data not available**, or **NY**, which means **data not yet available**.

THEME 1 — EDUCATION

GOAL 1 — ENSURE EVERY CHILD IS PROFICIENT IN READING BY THE THIRD GRADE

Performance Measure

Reading proficiency levels for third graders

Definition 1: Mean reading percentile rank for third-graders on the Stanford Achievement Test, Ninth Edition

Historical Data					Targets		
SY	SY	SY	SY	SY	SY	SY	SY
94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02
NA	NA	44	47	47	51	53	55

Definition 2: Percentage of fourth-grade public school students scoring at or above the Proficiency level on the National Assessment of Educational Progress (NAEP) reading exam¹

Historical Data					Targets		
SY	SY	SY	SY	SY	SY	SY	SY
94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02
24	NA	NA	22	NA	27	NA	33

GOAL 2 — PREPARE ARIZONA'S STUDENTS TO SUCCEED IN THE WORKFORCE OR HIGHER EDUCATION

Performance Measure

Proficiency levels among eighth graders in science and math

Definition 1: Percentage of eighth-grade public school students scoring at or above the Proficiency level on the National Assessment of Educational Progress (NAEP) science exam

Historical Data					Targets		
SY	SY	SY	SY	SY	SY	SY	SY
94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02
NA	23	NA	NA	NA	30	NA	33

Definition 2: Percentage of eighth-grade public school students scoring at or above the Proficiency level on the National Assessment of Educational Progress (NAEP) math exam

Historical Data					Targets		
SY	SY	SY	SY	SY	SY	SY	SY
94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02
NA	18	NA	NA	NA	23	NA	28

Performance Measure

Verbal and math SAT scores

Definition: Average verbal and math SAT scores for all students taking the SAT in each year's graduating class

Historical Data				Targets			
Verbal Scores							
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
524	525	523	525	527	528	530	531

Math Scores							
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
520	521	522	528	530	533	535	537

¹ The NAEP exam is given at irregular intervals.

Performance Measure

Employer satisfaction with employees who have taken public vocational education courses

Definition: Percentage of employers responding affirmatively to the following questions on the Department of Education’s Placement Survey regarding recently hired Arizona vocational education student:

- a) Do the employee’s academic skills meet or exceed your expectations?
- b) Do the employee’s occupational skills meet or exceed your expectations?
- c) Do the employee’s employability skills meet or exceed your expectations?

Historical Data					Targets		
	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02
Ques.							
a)	96.3	95.0	96.2	NY	95.8	95.9	96.0
b)	95.6	95.5	95.5	NY	96.8	96.9	97.1
c)	91.2	90.0	91.0	NY	93.0	93.5	94.0

Performance Measure

Time to university graduation

Definition: Percentage of full-time university freshmen who graduate within six years of enrollment

Historical Data						Targets		
	SY 94/95	SY 95/96	SY 96/97	SY 97/98	SY 98/99	SY 99/00	SY 00/01	SY 01/02
	47	47	48	48	NY	NY	NY	NY

◆ GOAL 3 — MAINTAIN ARIZONA AS THE NATIONAL LEADER IN CHARTER SCHOOLS

Performance Measure

Charter school enrollment

Definition 1: Percentage of K-12 public school students enrolled in charter schools

Historical Data						Targets		
	SY 94/95	SY 95/96	SY 96/97	SY 97/98	SY 98/99	SY 99/00	SY 00/01	SY 01/02
	NA	1.0	2.4	2.8	4.2	3.0	3.2	3.4

Definition 2: National ranking in the percentage of K-12 public school students enrolled in charter schools

Historical Data					Targets		
SY 94/95	SY 95/96	SY 96/97	SY 97/98	SY 98/99	SY 99/00	SY 00/01	SY 01/02
NA	2	1	1	2	1	1	1

THEME 2 — CHILDREN’S HEALTH AND WELL-BEING

◆ GOAL 4 — ENSURE THAT ARIZONA’S CHILDREN LIVE FREE FROM ABUSE AND NEGLECT

Performance Measure

Substantiated reports of child maltreatment

Definition: Number (in thousands) of children for whom Child Protective Services substantiates a report of abuse or neglect

Historical Data					Targets		
FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02
12.3	9.3	14.4	8.8	3.6	8.8	8.8	8.8

Performance Measure

Response rate of Child Protective Services and the Family Builders program

Definition: Number of Child Protective Services (CPS) reports assigned for investigation plus the number of reports referred to the Family Builders program, compared to the total number of CPS reports received (expressed as a percentage)

Historical Data					Targets		
FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02
91.9	94.8	84.0	91.0	100	100	100	100

◆ GOAL 5 — ENSURE THAT ARIZONA'S CHILDREN LIVE IN STABLE, PERMANENT HOMES

Performance Measure

Permanent placements of children legally entrusted to the Department of Economic Security (DES)

Definition: Percentage of children in Department of Economic Security legal custody at the beginning of the fiscal year that return to their family’s home or receive another type of permanent placement during that year

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NY	NY	NY	NY

Performance Measure

Percentage of children with extended stays in out-of-home care

Definition: Percentage of children in Department of Economic Security legal custody who have not returned to their family's home or received another type of permanent placement for more than 24 consecutive months since they were removed from their home

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	43	45	43	47	32	26	19

◆ GOAL 6 — TO PROMOTE A HEALTHY START IN LIFE FOR ARIZONA'S CHILDREN

Performance Measure

Percentage of children with health insurance

Definition: Percentage of children with health insurance coverage throughout the year through a public or private source

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
80.0	75.0	72.6	73.7	75.6	77.1	80.0	85.0

Performance Measure

Percentage of children fully immunized

Definition: Percentage of children who have received the series of childhood immunizations recommended by the Department of Health Services by 24 months of age

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
75	74	72	74	78	80	83	86

Performance Measure

Infant mortality rate

Definition: Deaths to infants under one year per 1,000 live births

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
7.6	7.7	7.2	7.6	7.0	7.0	6.9	6.8

THEME 3 — ECONOMIC PROSPERITY

◆ GOAL 7 — INCREASE WORKERS INCOMES

Performance Measure

Per capita income

Definition: Arizona's personal per capita income as a percentage of U.S. personal per capita income

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
87	87	87	87	88	89	90	90

◆ GOAL 8 — REDUCE UNEMPLOYMENT IN RURAL AND URBAN COUNTIES

Performance Measure

Statewide unemployment rate

Definition: Ratio of Arizona's statewide unemployment rate to the U.S. overall unemployment

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
.91	1.02	.94	.96	.95	.95	.95	.95

Performance Measure

Unemployment rate in rural counties

Definition: Percentage of the labor force unemployed in the state, excluding Maricopa and Pima counties

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
12.3	13.5	11.8	10.5	10	9.9	9.8	9.7

◆ GOAL 9 — PROMOTE A HEALTHY BUSINESS CLIMATE IN ARIZONA

Performance Measure

Tax burden on businesses and employees

Definition 1: State and local taxes paid by businesses as a percentage of gross state product

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	4.3	NA	3.7	NY	3.5	3.5	3.5

Definition 2: State and local taxes paid by households as a percentage of state personal income

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	6.8	NA	6.7	NY	6.6	6.5	6.5

Performance Measure
Number of new businesses

Definition: Number of new corporations and new limited liability corporations filing with the Arizona Corporation Commission (in thousands)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
20.2	22.7	24.2	25.2	28.2	28.7	30.5	32.2

◆ GOAL 10 — PROMOTE ECONOMIC STABILITY AND SELF-SUFFICIENCY AMONG ARIZONA’S FAMILIES

Performance Measure
Percentage of families on public assistance

Definition: Average monthly percentage of families receiving cash assistance under Aid to Families with Dependent Children (AFDC) or Temporary Assistance for Needy Families (TANF) programs

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
6.44	5.65	4.56	3.29	3.04	2.97	2.90	2.83

Performance Measure
Child support collections

Definition: Amount of child support distributed as current support during the fiscal year as compared to the amount of current support due for the fiscal year (expressed as a percentage)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	43	41	NA	47	50	53

Performance Measure
Births to unmarried women

Definition: Live births to unmarried women as a percentage of all live births

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
38.2	38.8	37.7	38.4	37	35	33	31

Performance Measure
Births to teenagers

Definition: Number of live births per 1,000 women ages 19 and under

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
38.9	37.8	30.4	30.9	30.2	29.5	28.8	28.1

THEME 4 — QUALITY OF LIFE

◆ GOAL 11 — INCREASE AREAS DEDICATED TO OPEN SPACE AND PARKLAND IN ARIZONA

Performance Measure
Number of acres of open space and parkland

Definition: Number of new acres of open space and parkland dedicated by Arizona’s cities, towns, and counties, State Parks, State Land, and Game and Fish Departments, and private land trusts

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NY	NY	NY	NY

◆ GOAL 12 — REMEDIATE AND RETURN CONTAMINATED SITES TO BENEFICIAL USE

Performance Measure
Contaminated sites cleaned up or requiring no further action

Definition: Percentage of known contaminated sites for which the Department of Environmental Quality has issued a letter of completion, a no further action letter, or some other closure document

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
21.7	30.1	39.2	49.7	58.1	65.3	70.5	74.3

◆ GOAL 13 — STRIVE FOR SAFE AND HEALTHY AIR FOR ARIZONANS

Performance Measure

Number of Clean Air Days per year

Definition: Number of days per year with no exceedence of the National Ambient Air Quality Standards for Ozone, Carbon Monoxide, or Particulates in any part of the state (based on the permanent, population-based monitoring network)

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
351	359	365	364	365	365	365	365

◆ GOAL 14 — ENSURE THAT ARIZONA’S COMMUNITIES ARE SAFE AND FREE FROM CRIME

Performance Measure

Serious crimes in Arizona

Definition: Total number of murders, rapes, robberies, aggravated assaults, and burglaries per year per 100,000 Arizona residents

Historical Data				Targets			
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
2,113	1,888	1,943	1,787	1,803	1,733	1,663	1,600

Performance Measure

Escapes from correctional facilities

Definition: Annual number of unauthorized absences of inmates from secure correctional facilities operated under the authority of the Arizona Department of Corrections and the Department of Juvenile Corrections

Historical Data					Targets		
CY	CY	CY	CY	CY	CY	CY	CY
95	96	97	98	99	00	01	02
20	16	2	6	0	0	0	0

◆ GOAL 15 — IMPROVE THE STATE’S TRANSPORTATION INFRASTRUCTURE

Performance Measure

Total freeway lane miles completed

Definition 1: Cumulative travel lane miles open in the Phoenix Maintenance/Construction District

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
3,213	3,218	3,285	3,344	3,444	3,476	3,691	3,725

Definition 2: Cumulative travel lane miles open statewide

Historical Data				Targets		
FY	FY	FY	FY	FY	FY	FY
96	97	98	99	00	01	02
16,262	16,433	16,717	16,825	16,890	17,193	17,383

THEME 5 — GOOD GOVERNMENT

◆ GOAL 16 — DELIVER COURTEOUS, EFFICIENT, RESPONSIVE, AND COST-EFFECTIVE SERVICE TO THE CITIZEN OWNERS AND EMPLOYEES OF STATE GOVERNMENT

Performance Measure

Citizen satisfaction with Arizona state government

Definition: Percentage of citizens expressing overall satisfaction with state government service in a statewide, random-sample opinion poll (total percentage of respondents indicating agreement or strong agreement with a statement of overall satisfaction with government service)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NA	>80	>80	>80

Performance Measure

State employee job satisfaction

Definition: Percentage of state employees expressing overall job satisfaction in state agency surveys (total percentage of respondents indicating agreement or strong agreement with a statement of overall job satisfaction, as indicated in agency surveys)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NA	>80	>80	>80

Performance Measure

Number of quality recognition awards received by state agencies

Definition: Number of Arizona Quality Alliance (AQA) and Spirit of Excellence (SOE) awards received by state agencies

Historical Data					Targets		
	CY	CY	CY	CY	CY	CY	CY
	96	97	98	99	00	01	02
AQA	0	0	1	1	2	5	7
SOE	78	38	40	44	48	52	57

Performance Measure

Government transactions completed electronically

Definition: Number of resident-government transactions completed electronically that historically have been processed manually

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NA	NY	NY	NY

Performance Measure

Agency achievement of performance improvement targets

Definition: Percentage of agency service delivery performance targets achieved (from agency monthly reports to Governor)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	NA	85	90	92

◆ GOAL 17 — ATTRACT AND RETAIN HIGH-QUALITY EMPLOYEES IN STATE GOVERNMENT

Performance Measure

State employee compensation levels

Definition: Percentage difference between average total compensation of state employees in the Arizona Department of Administration Personnel System and average total compensation for civilian workers.

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	-11.8	-10.4	-9.5	-8.5	-7.0

Performance Measure

Diversity of the state workforce

Definition: Percentage of minority employees in the Arizona Department of Administration Personnel System

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
NA	NA	NA	NA	32.9	80	80	80

Performance Measure

State employee turnover rates

Definition: Total number of separations during the fiscal year compared to the total number of filled positions at the end of the fiscal year, for full-time, permanent, covered employees in the Arizona Department of Administration Personnel System (expressed as a percentage)

Historical Data					Targets		
FY	FY	FY	FY	FY	FY	FY	FY
95	96	97	98	99	00	01	02
14	16	17	16	16	14	13	12

Total Funding

Program/Subprogram

TOTAL PROGRAM AND SUBPROGRAM FUNDING

<i>AGENCY PROGRAM SUBPROGRAM</i>	<i>Total Funding by Fiscal Year</i>		
	<i>(In Thousands of Dollars)</i>		
	<i>FY 1999</i>	<i>FY 2000</i>	<i>FY 2001</i>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
General Government			
DEPARTMENT OF ADMINISTRATION			
DIRECTORS OPERATIONS	861.9	1,204.6	1,212.8
GOVERNORS REGULATORY REVIEW COUNCIL	359.1	456.6	469.8
ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES	204.9	215.0	150.5
CAPITOL POLICE	2,807.4	3,015.4	3,101.3
ADMINISTRATIVE SERVICES	1,902.9	2,022.3	2,076.1
TRAVEL REDUCTION	824.5	999.1	1,010.4
STATEWIDE FINANCIAL SERVICES	3,711.8	3,609.4	3,686.9
STATEWIDE FINANCIAL APPLICATIONS	2,767.3	3,312.1	3,312.1
STATE PROCUREMENT SERVICES	1,698.3	1,725.8	1,810.9
RISK MANAGEMENT SECTION	79,896.6	73,460.7	75,205.3
FACILITIES PLANNING AND IMPROVEMENT	7,825.0	7,996.4	8,046.3
FACILITIES OPERATIONS AND MAINTENANCE	13,666.5	14,625.7	14,823.8
FLEET MANAGEMENT	6,955.1	10,307.0	12,859.9
SURPLUS PROPERTY MANAGEMENT	1,120.6	2,559.4	2,888.9
BUSINESS SERVICES	2,857.9	2,472.5	2,502.5
CONSTRUCTION SERVICES	62,709.9	45,190.9	22,304.4
STATE BOARDS OFFICE	192.9	251.7	243.2
HUMAN RESOURCES MANAGEMENT	7,880.6	8,707.0	8,534.9
EMPLOYEE GROUP BENEFITS	222,884.6	240,362.8	255,518.1
INFORMATION TECHNICAL SERVICES	28,705.9	37,279.0	41,062.8
INFORMATION PROCESSING CENTER	6,079.2	7,549.5	8,681.8
ENTERPRISE APPLICATIONS	1,608.6	2,076.3	2,219.7
ARIZONA TELECOMMUNICATIONS SYSTEM	17,734.7	23,602.6	25,377.7
INFORMATION SECURITY	593.7	1,128.6	1,825.9
FINANCE AND PLANNING	2,689.7	2,922.0	2,957.7
OFFICE OF ADMINISTRATIVE HEARINGS			
HEARINGS	1,422.9	2,319.3	2,310.7
ATTORNEY GENERAL - DEPARTMENT OF LAW			
AGENCY COUNSEL DIVISION	6,816.7	8,044.5	8,025.9
ADMINISTRATIVE LAW	2,136.3	2,270.1	2,314.5
BANKRUPTCY AND COLLECTION ENFORCEMENT	1,401.9	2,042.4	1,930.6
EDUCATION AND HEALTH	916.6	1,231.6	1,256.2
NATURAL RESOURCES	1,181.3	1,260.9	1,260.4
TAX	1,180.6	1,239.5	1,264.2
CHILD AND FAMILY PROTECTION DIVISION	1,324.1	3,217.7	1,728.5
CHILD SUPPORT ENFORCEMENT	0.0	0.0	0.0
DES GENERAL COUNSEL	0.0	0.0	0.0
DES HEARINGS, TRIALS AND PERSONNEL	0.0	0.0	0.0
PROTECTIVE SERVICES	1,324.1	3,217.7	1,728.5
CIVIL DIVISION	9,792.1	11,115.9	11,478.5
LICENSING AND ENFORCEMENT	1,807.4	2,047.0	2,226.6
LIABILITY MANAGEMENT	6,080.8	6,711.0	6,848.5
TRANSPORTATION	1,903.9	2,357.9	2,403.4
CIVIL RIGHTS AND PUBLIC ADVOCACY DIVISION	12,794.3	10,431.8	10,239.5
CIVIL RIGHTS AND CONFLICT RESOLUTION	2,829.4	2,407.6	2,353.5
CONSUMER PROTECTION AND ADVOCACY	5,977.4	3,788.1	3,735.9
ECONOMIC COMPETITION UNIT	782.7	898.4	910.8
ENVIRONMENTAL ENFORCEMENT	3,204.8	3,337.7	3,239.3

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
CRIMINAL DIVISION	20,673.0	17,762.9	17,660.5
CRIMINAL APPEALS	2,813.4	2,952.7	3,011.3
DRUG ENFORCEMENT AND VIOLENT CRIMES	2,359.8	2,384.0	2,420.0
FRAUD AND PUBLIC CORRUPTION	10,289.0	7,071.5	6,806.6
VICTIM SERVICES OFFICE	3,286.2	3,335.8	3,357.8
SPECIAL INVESTIGATIONS	1,924.6	2,018.9	2,064.8
CENTRAL ADMINISTRATION	10,968.3	14,080.3	13,902.0
ATTORNEY GENERAL	1,270.4	1,340.0	1,361.0
ADMINISTRATIVE OPERATIONS DIVISION	9,060.7	12,072.7	11,860.1
SOLICITOR GENERAL	637.2	667.6	680.9
OFFICE OF THE AUDITOR GENERAL	10,265.0	11,332.9	11,529.6
DEPARTMENT OF COMMERCE			
ADMINISTRATION	10,036.3	10,952.6	1,996.1
BUSINESS AND WORKFORCE DEVELOPMENT	17,783.4	24,618.6	25,412.3
BUSINESS DEVELOPMENT	2,329.0	2,423.8	2,319.3
WORKFORCE DEVELOPMENT	12,626.6	19,201.5	20,077.9
SMALL BUSINESS ASSISTANCE	554.8	619.5	630.5
INTERNATIONAL TRADE AND INVESTMENT	1,636.0	1,711.7	1,719.2
MOTION PICTURE DEVELOPMENT	637.0	662.1	665.4
COMMUNITY AND INFRASTRUCTURE DEVELOPMENT	39,483.1	44,913.1	46,399.9
COMMUNITY ASSISTANCE SERVICES	1,467.4	1,621.1	1,640.2
ENERGY DEVELOPMENT AND UTILIZATION	12,405.5	12,730.0	12,241.8
HOUSING AND INFRASTRUCTURE DEVELOPMENT	25,610.2	30,562.0	32,517.9
STRATEGIC FINANCE	4,015.2	747.3	572.9
LOANS AND GRANTS	3,942.7	632.6	456.1
CREDIT ADMINISTRATION	72.5	114.7	116.8
GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY	269.8	298.7	303.2
STATE BOARD OF EQUALIZATION	604.7	614.5	622.5
OFFICE FOR EXCELLENCE IN GOVERNMENT	1,195.6	2,036.8	2,064.3
EXPOSITION AND STATE FAIR BOARD			
INTERIM EVENTS	2,155.2	3,310.6	3,514.4
STATE FAIR	7,751.0	9,432.2	10,002.5
GOVERNMENT INFORMATION TECHNOLOGY AGENCY	19,032.2	3,127.2	3,167.5
OFFICE OF THE GOVERNOR	5,165.4	5,828.6	5,917.3
GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING	1,703.6	1,879.3	1,914.4
HOUSE OF REPRESENTATIVES	9,791.0	10,721.6	10,879.9
JOINT LEGISLATIVE BUDGET COMMITTEE	1,699.4	2,251.3	2,297.2
FISCAL ANALYSIS AND RESEARCH	1,359.5	1,801.0	1,837.8
TAX ANALYSIS AND FORECASTING	339.9	450.3	459.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	Actuals	Estimated	Estimated
JUDICIARY			
SUPREME COURT	3,325.9	3,476.9	3,538.7
COMMISSION ON JUDICIAL CONDUCT	364.9	325.1	330.2
COURT ADMINISTRATION	7,238.2	8,584.2	9,246.2
DEPENDENT CHILDREN'S SERVICES DIVISION	4,789.6	4,934.7	5,193.8
FOSTER CARE REVIEW BOARD	2,996.7	2,807.6	2,897.9
COURT-APPOINTED SPECIAL ADVOCATE (CASA)	1,617.1	1,926.1	2,091.9
PARENT ASSISTANCE	175.8	201.0	204.0
JUDICIAL ASSISTANCE	83.9	87.4	87.4
JUDICIAL EDUCATION	239.9	242.7	242.7
JUDICIAL NOMINATIONS AND REVIEW	341.4	338.5	362.9
STATE GRAND JURY	183.6	440.0	440.0
DOMESTIC RELATIONS	990.0	1,254.4	1,013.1
CHILD SUPPORT ENFORCEMENT AND DOMESTIC RELATIONS REFORM	873.4	953.2	959.0
DOMESTIC VIOLENCE	116.6	301.2	54.1
CASE PROCESSING ASSISTANCE	1,847.7	2,501.6	2,557.7
ALTERNATIVE DISPUTE RESOLUTION	206.6	206.6	206.6
JUDICIAL COLLECTION ENHANCEMENT	6,585.6	12,251.2	12,256.0
DEFENSIVE DRIVING SCHOOL	2,534.5	4,207.6	4,337.9
ADULT COMMUNITY CORRECTIONS	52,840.7	60,169.4	63,138.3
ADULT INTENSIVE PROBATION SERVICES	18,739.8	20,627.5	21,586.8
ADULT STANDARD PROBATION	21,329.0	26,181.1	28,127.9
COMMUNITY PUNISHMENT	4,033.2	4,623.0	4,665.2
DRUG TREATMENT AND EDUCATION	4,664.7	4,591.8	4,591.8
DRUG ENFORCEMENT	2,738.0	2,738.0	2,738.0
INTERSTATE COMPACT (ISC)	1,336.0	1,408.0	1,428.6
JUVENILE JUSTICE SERVICES	57,297.3	60,227.1	62,301.8
JUVENILE INTENSIVE PROBATION (JIPS)	13,112.9	13,705.6	14,736.7
JUVENILE TREATMENT SERVICES	23,608.9	23,954.6	24,563.5
FAMILY COUNSELING	606.7	622.4	635.0
JUVENILE STANDARD PROBATION	7,617.8	7,768.2	8,098.2
JUVENILE CRIME REDUCTION (JCRF)	2,837.7	4,600.9	4,604.5
PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION)	9,513.3	9,575.4	9,663.9
STATE AID FOR DETENTION	0.0	0.0	0.0
SUPERIOR COURT JUDGES	9,315.8	10,027.7	10,156.5
COURT OF APPEALS	9,864.6	10,102.6	10,423.2
DIVISION I	6,719.6	6,860.5	7,066.8
DIVISION II	3,145.0	3,242.1	3,356.4
CONFIDENTIAL INTERMEDIARY	81.0	194.3	196.0
PRIVATE FIDUCIARY CERTIFICATION	36.1	199.0	199.0
POST CONVICTION RELIEF (PCR)	25.1	150.0	150.0
LEGISLATIVE COUNCIL			
LEGISLATIVE COUNCIL	3,540.3	5,613.4	4,273.0
DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS			
LIBRARY, ARCHIVES AND PUBLIC RECORDS	6,519.0	7,425.0	7,574.2
LOTTERY			
SALES AND SUPPORT	25,473.4	41,120.6	38,480.5
OFFICE OF THE OMBUDSMAN-CITIZEN AIDE			
OFFICE OF THE OMBUDSMAN-CITIZENS AIDE	306.7	351.9	353.5

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year (In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
STATE PERSONNEL BOARD			
APPEALS/COMPLAINTS	331.2	396.4	402.8
STATE RETIREMENT SYSTEM			
MEMBER SERVICES	4,190.4	4,920.9	5,043.0
BENEFIT SERVICES	473.6	606.2	606.2
ADVISORY SERVICES	910.8	1,165.8	1,165.8
HEALTH INSURANCE	386.5	494.7	494.7
LONG-TERM DISABILITY	1,932.1	2,035.2	2,157.3
EXTERNAL AFFAIRS	487.4	619.0	619.0
ADMINISTRATION AND SUPPORT	6,417.8	8,758.8	10,905.1
DIRECTOR'S OFFICE	670.5	858.2	858.2
FINANCIAL SERVICES	3,531.3	5,086.3	8,686.3
INFORMATION SERVICES	2,216.0	2,814.3	1,360.6
INVESTMENT MANAGEMENT	14,153.7	15,370.5	16,557.0
INTERNAL MANAGEMENT	421.6	539.7	539.7
EXTERNAL MANAGEMENT	13,732.1	14,830.8	16,017.3
ASSET ALLOCATION	0.0	0.0	0.0
DEPARTMENT OF REVENUE			
DIRECTOR'S OFFICE	4,737.0	4,686.4	4,794.4
DIRECTOR'S OFFICE	1,792.4	1,930.2	1,975.6
SPECIAL MANDATED PROGRAMS	200.1	0.0	0.0
TAX POLICY AND LEGAL SUPPORT	2,406.1	2,412.6	2,466.8
SPECIAL SUPPORT	338.4	343.6	352.0
ADMINISTRATIVE SERVICES	13,039.2	12,104.8	12,154.6
ADMINISTRATIVE/MANAGEMENT	9,752.6	8,612.8	8,616.7
FINANCIAL SERVICES AND SPECIAL TAXES	2,497.7	2,689.1	2,721.9
FACILITIES AND RECORDS MANAGEMENT	788.9	802.9	816.0
INFORMATION TECHNOLOGY	9,405.7	9,721.6	9,288.0
ADMINISTRATIVE/MANAGEMENT	270.2	262.0	267.3
APPLICATIONS/OPERATIONS SUPPORT AND PLANNING	9,135.5	9,459.6	9,020.7
DATA MANAGEMENT	4,842.3	5,362.9	5,450.6
ADMINISTRATIVE/MANAGEMENT	256.7	191.0	195.5
TAX PROCESSING	4,585.6	5,171.9	5,255.1
PROPERTY TAX	2,981.9	3,546.9	3,394.7
ADMINISTRATIVE/MANAGEMENT	222.7	195.6	200.1
PROPERTY VALUATION	1,593.5	1,687.2	1,720.4
ASSESSMENT STANDARDS AND EQUALIZATION	1,165.7	1,664.1	1,474.2
COMPLIANCE	7,816.0	8,286.4	8,474.7
ADMINISTRATIVE/MANAGEMENT	252.3	253.0	258.5
COMPLIANCE AND RECEIVABLES	7,563.7	8,033.4	8,216.2
TAXPAYER SUPPORT	3,643.6	4,219.0	4,235.3
ADMINISTRATIVE/MANAGEMENT	172.7	233.0	238.4
LICENSING	1,078.1	1,280.4	1,310.0
TAXPAYER SERVICES	2,392.8	2,705.6	2,686.9
TAXATION	5,906.2	5,865.8	5,999.4
ADMINISTRATIVE/MANAGEMENT	250.3	233.1	238.5
INCOME TAX AUDIT	5,655.9	5,632.7	5,760.9
TRANSACTION PRIVILEGE TAX	6,166.7	6,374.7	6,516.0
ADMINISTRATIVE/MANAGEMENT	239.6	274.1	280.3
TRANSACTION PRIVILEGE TAX AUDIT	5,927.1	6,100.6	6,235.7
SECRETARY OF STATE - DEPARTMENT OF STATE			
ADMINISTRATION	704.9	739.1	757.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year (In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
BUSINESS SERVICES	465.4	599.9	598.7
PUBLIC SERVICES	752.8	811.1	799.6
ELECTION SERVICES	2,490.4	3,972.9	3,889.1
SENATE			
SENATE	5,922.7	7,366.9	7,461.2
STATE BOARD OF TAX APPEALS			
STATE BOARD OF TAX APPEALS	286.3	301.9	309.2
OFFICE OF TOURISM			
TOURISM PROMOTION	6,418.8	6,425.9	6,425.9
MEDIA ADVERTISING	3,627.5	3,731.9	3,731.9
TRAVEL COUNSELING AND DIRECT MARKETING	1,421.5	1,200.0	1,200.0
TRADE MARKETING	891.0	800.0	800.0
MEDIA PROMOTION AND COMMUNICATIONS	286.0	500.0	500.0
RESEARCH AND DATA REPOSITORY	192.8	194.0	194.0
TOURISM DEVELOPMENT AND FUNDS SHARING	789.6	790.0	790.0
WELCOME CENTER OPERATIONS	326.2	332.8	338.3
BUSINESS ADMINISTRATION	1,281.4	1,300.6	1,321.0
STATE TREASURER			
BANKING AND INVESTMENT SERVICES	2,083.6	2,201.4	2,244.2
JUSTICE OF THE PEACE SALARIES-SLI	2,250.6	2,893.7	3,125.2
URBAN REVENUE SHARING - SLI	0.0	0.0	2,000.0
COMMISSION ON UNIFORM STATE LAWS			
COMMISSION ON UNIFORM STATE LAWS	32.8	34.8	35.9
Health and Welfare			
AHCCCS			
ACUTE MEDICAL SERVICES (SLI)	1,252,413.0	1,402,756.0	1,496,920.0
1931(B) ELIGIBILITY FAMILY ASSISTANCE	242,639.2	236,502.1	238,837.5
SUPPLEMENTAL SECURITY INCOME (SSI)	259,317.8	278,931.7	293,051.1
SOBRA WOMEN	120,917.5	124,238.4	130,177.4
SOBRA CHILDREN	218,153.2	256,090.8	276,838.4
MEDICALLY NEEDY/MEDICALLY INDIGENT	154,943.7	142,801.2	147,679.8
ELIGIBLE ASSISTANCE CHILDREN (EAC)	512.5	118.1	37.2
ELIGIBLE LOW-INCOME CHILDREN (ELIC)	690.3	306.2	396.1
FEDERAL EMERGENCY SERVICES	41,395.3	50,260.0	56,021.7
STATE EMERGENCY SERVICES	15,859.5	18,176.1	18,734.3
MEDICARE PREMIUMS	24,469.4	31,052.6	48,724.1
DISPROPORTIONATE SHARE PAYMENTS	102,370.1	124,891.5	124,891.5
PREMIUM SHARING	8,261.3	23,851.1	23,833.0
CHILDREN'S HEALTH INSURANCE	10,083.8	60,427.4	79,452.4
FAMILY PLANNING SERVICES	4,540.5	6,332.7	6,492.9
ADOPTION SUBSIDY/FOSTER CARE	670.9	670.9	670.9
GRADUATE MEDICAL EDUCATION	18,289.8	18,618.6	18,617.1
HEALTHCARE GROUP	29,298.2	29,486.3	32,465.0
LONG-TERM CARE	461,941.2	517,044.3	568,248.8
ADVISORY COUNCIL ON INDIAN HEALTH CARE (SLI)	204.3	213.1	216.7
ADMINISTRATION	103,372.9	107,626.8	109,024.4
CENTRAL ADMINISTRATION	28,566.0	27,955.4	28,269.1
PASS-THRU TO OTHER STATE AGENCIES	44,414.0	48,846.4	49,583.7
OFFICE OF MANAGED CARE	3,729.6	3,873.7	3,917.3
OFFICE OF THE MEDICAL DIRECTOR	3,000.0	3,118.6	3,153.7

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
DIVISION OF MEMBER SERVICES	23,663.2	23,832.7	24,100.6
DEPARTMENT OF ECONOMIC SECURITY			
CENTRAL ADMINISTRATION	111,718.9	114,344.7	119,248.6
OFFICE OF THE DIRECTOR	7,342.5	7,322.8	7,358.0
GOVERNOR'S ADVISORY COUNCIL ON AGING	135.4	307.3	312.5
GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES	555.8	548.6	548.6
INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS	2,327.5	4,530.2	4,530.2
EMPLOYEE SERVICES AND SUPPORT	19,623.2	15,643.2	15,734.5
BUSINESS AND FINANCE	43,924.0	48,890.4	48,565.5
TECHNOLOGY SERVICES	37,456.1	36,733.7	41,825.9
PUBLIC ASSISTANCE COLLECTIONS	354.4	368.5	373.4
ADMINISTRATION-AGING AND ADULT SERVICES	14,788.1	6,916.5	7,005.2
AAA HOME AND COMMUNITY BASED SERVICES	7,241.1	16,657.3	16,657.3
ELDER RIGHTS	751.5	739.3	739.3
OLDER WORKERS	11,938.3	14,454.0	15,020.4
ADMINISTRATION-COMMUNITY SERVICES	2,901.0	2,602.1	2,617.8
COMMUNITY ACTION PROGRAM	13,864.3	17,276.3	16,949.9
EMERGENCY ASSISTANCE	9,370.3	11,873.8	11,873.8
UTILITY ASSISTANCE	4,494.0	5,402.5	5,076.1
COORDINATED HUNGER PROGRAMS	2,330.0	2,282.8	2,282.8
OVERALL COORDINATED HUNGER	1,086.6	0.0	0.0
RURAL FOOD BANK PROJECT (SLI)	1,243.4	2,282.8	2,282.8
COORDINATED HOMELESS PROGRAMS	3,528.3	4,168.7	4,168.7
DOMESTIC VIOLENCE PROGRAM	4,539.2	6,391.2	6,391.2
REFUGEE RESETTLEMENT PROGRAM	5,292.2	7,004.7	7,004.7
INFORMATION AND REFERRAL (SLI)	448.5	409.4	409.4
DISABILITY DETERMINATION SERVICES ADMINISTRATION	16,610.9	21,122.6	21,122.6
FAMILY ASSISTANCE	449,790.9	465,295.0	475,232.1
FAMILY ASSISTANCE ADMINISTRATION	86,250.5	79,744.0	78,266.6
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (SLI)	117,648.5	132,132.2	132,096.3
CHILD PASSENGER RESTRAINT	143.1	154.2	154.2
ELIGIBILITY DETERMINATION	0.0	0.0	0.0
FOOD STAMPS	239,154.1	246,046.0	257,496.4
GENERAL ASSISTANCE (SLI)	4,023.9	4,260.8	4,260.8
TUBERCULOSIS CONTROL (SLI)	12.1	10.6	10.6
INSTITUTIONAL SUPPORT PAYMENTS (SLI)	0.0	288.0	288.0
OFFICE OF PROGRAM EVALUATION	2,558.7	2,659.2	2,659.2
ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES	66,588.5	65,476.4	67,030.9
CHILD ABUSE PREVENTION	7,947.0	7,660.4	8,661.5
HEALTHY FAMILIES PILOT (SLI)	2,933.4	4,000.0	5,000.0
CHILD ABUSE PREVENTION	609.1	810.3	811.4
FAMILY SUPPORT AND FAMILY PRESERVATION	4,404.5	2,850.1	2,850.1
CHILD PROTECTION SERVICES	111,977.9	124,156.6	132,842.5
INTAKE	3,687.7	6,865.2	7,039.9
IN-HOME CHILDREN SERVICES	1,404.4	7,315.1	7,728.8
FAMILY BUILDERS	5,021.3	7,996.1	7,999.0
INTENSIVE FAMILY SERVICES (SLI)	2,280.0	2,450.6	2,450.6
FAMILY REUNIFICATION	731.5	785.2	785.2
OUT-OF-HOME CHILDREN SERVICES	97,873.3	97,311.6	105,387.2
CHILD SEVERANCE PROJECT	294.7	295.0	295.0
INDEPENDENT LIVING	188.1	346.5	346.5
SUBSIDIZED GUARDIANSHIP	0.0	105.0	124.0

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
HIGH RISK INFANTS	496.9	686.3	686.3
ADOPTION SERVICES	23,839.9	27,700.1	29,622.0
COMPREHENSIVE CHILD CARE	100,629.2	134,256.4	141,233.9
COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	12,932.2	14,591.4	15,671.9
CHILD SUPPORT	69,448.9	49,015.4	49,513.7
ADMINISTRATION-DEVELOPMENTAL DISABILITIES	16,714.4	15,078.3	15,430.2
DDD CASE MANAGEMENT SERVICES	16,093.3	18,529.1	19,968.6
DDD HOME AND COMMUNITY BASED SERVICES	218,201.0	240,371.5	263,100.3
INSTITUTIONAL SERVICES	10,424.7	10,725.4	11,082.7
ARIZONA TRAINING PROGRAM AT COOLIDGE	16,158.1	15,569.3	15,909.8
MEDICAL SERVICES	34,527.4	43,468.2	46,696.6
REHABILITATION SERVICES	66,832.5	72,280.5	72,771.1
REHABILITATION SERVICES ADMINISTRATION	21,396.1	21,137.4	21,203.0
VOCATIONAL REHABILITATION SERVICES	27,641.5	32,885.2	32,885.2
INDEPENDENT LIVING REHABILITATION SERVICES	2,297.7	2,857.3	3,282.3
EMPLOYMENT SUPPORT SERVICES (SLI)	15,497.2	15,400.6	15,400.6
EMPLOYMENT SECURITY	186,147.1	209,270.9	209,274.4
EMPLOYMENT SECURITY ADMINISTRATION	30,824.8	31,726.9	31,730.4
EMPLOYMENT SERVICES	3,130.4	4,160.0	4,160.0
UNEMPLOYMENT INSURANCE	152,191.9	173,384.0	173,384.0
JOB TRAINING PARTNERSHIP ACT	48,478.3	97,532.2	61,575.0
JOB OPPORTUNITIES AND BASIC SKILLS	23,448.3	47,789.7	56,160.7
JOBS ADMINISTRATION	6,932.8	9,262.0	9,267.3
JOB OPPORTUNITIES AND BASIC SKILLS	15,957.9	37,499.7	45,865.4
FOOD STAMP EMPLOYMENT AND TRAINING	557.6	1,028.0	1,028.0
DEPARTMENT OF ENVIRONMENTAL QUALITY			
ADMINISTRATION	16,419.0	20,895.1	20,143.3
EXECUTIVE MANAGEMENT	1,318.8	1,317.4	1,339.1
ADMINISTRATIVE PROGRAM MANAGEMENT	5,422.4	5,865.6	5,968.8
FINANCIAL SERVICES	2,123.1	4,995.8	5,928.3
INFORMATION TECHNOLOGY	3,963.9	5,066.8	3,467.4
PROCUREMENT AND CONTRACT MANAGEMENT	821.6	824.7	609.8
HUMAN RESOURCES	405.6	397.7	398.5
ADMINISTRATIVE COUNSEL & GOVERNMENT/LEGISLATIVE RELATIONS	980.6	1,016.2	1,006.0
BUDGET AND STRATEGIC MANAGEMENT	491.8	524.2	525.8
COMMUNICATIONS	524.9	522.4	529.5
GENERAL SERVICES	366.3	364.3	370.1
AIR QUALITY	18,446.1	16,495.6	14,336.5
AIR QUALITY PROGRAM MANAGEMENT	5,415.8	4,553.5	4,157.2
AIR POLLUTION EMISSION CONTROL	9,275.6	9,309.0	7,748.7
AIR QUALITY MANAGEMENT AND ANALYSIS	3,754.7	2,633.1	2,430.6
WASTE PROGRAMS	62,731.8	74,083.8	67,854.1
WASTE PROGRAMS MANAGEMENT	5,688.5	3,473.8	3,389.9
SOLID WASTE	4,153.5	3,774.2	3,883.0
HAZARDOUS WASTE	1,476.9	1,379.3	1,376.8
UNDERGROUND STORAGE TANKS	5,698.0	7,858.1	6,855.3
SUPERFUND	44,769.2	56,003.8	50,902.6
VOLUNTARY REMEDIATION AND PREVENTION	945.7	1,594.6	1,446.5
WATER QUALITY	12,690.3	16,199.5	15,070.3
WATER QUALITY PROGRAM MANAGEMENT	2,213.5	3,234.4	3,051.5
SAFE DRINKING WATER	2,702.3	2,875.4	2,752.3
WATER QUALITY ASSESSMENT AND MANAGEMENT	2,496.0	3,039.7	2,513.2

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
POINT SOURCE	3,522.1	5,290.7	5,290.6
NONPOINT SOURCE	1,756.4	1,759.3	1,462.7
MULTI-DISCIPLINARY PROGRAM	1,450.6	1,358.3	1,230.6
REGIONAL COMPLIANCE AND ENFORCEMENT	1,258.7	1,160.7	1,028.9
COMPLIANCE ASSISTANCE	191.9	197.6	201.6
WATER INFRASTRUCTURE FINANCE AUTHORITY	16,181.1	15,087.4	15,431.3
DEPARTMENT OF HEALTH SERVICES			
ADMINISTRATION	19,623.6	18,981.9	19,050.1
DIRECTOR'S OFFICE	3,234.5	5,500.6	5,596.1
BUSINESS AND FINANCIAL SERVICES	7,137.6	7,196.2	7,152.8
INFORMATION TECHNOLOGY SERVICES	9,251.5	6,285.1	6,301.2
DISEASE CONTROL RESEARCH COMMISSION	5,118.5	2,000.0	2,000.0
ASSURANCE AND LICENSURE SERVICES	8,025.9	9,922.1	10,117.5
CHILD CARE LICENSURE	1,417.5	1,539.7	1,559.7
HEALTH CARE LICENSURE	5,433.6	6,763.1	6,919.7
ADMINISTRATION	1,174.8	1,619.3	1,638.1
BEHAVIORAL HEALTH SERVICES	320,309.3	324,950.2	333,558.0
OVERSIGHT AND REGULATION	7,840.3	7,914.3	7,995.1
GENERAL MENTAL HEALTH SERVICES	23,918.4	27,722.8	27,979.0
SUBSTANCE ABUSE SERVICES	42,798.9	45,099.1	45,596.6
SMI SERVICES	147,940.6	148,455.4	152,755.1
CHILDREN'S BEHAVIORAL HEALTH PREVENTION	88,756.5	87,758.6	91,232.2
	9,054.6	8,000.0	8,000.0
ARIZONA STATE HOSPITAL	44,724.7	53,300.3	55,725.2
CLINICAL SUPPORT SERVICES	13,984.1	16,800.0	16,278.9
CLINICAL SERVICES	26,784.7	29,996.6	29,996.6
SEXUALLY VIOLENT PERSONS	3,894.7	6,421.5	9,365.9
PSYCHIATRIC REVIEW BOARD	61.2	82.2	83.8
PUBLIC HEALTH SERVICES	67,034.8	91,268.4	87,863.0
PUBLIC HEALTH ADMINISTRATION	2,092.2	2,105.5	2,108.8
PUBLIC HEALTH STATISTICS	3,630.2	3,962.8	3,972.8
EMERGENCY MEDICAL SERVICES	2,455.6	4,056.5	2,845.5
STATE LABORATORY SERVICES	5,516.4	5,022.0	5,095.7
ARIZONA POISON CONTROL	1,387.5	1,850.0	1,850.0
EPIDEMIOLOGY AND DISEASE CONTROL	715.1	901.1	867.1
INFECTIOUS DISEASE EPIDEMIOLOGY	1,780.8	2,262.4	2,273.8
ENVIRONMENTAL HEALTH AND FOOD SAFETY	1,012.8	1,096.2	1,078.7
HIV/STD PREVENTION CONTROL AND SERVICES	3,547.4	11,594.9	11,604.9
ARIZONA IMMUNIZATION PROGRAM	2,852.3	5,067.8	5,004.8
TOBACCO EDUCATION AND PREVENTION	28,872.8	29,549.1	31,256.6
PRIMARY CARE RESOURCES	295.8	529.1	545.6
PRIMARY CARE SYSTEMS AND SERVICES	12,117.9	21,208.8	17,786.5
VITAL RECORDS	758.0	2,062.2	1,572.2
COMMUNITY AND FAMILY HEALTH	102,470.1	49,512.8	49,651.6
ADMINISTRATION	1,285.1	996.0	1,007.0
ORAL HEALTH	573.6	531.3	542.3
WOMEN'S AND CHILDREN'S HEALTH	7,982.8	12,046.2	12,587.3
CHILDREN WITH SPECIAL HEALTHCARE NEEDS	31,516.6	33,787.9	33,349.0
NUTRITION SERVICES	60,248.5	1,676.7	1,686.3
PREVENTION AND HEALTH PROMOTION	863.5	474.7	479.7
COUNCIL FOR THE HEARING IMPAIRED			
COUNCIL ACTIVITIES	328.7	368.5	373.4
TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)	5,063.9	5,606.6	5,731.9

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year (In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
COMMISSION OF INDIAN AFFAIRS INDIAN AFFAIRS	158.9	233.6	237.4
ARIZONA PIONEERS' HOME ARIZONA PIONEERS' HOME	4,796.2	6,360.0	4,929.7
ARIZONA RANGERS PENSION ARIZONA RANGERS' PENSIONS	11.1	11.3	11.6
ARIZONA DEPARTMENT OF VETERANS' SERVICES ADMINISTRATION	532.9	635.8	646.2
VETERANS CONSERVATORSHIP	868.7	803.9	821.8
VETERANS SERVICES	718.8	882.5	839.4
STATE VETERAN HOME	9,323.0	10,303.2	9,816.4
Inspection and Regulation			
BOARD OF ACCOUNTANCY CERTIFICATION, REGISTRATION, AND REGULATION	1,257.4	1,463.9	1,506.1
ACUPUNCTURE BOARD OF EXAMINERS LICENSING AND REGULATION	17.5	49.0	47.3
DEPARTMENT OF AGRICULTURE FOOD SAFETY AND QUALITY ASSURANCE	4,527.5	5,240.4	5,283.6
ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION	1,544.0	1,643.1	1,670.5
FRESH PRODUCE STANDARDIZATION AND INSPECTION	2,983.5	3,597.3	3,613.1
NON-FOOD PRODUCT QUALITY ASSURANCE	854.2	664.6	675.1
ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION	3,344.2	3,315.9	3,363.2
ANIMAL DISEASE CONTROL	333.4	224.7	228.5
LIVESTOCK INSPECTION	3,010.8	3,091.2	3,134.7
PEST EXCLUSION AND MANAGEMENT	3,889.7	4,436.3	4,508.6
NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	426.3	389.4	396.6
PESTICIDE COMPLIANCE & WORKER SAFETY	748.2	797.0	807.0
ADMINISTRATIVE SERVICES	2,005.7	2,727.6	2,229.9
STATE AGRICULTURAL LABORATORY	1,802.1	1,722.6	1,749.9
AGRICULTURAL CONSULTATION AND TRAINING	145.2	145.6	141.1
COMMODITY DEVELOPMENT AND PROMOTION	2,685.3	2,661.2	2,338.9
BOARD OF APPRAISAL LICENSURE/CERTIFICATION/REGULATION	315.0	416.2	390.2
TAX AGENT REGISTRATION	9.7	12.9	12.1
STATE BANKING DEPARTMENT OFFICE OF SUPERVISION	1,730.7	1,872.5	1,910.9
OFFICE OF REGULATORY AFFAIRS	802.5	833.6	849.7
RECEIVERSHIPS	66.2	68.5	69.4
BOARD OF BARBER EXAMINERS LICENSING AND REGULATION	156.9	167.8	170.9
BOARD OF BEHAVIORAL HEALTH EXAMINERS CERTIFICATION AND REGULATION	445.4	539.5	583.8
BOXING COMMISSION LICENSING AND REGULATION	68.4	74.8	76.2
DEPARTMENT OF BUILDING AND FIRE SAFETY ADMINISTRATION	1,897.1	2,052.9	2,199.1
GENERAL ADMINISTRATION	277.0	304.3	320.0

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999 Actuals	FY 2000 Estimated	FY 2001 Estimated
LICENSING AND REGULATION	1,620.1	1,748.6	1,879.1
MANUFACTURED HOUSING	974.8	1,086.7	1,225.1
STATE FIRE MARSHAL	1,262.3	1,483.7	1,533.8
ENFORCEMENT AND TRAINING	1,151.2	1,357.7	1,407.8
DEQ ASSISTANCE	111.1	126.0	126.0
BOARD OF CHIROPRACTIC EXAMINERS			
LICENSING AND REGULATION	281.1	328.1	312.0
BOARD OF COSMETOLOGY			
LICENSING AND REGULATION	907.5	1,265.0	1,086.3
CORPORATION COMMISSION			
ADMINISTRATION	1,952.2	1,470.5	1,488.4
HEARINGS	0.0	637.9	650.0
CORPORATIONS	3,558.7	4,575.8	4,084.2
SECURITIES	3,970.7	4,362.6	4,444.5
RAILROAD	408.5	647.9	694.4
UTILITIES DIVISION	5,365.7	6,701.2	6,468.0
LEGAL DIVISION	1,144.0	1,211.0	1,244.6
BOARD OF DENTAL EXAMINERS			
LICENSING AND REGULATION	689.8	726.2	740.9
BOARD OF DISPENSING OPTICIANS			
LICENSING AND REGULATION	69.0	81.7	91.3
BOARD OF FUNERAL DIRECTORS AND EMBALMERS			
LICENSING AND REGULATION	185.3	263.0	251.9
DEPARTMENT OF GAMING			
ENFORCEMENT	2,973.4	3,515.5	3,536.3
CERTIFICATION	744.2	1,177.4	1,196.8
BOARD OF HOMEOPATHIC MEDICAL EXAMINERS			
LICENSING AND REGULATION	65.8	70.6	71.0
INDUSTRIAL COMMISSION OF ARIZONA			
ADMINISTRATIVE SERVICES	2,799.0	3,116.0	3,100.2
ADMINISTRATIVE SUPPORT	2,500.5	2,779.3	2,755.0
WORKERS' COMPENSATION OMBUDSMAN	110.9	143.5	146.2
OFFICE OF DIRECTOR	187.6	193.2	199.0
WORKERS COMPENSATION CLAIMS PROCESSING	2,600.7	2,899.7	2,946.6
ADJUDICATION OF DISPUTES	4,193.6	4,530.9	4,595.8
LABOR LAW ADMINISTRATION	513.9	575.5	586.7
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	2,899.6	3,306.1	3,555.0
SPECIAL FUND CLAIMS PROCESSING	664.6	722.7	737.2
LEGAL COUNSEL	1,053.5	1,161.6	1,185.2
DEPARTMENT OF INSURANCE			
POLICY AND ADMINISTRATION	1,770.3	1,545.2	1,588.4
SOLVENCY REGULATION	24,552.1	22,864.3	17,009.0
FINANCIAL CONDITIONS AND SOUNDNESS OVERSIGHT	5,723.3	5,997.1	6,288.2
INSOLVENCY ADMINISTRATION	18,828.8	16,867.2	10,720.8
CONSUMER SUPPORT	4,724.6	4,922.1	5,121.5
CONSUMER INFORMATION AND ASSISTANCE	771.9	793.4	816.1
MARKET PRACTICES OVERSIGHT	3,952.7	4,128.7	4,305.4
LICENSING	1,537.7	1,620.8	1,679.0

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
PROFESSIONAL SERVICE LICENSING	471.8	501.3	505.2
INSURER LICENSING	1,065.9	1,119.5	1,173.8
PREMIUM TAX COLLECTIONS AND ANALYSIS	122.2	130.0	133.3
FRAUD INVESTIGATION AND DETERRENCE	1,057.9	1,106.9	1,126.4
DEPARTMENT OF LIQUOR LICENSES AND CONTROL			
ADMINISTRATION	1,512.6	1,001.2	1,019.1
INVESTIGATIONS	1,279.0	1,570.7	1,625.2
LICENSING	369.8	378.1	385.8
BOARD OF MEDICAL EXAMINERS			
LICENSING, REGULATION, & REHABILITATION	3,620.2	3,976.3	3,838.0
STATE MINE INSPECTOR			
MINING SAFETY ENFORCEMENT	828.1	838.3	828.4
ABANDONED MINES INVENTORY & REMEDIATION	304.6	231.7	204.5
MINE HEALTH & SAFETY EDUCATION & TRAINING - MSHA GRANT	229.3	225.6	306.0
MINED LAND RECLAMATION	102.8	98.3	99.9
NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS			
LICENSING AND REGULATION	120.0	157.4	151.6
BOARD OF NURSING			
LICENSING AND REGULATION - RN/LPN	1,672.0	2,227.4	2,072.9
NURSING ASSISTANT	685.5	1,005.5	685.5
BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS			
LICENSING AND REGULATION	133.7	184.6	177.8
BOARD OF OCCUPATIONAL THERAPY EXAMINERS			
LICENSING AND REGULATION	106.0	126.6	133.2
BOARD OF OPTOMETRY			
LICENSING AND REGULATION	68.7	132.7	130.3
BOARD OF OSTEOPATHIC EXAMINERS			
LICENSING AND REGULATION	378.0	491.7	490.3
BOARD OF PHARMACY			
LICENSING AND REGULATION	718.4	956.9	909.2
BOARD OF PHYSICAL THERAPY EXAMINERS			
LICENSING AND REGULATION	157.4	235.2	203.8
BOARD OF PODIATRY EXAMINERS			
LICENSING AND REGULATION	74.2	86.4	85.2
POWER AUTHORITY			
ARIZONA POWER AUTHORITY	22,283.0	22,169.0	22,500.0
STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION			
LICENSING AND REGULATION	170.5	174.5	177.9
STUDENT TUITION RECOVERY FUND	321.4	233.4	330.4
BOARD OF PSYCHOLOGIST EXAMINERS			
LICENSING AND REGULATION	222.6	278.7	284.0
DEPARTMENT OF RACING			
COMMERCIAL RACING	3,497.5	3,516.4	3,558.5
HORSE RACING	1,552.0	1,573.0	1,591.2
GREYHOUND RACING	1,924.6	1,923.7	1,947.6
RACING COMMISSION	20.9	19.7	19.7

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year (In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
COUNTY FAIR RACING	1,042.5	1,162.3	1,172.8
<i>RADIATION REGULATORY AGENCY</i>			
RADIATION EVALUATION AND COMPLIANCE	1,778.8	1,907.1	1,986.9
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	336.3	343.8	343.8
X-RAY COMPLIANCE	393.9	399.6	400.6
EMERGENCY RESPONSE	173.1	250.8	328.1
RADIATION MEASUREMENT LABORATORY	538.2	556.5	556.5
ADMINISTRATIVE SERVICES	337.3	356.4	357.9
MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	115.1	155.2	157.1
<i>DEPARTMENT OF REAL ESTATE</i>			
DEPARTMENT OF REAL ESTATE	3,354.1	3,430.0	3,492.3
CENTRAL ADMINISTRATIVE SERVICES	1,113.4	1,131.2	1,155.2
EDUCATION AND LICENSING	759.6	773.1	787.4
REGULATION	616.2	642.5	653.5
LAND DEVELOPMENT	605.4	622.8	635.2
RECOVERY ASSISTANCE	259.5	260.4	261.0
<i>REGISTRAR OF CONTRACTORS</i>			
REGULATORY AFFAIRS	7,094.0	8,158.2	7,627.1
RECOVERY FUND	4,245.7	4,564.1	4,980.7
<i>RESIDENTIAL UTILITY CONSUMER OFFICE</i>			
RATEPAYER REPRESENTATION	813.3	994.0	1,014.6
<i>BOARD OF RESPIRATORY CARE EXAMINERS</i>			
LICENSING AND REGULATION	162.5	164.6	167.7
<i>STRUCTURAL PEST CONTROL COMMISSION</i>			
LICENSING AND REGULATION	1,573.1	1,790.8	1,791.4
<i>BOARD OF TECHNICAL REGISTRATION</i>			
LICENSING AND REGULATION	981.2	962.0	963.1
<i>VETERINARY MEDICAL EXAMINING BOARD</i>			
LICENSING AND REGULATION	242.1	282.6	279.6
<i>DEPARTMENT OF WEIGHTS AND MEASURES</i>			
GENERAL SERVICES	1,367.6	1,731.9	1,487.1
AIR QUALITY OXYGENATED FUEL	508.6	767.9	761.9
VAPOR RECOVERY	339.4	342.4	348.7
Education			
<i>COMMISSION ON THE ARTS</i>			
ARTS SUPPORT	6,350.8	6,465.7	6,268.4
<i>ARIZONA HISTORICAL SOCIETY</i>			
ARIZONA HISTORICAL SOCIETY	5,847.2	6,278.9	6,143.5
<i>STATE BOARD FOR CHARTER SCHOOLS</i>			
ASBCS ADMINISTRATION	292.5	665.7	651.9
<i>STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES</i>			
STATE BOARD ADMINISTRATION	484.9	508.8	527.9
EDUCATIONAL SERVICES AND RESEARCH	384.5	395.0	395.0
TEACHER CERTIFICATION	148.9	148.1	150.4
AID TO COMMUNITY COLLEGES	123,662.5	132,532.2	135,762.7
OPERATING STATE AID	97,361.0	104,864.2	106,449.3
CAPITAL OUTLAY STATE AID	14,016.5	14,659.0	15,333.4
EQUALIZATION STATE AID	9,417.9	9,993.0	10,964.0

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
FEDERAL VOCATIONAL EDUCATION	2,867.1	3,016.0	3,016.0
ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND			
ASDB ADMINISTRATION	1,965.8	2,405.0	2,389.4
ASDB-PHOENIX	6,310.8	6,303.0	6,690.9
ASDB STATEWIDE	7,989.4	8,865.1	8,953.9
ASDB-TUCSON	13,251.0	13,937.2	14,028.9
DEPARTMENT OF EDUCATION			
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION	4,138.1	370.2	368.3
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION	152.3	266.6	262.9
STATE BOARD OF EDUCATION/CHARTER SCHOOLS	3,985.8	103.6	105.4
SCHOOL FINANCE	2,216,561.0	2,337,021.0	2,433,606.0
PAYMENT AND FINANCIAL COMPLIANCE	2,215,895.0	2,336,325.0	2,432,910.0
ADMINISTRATION, RESEARCH, AND SUPPORT	665.5	695.8	696.0
ACADEMIC ACCOUNTABILITY	31,197.3	35,561.7	31,544.3
ARIZONA ACADEMIC STANDARDS	17,608.6	21,342.1	17,981.7
STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY	4,986.1	6,346.2	6,045.9
RESEARCH AND POLICY	199.1	360.8	279.3
COMPREHENSIVE SCHOOL REFORM	1,943.8	2,512.6	2,237.4
ACCOUNTABILITY MEASURES	6,459.7	5,000.0	5,000.0
PROFESSIONAL DEVELOPMENT	2,611.0	2,792.5	2,559.7
CAREER LADDERS	92.9	128.9	130.4
CERTIFICATION/INVESTIGATION	990.0	1,318.1	1,102.7
PROFESSIONAL EVALUATION AND RECOGNITION	1,528.1	1,345.5	1,326.6
ACADEMIC ASSISTANCE	255,640.7	364,795.2	303,689.4
EARLY CHILDHOOD PROGRAMS	19,019.0	19,489.3	19,494.8
MIGRANT CHILDREN EDUCATION	5,699.9	8,602.0	6,681.5
INDIAN EDUCATION	322.6	967.7	557.4
HOMELESS EDUCATION	373.5	623.6	442.7
ENGLISH ACQUISITION SERVICES	4,790.2	5,739.9	5,054.2
SPECIAL EDUCATION PROGRAM DEVELOPMENT	3,532.9	11,345.6	5,802.9
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS	63,183.8	106,715.1	79,279.3
LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I)	113,490.8	146,417.1	139,615.2
SCHOOL TO WORK	30,266.7	35,822.8	32,042.1
GIFTED EDUCATION	1,285.7	1,294.4	1,296.8
WORKFORCE DEVELOPMENT	2,663.2	14,376.7	1,201.3
ADULT EDUCATION	8,398.1	10,284.5	9,318.9
FAMILY LITERACY	2,614.3	3,116.5	2,902.3
STUDENT HEALTH AND SAFETY	178,528.2	190,437.8	139,661.1
CHILD NUTRITION	163,257.5	174,293.7	124,989.9
CHEMICAL ABUSE PREVENTION	8,316.8	9,144.1	7,671.2
SCHOOL SAFETY	6,953.9	7,000.0	7,000.0
SUPPORT SERVICES	9,835.5	19,015.6	6,156.7
PUBLIC INFORMATION/COMMUNICATION	1,718.0	1,684.4	1,707.5
MANAGEMENT INFORMATION SERVICES	6,822.1	16,024.4	3,194.6
OTHER EDUCATION SUPPORT	1,295.4	1,306.8	1,254.6
ADMINISTRATION	4,250.8	4,483.4	4,420.9
SUPERINTENDENT'S OFFICE	884.7	791.8	791.8
ADMINISTRATIVE SERVICES	3,256.7	3,588.0	3,523.7
CHARTER SCHOOLS	109.4	103.6	105.4
BOARD OF MEDICAL STUDENT LOANS			
MEDICAL STUDENT LOAN PROGRAM	316.4	330.4	342.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM SUBPROGRAM	Total Funding by Fiscal Year (In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
	Actuals	Estimated	Estimated
COMMISSION FOR POSTSECONDARY EDUCATION			
COMMISSION FOR POSTSECONDARY EDUCATION	3,563.8	4,632.9	4,670.7
FINANCIAL AID	3,212.1	3,908.5	3,909.8
POLICY ANALYSIS	35.8	78.8	90.8
COMMUNICATIONS	150.3	460.6	496.2
GENERAL ADMINISTRATION	165.6	185.0	173.9
PRESCOTT HISTORICAL SOCIETY			
SHARLOT HALL MUSEUM	1,315.3	1,365.7	1,432.1
SCHOOL FACILITIES BOARD			
SCHOOL FACILITIES BOARD	310,893.3	514,693.0	338,735.2
BOARD OF REGENTS			
GOVERNANCE	2,518.6	2,658.1	2,699.4
FINANCIAL ASSISTANCE	5,449.7	5,825.1	6,094.9
PASS-THROUGH PROGRAM - AHEC	0.0	0.0	0.0
ARIZONA STATE UNIVERSITY - MAIN CAMPUS			
ACADEMIC AFFAIRS	381,839.3	408,196.8	422,297.4
COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN	7,877.6	7,527.7	7,768.2
COLLEGE OF BUSINESS	35,781.5	37,618.0	38,959.8
COLLEGE OF EDUCATION	18,366.9	18,547.5	19,201.3
COLLEGE OF ENGINEERING AND APPLIED SCIENCES	51,773.1	53,854.3	55,812.6
COLLEGE OF EXTENDED EDUCATION	6,990.1	8,677.3	8,850.8
COLLEGE OF FINE ARTS	18,461.7	19,068.9	19,706.5
GRADUATE COLLEGE	2,970.4	2,980.0	3,094.7
HONORS COLLEGE	1,396.5	1,383.5	1,425.7
COLLEGE OF LAW	8,084.4	8,287.0	8,539.0
COLLEGE OF LIBERAL ARTS AND SCIENCES	129,156.2	130,145.1	134,667.3
COLLEGE OF NURSING	6,074.1	6,262.0	6,486.9
COLLEGE OF PUBLIC PROGRAMS	14,923.8	20,761.9	21,463.7
SCHOOL OF SOCIAL WORK	5,255.0	0.0	0.0
OTHER INSTRUCTIONAL SUPPORT	18,534.1	37,835.7	39,346.7
UNIVERSITY LIBRARIES AND MUSEUMS	18,024.6	18,833.6	19,424.6
ACADEMIC COMPUTING	12,113.0	10,305.5	10,619.3
ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS	5,882.5	5,042.3	5,194.3
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	20,173.8	21,066.5	21,736.0
RESEARCH	11,251.9	12,337.8	12,967.8
RESEARCH ACTIVITIES	3,585.0	4,128.5	4,285.0
REGULATORY COMPLIANCE	697.6	715.6	746.2
RESEARCH AREA	6,969.3	7,493.7	7,936.6
STUDENT AFFAIRS	86,574.6	92,458.2	96,937.1
STUDENT LIFE, HEALTH AND WELLNESS	28,723.2	32,459.8	34,163.2
ENROLLMENT SERVICES	51,695.8	55,866.9	58,494.7
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT	6,155.6	4,131.5	4,279.2
ADMINISTRATIVE SERVICES	59,673.3	61,663.6	64,452.3
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	31,494.1	32,773.4	34,572.7
PLANT AND SAFETY SERVICES	27,481.9	28,086.5	29,047.5
ADMINISTRATIVE SERVICES SUPPORT	697.3	803.7	832.1
INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	49,749.9	53,191.4	56,131.8
KAET-TV	7,183.6	7,645.6	8,064.3
ALUMNI RELATIONS AND DEVELOPMENT	6,820.7	7,257.5	7,660.2
COMMUNITY OUTREACH	7,746.8	8,341.7	8,789.4
INTERCOLLEGIATE ATHLETICS	23,042.5	24,769.9	26,222.9
EXECUTIVE MANAGEMENT	3,080.8	3,131.8	3,255.6

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
INSTITUTIONAL ADVANCEMENT	1,875.5	2,044.9	2,139.4
ARIZONA STATE UNIVERSITY - WEST CAMPUS			
ACADEMIC AFFAIRS	33,948.4	37,481.8	38,510.8
COLLEGE OF ARTS AND SCIENCES	7,612.2	7,942.0	8,210.0
COLLEGE OF EDUCATION	5,009.4	5,224.4	5,371.8
COLLEGE OF HUMAN SERVICES	4,174.7	4,708.3	4,836.7
SCHOOL OF MANAGEMENT	5,860.9	6,100.1	6,319.9
DIVISION OF COLLABORATIVE PROGRAMS	362.5	719.6	745.0
LIBRARY	3,433.3	3,469.6	3,553.1
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	7,495.4	9,317.8	9,474.3
STUDENT AFFAIRS	3,666.9	3,425.9	3,539.5
ADMINISTRATIVE SERVICES	8,583.5	8,033.4	8,173.8
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	1,934.6	2,094.6	2,129.8
PLANT AND SAFETY SERVICES	3,772.9	3,775.9	3,845.4
INFORMATION TECHNOLOGY	2,151.6	1,935.7	1,967.6
ADMINISTRATIVE SERVICES SUPPORT	724.4	227.2	231.0
INSTITUTIONAL ADVANCEMENT	1,655.3	1,277.3	1,299.6
ARIZONA STATE UNIVERSITY - EAST CAMPUS			
ACADEMIC PROGRAMS AND SERVICES	12,409.3	14,537.1	15,529.0
MORRISON SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT	1,986.5	2,734.4	2,841.2
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES	5,461.5	6,691.6	7,363.0
EAST COLLEGE	427.7	975.4	1,002.9
ACADEMIC SERVICES	1,588.8	695.4	717.1
INFORMATION TECHNOLOGY	986.1	680.3	697.7
LIBRARY SERVICES	384.9	429.7	440.4
STUDENT AFFAIRS	510.6	678.0	761.1
INSTITUTIONAL SUPPORT SERVICES	1,063.2	1,652.3	1,705.6
ADMINISTRATIVE SERVICES	3,280.8	3,275.5	3,403.8
BUSINESS AND HUMAN RESOURCE SERVICES	195.7	259.4	265.7
FACILITIES AND SAFETY SERVICES	2,525.2	2,366.9	2,427.0
CAMPUS LIFE SERVICES	433.4	503.2	561.5
ADMINISTRATIVE SERVICES SUPPORT	126.5	146.0	149.6
NORTHERN ARIZONA UNIVERSITY			
UNDERGRADUATE PROGRAMS	120,000.2	122,980.2	124,120.8
OVERALL UNDERGRADUATE INSTRUCTION	60,000.1	61,490.1	62,060.4
UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS	46,948.1	47,857.6	48,288.6
UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	5,969.5	6,494.9	6,572.9
UNDERGRADUATE ACADEMIC ADVISING	7,082.5	7,137.6	7,198.9
GRADUATE PROGRAMS	39,133.2	41,597.6	42,059.2
OVERALL GRADUATE INSTRUCTION	19,566.6	20,798.8	21,029.6
GRADUATE INSTRUCTION - MOUNTAIN CAMPUS	7,950.3	8,256.6	8,328.8
GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	10,189.1	11,050.6	11,196.8
GRADUATE ACADEMIC ADVISING	1,427.2	1,491.6	1,504.0
STUDENT SUPPORT	102,836.4	106,845.4	108,815.2
OVERALL STUDENT SUPPORT	51,418.2	53,422.7	54,407.6
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS	39,218.1	40,869.1	41,626.4
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS	5,491.9	5,808.2	5,913.3
MINORITY RECRUITMENT, RETENTION, AND GRADUATION	1,058.6	1,089.9	1,098.6
ATHLETICS	5,649.6	5,655.5	5,769.3
ACADEMIC SUPPORT SERVICES	15,657.7	18,059.9	18,235.4
LIBRARY	6,048.5	6,503.2	6,261.0
ACADEMIC COMPUTING	2,418.5	2,982.4	3,005.3

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
STATEWIDE ACADEMIC PROGRAMS	4,673.1	5,140.7	5,481.7
INSTRUCTIONAL SUPPORT	2,517.6	3,433.6	3,487.4
RESEARCH AND PUBLIC SERVICE	28,745.3	28,895.5	29,287.7
RESEARCH	22,199.3	21,306.5	21,539.8
PUBLIC SERVICE	6,231.9	7,305.3	7,461.7
ECONOMIC DEVELOPMENT	314.1	283.7	286.2
INSTITUTIONAL ADVANCEMENT	2,428.6	2,400.4	2,449.0
DEVELOPMENTAL ACTIVITIES	1,240.8	1,588.7	1,621.4
ALUMNI RELATIONS	1,187.8	811.7	827.6
INSTITUTIONAL OPERATIONS	58,189.5	59,399.1	60,278.9
FACILITIES DEVELOPMENT AND MANAGEMENT	30,723.0	31,695.0	32,153.7
RESOURCE MANAGEMENT	25,437.9	25,636.2	26,040.3
GENERAL OVERSIGHT	2,028.6	2,067.9	2,084.9
UNIVERSITY OF ARIZONA - MAIN CAMPUS			
ACADEMIC AFFAIRS	376,327.1	401,702.6	407,949.0
OVERALL ACADEMIC AFFAIRS	0.0	0.0	0.0
COLLEGE OF AGRICULTURE INSTRUCTION	11,712.3	14,376.3	14,627.8
COLLEGE OF ARCHITECTURE	4,391.9	4,876.1	5,028.3
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION	22,958.8	23,811.6	24,518.0
COLLEGE OF EDUCATION	11,505.3	11,618.8	11,952.8
COLLEGE OF ENGINEERING AND MINES	44,320.2	45,798.2	47,077.6
COLLEGE OF FINE ARTS	13,476.1	14,179.2	14,615.2
COLLEGE OF HUMANITIES	19,764.5	20,613.2	21,235.5
COLLEGE OF LAW	7,996.6	8,743.4	8,991.2
COLLEGE OF SCIENCE	139,509.5	148,309.7	150,177.8
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES	36,581.4	37,883.2	38,996.4
GRADUATE COLLEGE	8,115.1	8,950.6	9,232.3
EXTENDED UNIVERSITY	5,157.5	5,313.3	5,514.0
OTHER ACADEMIC PROGRAMS	6,476.0	6,650.3	6,888.2
SIERRA VISTA BRANCH CAMPUS	3,357.2	3,145.7	3,193.7
ARIZONA INTERNATIONAL COLLEGE	1,725.0	2,152.5	2,187.8
UNIVERSITY LIBRARIES	17,568.3	19,769.4	20,370.4
ACADEMIC COMPUTING	4,630.9	4,808.9	1,950.9
ACADEMIC SUPPORT	6,862.1	6,992.4	7,221.5
ACADEMIC AFFAIRS ADMINISTRATION	10,218.4	13,709.8	14,169.6
ORGANIZED RESEARCH	92,443.4	94,421.2	96,836.0
UNIVERSITY-WIDE ORGANIZED RESEARCH	34,038.3	35,675.7	36,596.6
AGRICULTURE RESEARCH EXPERIMENT STATION	49,080.1	49,191.9	50,338.7
COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS	0.0	0.0	0.0
ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT	9,325.0	9,553.6	9,900.7
COMMUNITY OUTREACH	51,426.4	52,699.1	54,445.1
AGRICULTURE COOPERATIVE EXTENSION SERVICES	15,689.2	15,827.9	16,185.7
UAPRESENTS (FORMERLY CULTURAL AFFAIRS)	3,209.6	3,269.2	3,407.7
KUAT	5,819.5	5,942.4	6,150.7
INTERCOLLEGIATE ATHLETICS	26,708.1	27,659.6	28,701.0
STUDENT AFFAIRS AND CAMPUS LIFE	94,577.9	98,764.2	102,121.8
DEAN OF STUDENTS/STUDENT LIFE	46,434.3	48,574.5	50,400.5
ENROLLMENT SERVICES	35,386.8	36,673.8	37,713.5
HEALTH AND WELLNESS	11,650.5	12,197.1	12,643.6
CAMPUS LIFE LEADERSHIP	1,106.3	1,318.8	1,364.2
INSTITUTIONAL SERVICES	140,125.1	146,935.1	151,960.9
PRESIDENT'S AREA	10,196.9	11,789.3	12,185.6
HUMAN RESOURCES	3,188.4	3,227.4	3,329.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
BUSINESS AFFAIRS	105,942.2	110,316.9	114,068.3
ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS	20,797.6	21,601.5	22,377.6
UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER			
ACADEMIC AFFAIRS	128,411.7	131,534.2	134,959.7
COLLEGE OF MEDICINE	95,613.9	97,248.6	99,825.1
COLLEGE OF NURSING	6,357.5	6,283.8	6,434.6
COLLEGE OF PHARMACY	11,814.0	12,071.5	12,301.7
SCHOOL OF HEALTH PROFESSIONS	1,587.2	1,595.4	1,632.7
ARIZONA HEALTH SCIENCES LIBRARY	3,594.5	3,751.3	3,851.5
ACADEMIC SUPPORT	9,444.6	10,583.6	10,914.1
ORGANIZED RESEARCH	34,573.9	35,089.7	35,937.7
HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADM	34,573.9	35,089.7	35,937.7
COMMUNITY OUTREACH	2,255.4	2,391.1	2,440.9
ARIZONA POISON AND DRUG INFORMATION CENTER	941.3	1,069.5	1,108.9
TELEMEDICINE	1,314.1	1,321.6	1,332.0
INSTITUTIONAL SERVICES	0.0	0.0	0.0
Transportation			
DEPARTMENT OF TRANSPORTATION			
ADMINISTRATION	80,705.7	80,663.6	81,604.9
DIRECTOR'S OFFICE/TRANSPORTATION BOARD	677.0	563.9	563.9
TRANSPORTATION SERVICES GROUP	67,680.3	67,635.2	69,141.0
ARIZONA HIGHWAYS MAGAZINE	12,348.4	12,464.5	11,900.0
INTERMODAL TRANSPORTATION	1,318,081.0	1,401,454.0	1,159,308.0
PLANNING, DEVELOPMENT AND ADMINISTRATION	47,790.4	47,683.8	49,538.1
MAINTENANCE	77,935.5	82,920.3	87,216.3
CONSTRUCTION	1,192,355.0	1,270,850.0	1,022,554.0
MOTOR VEHICLE	67,761.3	72,303.1	76,228.7
MOTOR VEHICLE SUPPORT SERVICES	4,553.6	4,852.0	4,935.1
CUSTOMER SERVICE	53,095.4	55,884.0	59,434.2
MOTOR VEHICLE ENFORCEMENT SERVICES	10,112.3	11,567.1	11,859.4
AERONAUTICS	12,788.9	11,938.7	11,706.3
Protection and Safety			
CRIMINAL JUSTICE COMMISSION			
CRIMINAL JUSTICE COMMISSION	22,668.6	24,727.2	26,267.8
MANAGEMENT AND LIAISON	571.1	514.0	504.3
ENHANCED DRUG AND VIOLENT CRIME CONTROL	17,067.1	19,480.0	20,715.8
CRIMINAL JUSTICE RECORDS IMPROVEMENT	2,287.3	1,257.1	1,615.0
STATISTICAL ANALYSIS CENTER	188.9	257.7	229.6
CRIME VICTIMS PROGRAMS	2,519.1	3,174.0	3,159.7
JUVENILE JAIL IMPROVEMENTS	35.1	44.4	43.4
AUTO THEFT AUTHORITY			
AUTO THEFT AUTHORITY	1,187.1	2,270.4	2,325.0
DEPARTMENT OF CORRECTIONS			
POLICY, MANAGEMENT & RESOURCE ALLOCATION	2,711.5	1,920.6	1,959.0
PRISON OPERATIONS	418,453.2	456,216.2	497,916.1
PRISON OPERATIONS MANAGEMENT	54,554.8	2,369.6	2,500.0
SECURITY OPERATIONS	231,760.8	281,404.2	311,029.0
SUPPORT SERVICES	84,455.6	112,138.8	115,354.3
INMATE PROGRAMS	26,776.8	39,058.5	41,130.0
PRIVATE PRISONS	20,905.2	21,245.1	27,902.8
INMATE HEALTH CARE	63,004.5	72,719.3	75,020.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
INMATE HEALTH CARE MANAGEMENT	5,838.5	3,770.1	3,886.0
MEDICAL SERVICES	28,998.9	33,647.4	34,711.9
DENTAL SERVICES	3,754.4	4,803.9	4,958.9
MENTAL HEALTH SERVICES	7,346.9	10,733.4	11,073.0
NURSING	11,151.2	13,377.0	13,803.8
PHARMACY	5,121.2	5,578.5	5,754.0
OCCUPATIONAL HEALTH	793.4	809.0	832.8
INSPECTIONS AND INVESTIGATIONS	9,663.5	9,593.9	9,826.0
INSPECTIONS AND INVESTIGATIONS MANAGEMENT	1,040.1	423.9	370.6
CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS	8,062.9	8,595.5	8,863.5
INSPECTIONS	560.5	574.5	591.9
ARIZONA CORRECTIONAL INDUSTRIES (ACI)	15,771.2	21,038.4	22,392.2
ADMINISTRATION	62,206.3	59,696.3	60,693.0
ADMINISTRATION MANAGEMENT	94.4	5,179.0	5,313.4
HUMAN RESOURCE MANAGEMENT	16,968.1	17,905.5	17,762.2
AGENCY INFRASTRUCTURE	35,116.4	26,611.8	24,913.5
COMMUNITY CORRECTIONS	10,027.4	10,000.0	12,703.9
DRUG AND GANG PREVENTION RESOURCE CENTER			
DRUG AND GANG PREVENTION RESOURCE CENTER	97.8	5,992.1	5,779.7
DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS			
ADMINISTRATION	5,338.1	5,279.2	5,184.7
CENTRAL ADMINISTRATION	1,988.9	2,032.1	2,053.8
SPECIAL PROJECTS	3,349.2	3,247.1	3,130.9
ARMY NATIONAL GUARD	17,819.9	21,969.7	13,283.5
ARMY OPERATIONS	8,138.4	8,379.6	8,999.8
ARMY FACILITIES MANAGEMENT	9,681.5	13,590.1	4,283.7
AIR NATIONAL GUARD	5,227.4	6,248.1	6,535.5
AIR OPERATIONS	1,744.7	2,285.6	2,347.4
FACILITIES ENGINEERING	3,482.7	3,962.5	4,188.1
EMERGENCY MANAGEMENT	12,587.2	8,578.9	8,031.5
MITIGATION	2,748.9	1,428.9	367.6
PREPAREDNESS	2,900.6	2,404.9	2,880.3
RESPONSE AND RECOVERY	6,511.3	4,133.0	4,137.0
EMERGENCY RESPONSE COMMISSION/GRANTS	364.9	550.6	585.1
CIVIL AIR PATROL (SLI)	61.5	61.5	61.5
BOARD OF EXECUTIVE CLEMENCY			
BOARD OF EXECUTIVE CLEMENCY	1,458.6	1,431.1	1,295.9
DEPARTMENT OF JUVENILE CORRECTIONS			
HOUSING	36,624.5	37,069.2	39,688.2
FACILITIES	10,283.8	8,838.0	9,525.1
SECURITY	21,760.8	23,176.3	24,577.3
HEALTH CARE	4,579.9	5,054.9	5,585.8
REHABILITATION	35,054.6	35,620.0	36,752.3
EDUCATION	7,655.6	8,477.6	8,378.8
SECURE CARE TREATMENT	10,670.7	11,315.7	11,990.0
COMMUNITY CARE TREATMENT	16,728.3	15,826.7	16,383.5
LAW ENFORCEMENT MERIT SYSTEM COUNCIL			
LAW ENFORCEMENT MERIT SYSTEM COUNCIL	49.9	53.0	53.8
DEPARTMENT OF PUBLIC SAFETY			
HIGHWAY PATROL	53,975.9	54,744.9	54,827.2
PATROL	47,845.9	48,119.9	48,620.4

TOTAL PROGRAM AND SUBPROGRAM FUNDING

AGENCY PROGRAM	Total Funding by Fiscal Year		
	(In Thousands of Dollars)		
	FY 1999	FY 2000	FY 2001
SUBPROGRAM	Actuals	Estimated	Estimated
SPECIAL SERVICES	6,130.0	6,625.0	6,206.8
CRIMINAL INVESTIGATION	25,408.3	26,722.9	25,807.7
INVESTIGATIONS	14,414.7	15,203.6	14,115.2
STATEWIDE TASK FORCES	7,773.1	8,143.9	8,344.3
ROCKY MOUNTAIN INFORMATION NETWORK (RMIN)	3,220.5	3,375.4	3,348.2
AGENCY SUPPORT	32,559.1	32,204.8	30,930.2
HUMAN RESOURCES	4,166.1	3,694.5	3,704.9
INFORMATION TECHNOLOGY SERVICES	5,882.2	6,095.8	4,448.9
LOGISTICS	4,784.6	4,862.4	4,905.5
TELECOMMUNICATIONS	6,126.7	6,388.8	6,533.5
OPERATIONAL COMMUNICATIONS	3,706.2	3,833.3	3,941.5
FACILITIES	6,002.9	5,754.4	5,811.4
TRAINING & EDUCATION	1,890.4	1,575.6	1,584.5
CRIMINAL JUSTICE SUPPORT	24,262.3	25,967.7	25,844.5
SCIENTIFIC ANALYSIS	7,805.6	8,407.2	8,644.4
AVIATION	4,905.5	4,597.0	4,683.0
AZAFIS MANAGEMENT	7,216.3	9,332.0	8,998.1
LICENSING	1,481.6	1,475.0	1,505.4
CRIMINAL INFORMATION	2,853.3	2,156.5	2,013.6
DIRECTOR'S OFFICE	10,671.1	11,662.6	11,959.4
MANAGEMENT SERVICES	4,371.9	4,352.4	4,443.0
FINANCIAL SERVICES	2,321.9	2,282.9	2,861.7
CRIME VICTIM SERVICES	3,442.1	4,550.8	4,184.3
DRUG ABUSE RESISTANCE EDUCATION (DARE)	535.2	476.5	470.4
GOVERNORS OFFICE OF HIGHWAY SAFETY	2,783.7	3,070.0	3,082.3
PEACE OFFICER STANDARDS AND TRAINING	6,193.5	6,128.8	5,730.0
Natural Resources			
GAME AND FISH DEPARTMENT			
WILDLIFE MANAGEMENT	40,426.1	44,273.6	44,946.6
GAME MANAGEMENT	16,620.6	17,481.2	17,927.2
NON-GAME AND ENDANGERED WILDLIFE	10,093.8	10,772.0	11,013.9
SPORTFISH MANAGEMENT	13,711.7	16,020.4	16,005.5
OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT	2,476.4	4,306.6	4,337.0
WATERCRAFT MANAGEMENT	2,069.4	3,636.7	3,653.8
OFF-HIGHWAY VEHICLE MANAGEMENT	407.0	669.9	683.2
ADMINISTRATION	1,240.4	1,362.6	1,368.6
GEOLOGICAL SURVEY			
ARIZONA GEOLOGICAL SURVEY	1,188.2	1,352.2	1,201.5
STATE LAND DEPARTMENT			
TRUST MANAGEMENT AND REVENUE GENERATION	18,953.0	22,087.4	18,660.7
OUTSIDE ASSISTANCE AND GRANTS	1,787.0	2,417.3	2,332.6
ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES	609.1	772.3	686.4
NATURAL RESOURCE CONSERVATION DISTRICTS	490.0	740.0	740.0
ENVIRONMENTAL PLATE ADVISORY COUNCIL	687.9	905.0	906.2
DEPARTMENT OF MINES AND MINERAL RESOURCES			
MINERAL DEVELOPMENT AND PROMOTION	854.6	805.1	812.9
NAVIGABLE STREAM ADJUDICATION COMMISSION			
STREAM ADJUDICATION	176.1	182.7	184.7
STATE PARKS BOARD			
PARKS	14,680.9	9,273.0	9,359.5

TOTAL PROGRAM AND SUBPROGRAM FUNDING

<i>AGENCY PROGRAM</i>	<i>Total Funding by Fiscal Year</i>		
	<i>(In Thousands of Dollars)</i>		
	<i>FY 1999</i>	<i>FY 2000</i>	<i>FY 2001</i>
<i>SUBPROGRAM</i>	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
PARTNERSHIPS	1,735.9	20,565.6	64,897.8
PROGRAM SUPPORT	3,882.4	4,644.9	4,627.7
<i>DEPARTMENT OF WATER RESOURCES</i>			
GENERAL SERVICES	6,884.0	6,658.6	6,854.1
MANAGEMENT INFORMATION SERVICES	1,408.9	1,357.2	1,388.6
MANAGEMENT SERVICES	5,475.1	5,301.4	5,465.5
WATER RESOURCE MANAGEMENT AND PLANNING	26,004.8	41,345.4	41,810.3
GROUNDWATER ADMINISTRATION	4,745.1	10,212.6	10,510.8
SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH	970.0	738.6	749.9
COLORADO RIVER MANAGEMENT	439.9	455.0	465.3
STATEWIDE PLANNING	7,674.2	7,844.3	6,829.3
HYDROLOGY	2,464.7	2,979.4	3,013.9
WATER BANKING AUTHORITY	9,710.9	19,115.5	20,241.1
SAFETY OF DAMS AND FLOOD CONTROL	1,534.3	2,181.0	2,566.7
DAM SAFETY	526.0	1,288.6	1,699.3
FLOOD MITIGATION	1,008.3	892.4	867.4

Index

Program/Subprogram

INDEX OF STATE GOVERNMENT PROGRAMS AND SUBPROGRAMS

The Master List has been organized by area of government: general government, health and welfare, inspection and regulation, education, transportation, protection and safety and natural resources. Agencies are alphabetized within each of the categories. Agency names are capitalized, bold-faced and italicized, programs are indented once and subprograms are indented twice.

GENERAL GOVERNMENT

<i>DEPARTMENT OF ADMINISTRATION.....</i>	<i>43</i>
DIRECTORS OPERATIONS.....	44
GOVERNOR'S REGULATORY REVIEW COUNCIL.....	45
ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES.....	45
CAPITOL POLICE.....	46
ADMINISTRATIVE SERVICES.....	46
TRAVEL REDUCTION.....	47
STATEWIDE FINANCIAL SERVICES.....	48
STATEWIDE FINANCIAL APPLICATIONS.....	49
STATE PROCUREMENT SERVICES.....	49
RISK MANAGEMENT SECTION.....	50
FACILITIES PLANNING AND IMPROVEMENT.....	50
FACILITIES OPERATIONS AND MAINTENANCE.....	52
FLEET MANAGEMENT.....	52
SURPLUS PROPERTY MANAGEMENT.....	53
BUSINESS SERVICES.....	53
CONSTRUCTION SERVICES.....	54
STATE BOARDS OFFICE.....	55
HUMAN RESOURCES MANAGEMENT.....	55
EMPLOYEE GROUP BENEFITS.....	56
INFORMATION TECHNICAL SERVICES.....	56
INFORMATION PROCESSING CENTER.....	57
ENTERPRISE APPLICATIONS.....	57
ARIZONA TELECOMMUNICATIONS SYSTEM.....	58
INFORMATION SECURITY.....	59
FINANCE AND PLANNING.....	59
<i>OFFICE OF ADMINISTRATIVE HEARINGS.....</i>	<i>61</i>
<i>ATTORNEY GENERAL - DEPARTMENT OF LAW.....</i>	<i>62</i>
AGENCY COUNSEL DIVISION.....	62
ADMINISTRATIVE LAW.....	63
BANKRUPTCY AND COLLECTION ENFORCEMENT.....	63
EDUCATION AND HEALTH.....	64
NATURAL RESOURCES.....	64
TAX.....	65
CHILD AND FAMILY PROTECTION DIVISION.....	65
CHILD SUPPORT ENFORCEMENT.....	65
DES GENERAL COUNSEL.....	66
DES HEARINGS, TRIALS, AND PERSONNEL.....	66
PROTECTIVE SERVICES.....	67
CIVIL DIVISION.....	67
LICENSING AND ENFORCEMENT.....	67
LIABILITY MANAGEMENT.....	68
TRANSPORTATION.....	68
CIVIL RIGHTS AND PUBLIC ADVOCACY DIVISION.....	69
CIVIL RIGHTS AND CONFLICT RESOLUTION.....	69
CONSUMER PROTECTION AND ADVOCACY.....	70
ECONOMIC COMPETITION UNIT.....	71
ENVIRONMENTAL ENFORCEMENT.....	71
CRIMINAL DIVISION.....	72
CRIMINAL APPEALS.....	72
DRUG ENFORCEMENT AND VIOLENT CRIMES.....	72
FRAUD AND PUBLIC CORRUPTION.....	73
VICTIM SERVICES OFFICE.....	73
SPECIAL INVESTIGATIONS.....	74
CENTRAL ADMINISTRATION.....	75
ATTORNEY GENERAL.....	75
ADMINISTRATIVE OPERATIONS DIVISION.....	75
SOLICITOR GENERAL.....	76
<i>OFFICE OF THE AUDITOR GENERAL.....</i>	<i>77</i>

DEPARTMENT OF COMMERCE	78
ADMINISTRATION.....	78
BUSINESS AND WORKFORCE DEVELOPMENT.....	79
BUSINESS DEVELOPMENT.....	79
WORKFORCE DEVELOPMENT.....	80
SMALL BUSINESS ASSISTANCE.....	80
INTERNATIONAL TRADE AND INVESTMENT.....	81
MOTION PICTURE DEVELOPMENT.....	81
COMMUNITY AND INFRASTRUCTURE DEVELOPMENT.....	82
COMMUNITY ASSISTANCE SERVICES.....	82
ENERGY DEVELOPMENT AND UTILIZATION.....	82
HOUSING AND INFRASTRUCTURE DEVELOPMENT.....	83
STRATEGIC FINANCE.....	83
LOANS AND GRANTS.....	83
CREDIT ADMINISTRATION.....	84
 GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY	 85
 STATE BOARD OF EQUALIZATION	 86
 OFFICE FOR EXCELLENCE IN GOVERNMENT	 87
 EXPOSITION AND STATE FAIR BOARD	 88
INTERIM EVENTS.....	88
STATE FAIR.....	89
 GOVERNMENT INFORMATION TECHNOLOGY AGENCY	 90
 OFFICE OF THE GOVERNOR	 91
 GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING	 92
 HOUSE OF REPRESENTATIVES	 93
 JOINT LEGISLATIVE BUDGET COMMITTEE	 94
JOINT LEGISLATIVE BUDGET COMMITTEE.....	94
FISCAL ANALYSIS AND RESEARCH.....	94
TAX ANALYSIS AND FORECASTING.....	94
 JUDICIARY	 96
SUPREME COURT.....	97
COMMISSION ON JUDICIAL CONDUCT.....	98
COURT ADMINISTRATION.....	98
DEPENDENT CHILDREN'S SERVICES DIVISION.....	99
FOSTER CARE REVIEW BOARD.....	99
COURT-APPOINTED SPECIAL ADVOCATE (CASA).....	100
PARENT ASSISTANCE.....	101
JUDICIAL ASSISTANCE.....	101
JUDICIAL EDUCATION.....	101
JUDICIAL NOMINATIONS AND REVIEW.....	102
STATE GRAND JURY.....	103
DOMESTIC RELATIONS.....	103
CHILD SUPPORT ENFORCEMENT AND DOMESTIC RELATIONS REFORM.....	104
DOMESTIC VIOLENCE.....	104
CASE PROCESSING ASSISTANCE.....	105
ALTERNATIVE DISPUTE RESOLUTION.....	105
JUDICIAL COLLECTION ENHANCEMENT.....	106
DEFENSIVE DRIVING SCHOOL.....	106
ADULT COMMUNITY CORRECTIONS.....	107
ADULT INTENSIVE PROBATION SERVICES.....	107
ADULT STANDARD PROBATION.....	108
COMMUNITY PUNISHMENT.....	109
DRUG TREATMENT AND EDUCATION.....	110
DRUG ENFORCEMENT.....	110
INTERSTATE COMPACT (ISC).....	111
JUVENILE JUSTICE SERVICES.....	111
JUVENILE INTENSIVE PROBATION (JIPS).....	112
JUVENILE TREATMENT SERVICES.....	112
FAMILY COUNSELING.....	113
JUVENILE STANDARD PROBATION.....	113

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

JUVENILE CRIME REDUCTION (JCRF).....	114
PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION).....	114
STATE AID FOR DETENTION	115
SUPERIOR COURT JUDGES.....	115
COURT OF APPEALS.....	116
DIVISION I.....	116
DIVISION II.....	116
CONFIDENTIAL INTERMEDIARY	117
PRIVATE FIDUCIARY CERTIFICATION.....	117
POST CONVICTION RELIEF (PCR).....	118
LEGISLATIVE COUNCIL.....	119
DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS.....	120
LOTTERY.....	121
OFFICE OF THE OMBUDSMAN-CITIZEN AIDE.....	122
STATE PERSONNEL BOARD.....	123
STATE RETIREMENT SYSTEM.....	124
MEMBER SERVICES.....	124
BENEFIT SERVICES.....	125
ADVISORY SERVICES.....	125
HEALTH INSURANCE.....	125
LONG-TERM DISABILITY	126
EXTERNAL AFFAIRS.....	126
ADMINISTRATION AND SUPPORT.....	126
DIRECTOR'S OFFICE.....	127
FINANCIAL SERVICES.....	127
INFORMATION SERVICES.....	127
INVESTMENT MANAGEMENT.....	128
INTERNAL MANAGEMENT	128
EXTERNAL MANAGEMENT	129
ASSET ALLOCATION.....	129
DEPARTMENT OF REVENUE.....	130
DIRECTOR'S OFFICE	131
DIRECTOR'S OFFICE.....	131
SPECIAL MANDATED PROGRAMS	132
TAX POLICY AND LEGAL SUPPORT.....	132
SPECIAL SUPPORT.....	132
ADMINISTRATIVE SERVICES	133
ADMINISTRATIVE/MANAGEMENT	133
FINANCIAL SERVICES AND SPECIAL TAXES.....	133
FACILITIES AND RECORDS MANAGEMENT.....	134
INFORMATION TECHNOLOGY.....	134
ADMINISTRATIVE/MANAGEMENT	135
APPLICATIONS/OPERATIONS SUPPORT AND PLANNING.....	135
DATA MANAGEMENT	136
ADMINISTRATIVE/MANAGEMENT	136
TAX PROCESSING.....	136
PROPERTY TAX.....	137
ADMINISTRATIVE/MANAGEMENT	137
PROPERTY VALUATION.....	137
ASSESSMENT STANDARDS AND EQUALIZATION.....	138
COMPLIANCE.....	138
ADMINISTRATIVE/MANAGEMENT	139
COMPLIANCE AND RECEIVABLES.....	139
TAXPAYER SUPPORT.....	139
ADMINISTRATIVE/MANAGEMENT	140
LICENSING.....	140
TAXPAYER SERVICES.....	141
TAXATION	141
ADMINISTRATIVE/MANAGEMENT	142
INCOME TAX AUDIT.....	142
TRANSACTION PRIVILEGE TAX.....	142
ADMINISTRATIVE/MANAGEMENT	143
TRANSACTION PRIVILEGE TAX AUDIT.....	143

SECRETARY OF STATE - DEPARTMENT OF STATE..... 144
 ADMINISTRATION..... 145
 BUSINESS SERVICES..... 145
 PUBLIC SERVICES..... 145
 ELECTION SERVICES..... 146

SENATE..... 147

STATE BOARD OF TAX APPEALS..... 148

OFFICE OF TOURISM..... 149
 TOURISM PROMOTION..... 149
 MEDIA ADVERTISING..... 150
 TRAVEL COUNSELING AND DIRECT MARKETING..... 150
 TRADE MARKETING..... 151
 MEDIA PROMOTION AND COMMUNICATIONS..... 151
 RESEARCH AND DATA REPOSITORY..... 151
 TOURISM DEVELOPMENT AND FUNDS SHARING..... 152
 WELCOME CENTER OPERATIONS..... 152
 BUSINESS ADMINISTRATION..... 153

STATE TREASURER..... 154
 BANKING AND INVESTMENT SERVICES..... 154
 JUSTICE OF THE PEACE SALARIES-SLI..... 155
 URBAN REVENUE SHARING-SLI..... 155

COMMISSION ON UNIFORM STATE LAWS..... 156

HEALTH AND WELFARE

ARIZONA HEALTH CARE COST CONTAINMENT SYSTEM (AHCCCS)..... 157
 ACUTE MEDICAL SERVICES (SLI)..... 158
 1931 (b) ELIGIBILITY FAMILY ASSISTANCE..... 158
 SUPPLEMENTAL SECURITY INCOME (SSI)..... 159
 SOBRA WOMEN..... 159
 SOBRA CHILDREN..... 159
 MEDICALLY NEEDED/MEDICALLY INDIGENT..... 160
 ELIGIBLE ASSISTANCE CHILDREN (EAC)..... 160
 ELIGIBLE LOW-INCOME CHILDREN (ELIC)..... 160
 FEDERAL EMERGENCY SERVICES..... 161
 STATE EMERGENCY SERVICES..... 161
 MEDICARE PREMIUMS..... 162
 DISPROPORTIONATE SHARE PAYMENTS..... 162
 PREMIUM SHARING..... 162
 CHILDREN'S HEALTH INSURANCE..... 163
 FAMILY PLANNING SERVICES..... 163
 ADOPTION SUBSIDY/FOSTER CARE..... 163
 GRADUATE MEDICAL EDUCATION..... 164
 HEALTHCARE GROUP..... 164
 LONG-TERM CARE..... 164
 ADVISORY COUNCIL ON INDIAN HEALTH CARE (SLI)..... 165
 ADMINISTRATION..... 165
 CENTRAL ADMINISTRATION..... 166
 PASS-THRU TO OTHER STATE AGENCIES..... 167
 OFFICE OF MANAGED CARE..... 167
 OFFICE OF THE MEDICAL DIRECTOR..... 168
 DIVISION OF MEMBER SERVICES..... 169

DEPARTMENT OF ECONOMIC SECURITY..... 170
 CENTRAL ADMINISTRATION..... 171
 OFFICE OF THE DIRECTOR..... 171
 GOVERNOR'S ADVISORY COUNCIL ON AGING..... 172
 GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES..... 172
 INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS..... 172
 EMPLOYEE SERVICES AND SUPPORT..... 173
 BUSINESS AND FINANCE..... 174
 TECHNOLOGY SERVICES..... 174
 PUBLIC ASSISTANCE COLLECTIONS..... 175
 ADMINISTRATION-AGING AND ADULT SERVICES..... 175
 AAA HOME AND COMMUNITY BASED SERVICES..... 175
 ELDER RIGHTS..... 176
 OLDER WORKERS..... 176

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

ADMINISTRATION-COMMUNITY SERVICES.....	177
COMMUNITY ACTION PROGRAM.....	177
EMERGENCY ASSISTANCE.....	177
UTILITY ASSISTANCE.....	178
COORDINATED HUNGER PROGRAMS.....	178
OVERALL COORDINATED HUNGER.....	178
RURAL FOOD BANK PROJECT (SLI).....	179
COORDINATED HOMELESS PROGRAMS.....	179
DOMESTIC VIOLENCE PROGRAM.....	179
REFUGEE RESETTLEMENT PROGRAM.....	180
INFORMATION AND REFERRAL (SLI).....	180
DISABILITY DETERMINATION SERVICES ADMINISTRATION.....	181
FAMILY ASSISTANCE.....	181
FAMILY ASSISTANCE ADMINISTRATION.....	182
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE TO NEEDY FAMILIES (SLI).....	182
CHILD PASSENGER RESTRAINT.....	182
ELIGIBILITY DETERMINATION.....	183
FOOD STAMPS.....	183
GENERAL ASSISTANCE (SLI).....	183
TUBERCULOSIS CONTROL (SLI).....	184
INSTITUTIONAL SUPPORT PAYMENTS (SLI).....	184
OFFICE OF PROGRAM EVALUATION.....	184
ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES.....	185
CHILD ABUSE PREVENTION.....	185
HEALTHY FAMILIES PILOT (SLI).....	185
CHILD ABUSE PREVENTION.....	186
FAMILY SUPPORT AND FAMILY PRESERVATION.....	186
CHILD PROTECTION SERVICES.....	187
INTAKE.....	187
IN-HOME CHILDREN SERVICES.....	188
FAMILY BUILDERS.....	188
INTENSIVE FAMILY SERVICES (SLI).....	188
FAMILY REUNIFICATION.....	189
OUT-OF-HOME CHILDREN SERVICES.....	189
CHILD SEVERANCE PROJECT.....	190
INDEPENDENT LIVING.....	190
SUBSIDIZED GUARDIANSHIP.....	190
HIGH RISK INFANTS.....	191
ADOPTION SERVICES.....	191
COMPREHENSIVE CHILD CARE.....	191
COMPREHENSIVE MEDICAL AND DENTAL PROGRAM.....	192
CHILD SUPPORT.....	193
ADMINISTRATION-DEVELOPMENTAL DISABILITIES.....	194
DDD CASE MANAGEMENT SERVICES.....	194
DDD HOME AND COMMUNITY BASED SERVICES.....	195
INSTITUTIONAL SERVICES.....	195
ARIZONA TRAINING PROGRAM AT COOLIDGE.....	196
MEDICAL SERVICES.....	196
REHABILITATION SERVICES.....	196
REHABILITATION SERVICES ADMINISTRATION.....	197
VOCATIONAL REHABILITATION SERVICES.....	197
INDEPENDENT LIVING REHABILITATION SERVICES.....	198
EMPLOYMENT SUPPORT SERVICES (SLI).....	198
EMPLOYMENT SECURITY.....	198
EMPLOYMENT SECURITY ADMINISTRATION.....	199
EMPLOYMENT SERVICES.....	199
UNEMPLOYMENT INSURANCE.....	199
JOB TRAINING PARTNERSHIP ACT.....	200
JOB OPPORTUNITIES AND BASIC SKILLS.....	200
JOBS ADMINISTRATION.....	201
JOB OPPORTUNITIES AND BASIC SKILLS.....	201
FOOD STAMP EMPLOYMENT AND TRAINING.....	201
DEPARTMENT OF ENVIRONMENTAL QUALITY.....	202
ADMINISTRATION.....	203
EXECUTIVE MANAGEMENT.....	203
ADMINISTRATIVE PROGRAM MANAGEMENT.....	203
FINANCIAL SERVICES.....	204
INFORMATION TECHNOLOGY.....	204
PROCUREMENT AND CONTRACT MANAGEMENT.....	205
HUMAN RESOURCES.....	205
ADMINISTRATIVE COUNSEL AND GOVERNMENT/LEGISLATIVE RELATIONS.....	205
BUDGET AND STRATEGIC MANAGEMENT.....	206
COMMUNICATIONS.....	207
GENERAL SERVICES.....	207
AIR QUALITY.....	208
AIR QUALITY PROGRAM MANAGEMENT.....	208

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

AIR POLLUTION EMISSION CONTROL.....	208
AIR QUALITY MANAGEMENT AND ANALYSIS.....	209
WASTE PROGRAMS	210
WASTE PROGRAMS MANAGEMENT.....	210
SOLID WASTE.....	211
HAZARDOUS WASTE.....	211
UNDERGROUND STORAGE TANKS.....	211
SUPERFUND.....	212
VOLUNTARY REMEDIATION AND PREVENTION.....	213
WATER QUALITY	213
WATER QUALITY PROGRAM MANAGEMENT.....	213
SAFE DRINKING WATER.....	214
WATER QUALITY ASSESSMENT AND MANAGEMENT.....	214
POINT SOURCE.....	215
NON-POINT SOURCE.....	215
MULTI-DISCIPLINARY PROGRAM.....	216
REGIONAL COMPLIANCE AND ENFORCEMENT.....	216
COMPLIANCE ASSISTANCE.....	217
WATER INFRASTRUCTURE FINANCE AUTHORITY.....	218
DEPARTMENT OF HEALTH SERVICES.....	219
ADMINISTRATION.....	220
DIRECTOR'S OFFICE.....	220
BUSINESS AND FINANCIAL SERVICES.....	221
INFORMATION TECHNOLOGY SERVICES.....	222
DISEASE CONTROL RESEARCH COMMISSION.....	222
ASSURANCE & LICENSURE SERVICES.....	222
CHILD CARE LICENSURE.....	223
HEALTH CARE LICENSURE.....	223
ADMINISTRATION.....	223
BEHAVIORAL HEALTH SERVICES.....	224
OVERSIGHT AND REGULATION.....	224
GENERAL MENTAL HEALTH SERVICES.....	225
SUBSTANCE ABUSE SERVICES.....	225
SMI SERVICES.....	225
CHILDREN'S BEHAVIORAL HEALTH.....	226
PREVENTION.....	226
ARIZONA STATE HOSPITAL.....	227
CLINICAL SUPPORT SERVICES.....	227
CLINICAL SERVICES.....	227
SEXUALLY VIOLENT PERSONS.....	228
PSYCHIATRIC REVIEW BOARD.....	228
PUBLIC HEALTH SERVICES.....	229
PUBLIC HEALTH ADMINISTRATION.....	229
PUBLIC HEALTH STATISTICS.....	230
EMERGENCY MEDICAL SERVICES.....	231
STATE LABORATORY SERVICES.....	232
ARIZONA POISON CONTROL.....	234
EPIDEMIOLOGY AND DISEASE CONTROL.....	234
INFECTIOUS DISEASE EPIDEMIOLOGY.....	235
ENVIRONMENTAL HEALTH AND FOOD SAFETY.....	236
HIV/STD PREVENTION CONTROL AND SERVICES.....	237
ARIZONA IMMUNIZATION PROGRAM.....	238
TOBACCO EDUCATION AND PREVENTION.....	238
PRIMARY CARE RESOURCES.....	239
PRIMARY CARE SYSTEMS AND SERVICES.....	240
VITAL RECORDS.....	240
COMMUNITY AND FAMILY HEALTH.....	241
ADMINISTRATION.....	241
ORAL HEALTH.....	242
WOMEN'S AND CHILDREN'S HEALTH.....	243
CHILDREN WITH SPECIAL HEALTHCARE NEEDS.....	246
NUTRITION SERVICES.....	247
PREVENTION AND HEALTH PROMOTION.....	248
COUNCIL FOR THE HEARING IMPAIRED.....	250
COUNCIL ACTIVITIES.....	250
TDD (TELECOMMUNICATION DEVICE FOR THE DEAF).....	251
COMMISSION OF INDIAN AFFAIRS.....	252
ARIZONA PIONEERS' HOME.....	253
ARIZONA RANGERS' PENSION.....	254
ARIZONA DEPARTMENT OF VETERANS' SERVICES.....	255
ADMINISTRATION.....	255

VETERANS' CONSERVATORSHIP..... 256
 VETERANS' SERVICES..... 257
 STATE VETERAN HOME..... 257

INSPECTION AND REGULATION

BOARD OF ACCOUNTANCY..... 259

ACUPUNCTURE BOARD OF EXAMINERS..... 260

DEPARTMENT OF AGRICULTURE..... 261

FOOD SAFETY AND QUALITY ASSURANCE..... 262
 ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION..... 262
 FRESH PRODUCE STANDARDIZATION AND INSPECTION..... 263
 NON-FOOD PRODUCT QUALITY ASSURANCE..... 263
 ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION..... 264
 ANIMAL DISEASE CONTROL..... 264
 LIVESTOCK INSPECTION..... 265
 PEST EXCLUSION AND MANAGEMENT..... 265
 NATIVE PLANT AND CULTURAL RESOURCES PROTECTION..... 266
 PESTICIDE COMPLIANCE & WORKER SAFETY..... 267
 ADMINISTRATIVE SERVICES..... 268
 STATE AGRICULTURAL LABORATORY..... 268
 AGRICULTURAL CONSULTATION AND TRAINING..... 269
 COMMODITY DEVELOPMENT AND PROMOTION..... 269

BOARD OF APPRAISAL..... 271

LICENSURE/CERTIFICATION/REGULATION..... 271
 TAX AGENT REGISTRATION..... 272

STATE BANKING DEPARTMENT..... 273

OFFICE OF SUPERVISION..... 274
 OFFICE OF REGULATORY AFFAIRS..... 274
 RECEIVERSHIPS..... 275

BOARD OF BARBER EXAMINERS..... 276

BOARD OF BEHAVIORAL HEALTH EXAMINERS..... 277

BOXING COMMISSION..... 278

DEPARTMENT OF BUILDING AND FIRE SAFETY..... 279

ADMINISTRATION..... 279
 GENERAL ADMINISTRATION..... 279
 LICENSING AND REGULATION..... 280
 MANUFACTURED HOUSING..... 280
 STATE FIRE MARSHAL..... 280
 ENFORCEMENT AND TRAINING..... 281
 DEQ ASSISTANCE..... 281

BOARD OF CHIROPRACTIC EXAMINERS..... 282

BOARD OF COSMETOLOGY..... 283

CORPORATION COMMISSION..... 284

ADMINISTRATION..... 284
 HEARINGS..... 285
 CORPORATIONS..... 285
 SECURITIES..... 286
 RAILROAD..... 287
 UTILITIES DIVISION..... 287
 LEGAL DIVISION..... 288

BOARD OF DENTAL EXAMINERS..... 290

BOARD OF DISPENSING OPTICIANS..... 291

BOARD OF FUNERAL DIRECTORS AND EMBALMERS..... 292

DEPARTMENT OF GAMING..... 293
 ENFORCEMENT..... 293
 CERTIFICATION 294

BOARD OF HOMEOPATHIC MEDICAL EXAMINERS..... 295

INDUSTRIAL COMMISSION OF ARIZONA..... 296
 ADMINISTRATIVE SERVICES 297
 ADMINISTRATIVE SUPPORT..... 297
 WORKERS' COMPENSATION OMBUDSMAN..... 297
 OFFICE OF DIRECTOR..... 298
 WORKERS COMPENSATION CLAIMS PROCESSING..... 298
 ADJUDICATION OF DISPUTES..... 299
 LABOR LAW ADMINISTRATION..... 299
 OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION..... 299
 SPECIAL FUND CLAIMS PROCESSING..... 300
 LEGAL COUNSEL..... 300

DEPARTMENT OF INSURANCE..... 302
 POLICY AND ADMINISTRATION 302
 SOLVENCY REGULATION..... 303
 FINANCIAL CONDITIONS AND SOUNDNESS OVERSIGHT..... 303
 INSOLVENCY ADMINISTRATION..... 304
 CONSUMER SUPPORT..... 304
 CONSUMER INFORMATION AND ASSISTANCE..... 304
 MARKET PRACTICES OVERSIGHT..... 305
 LICENSING..... 306
 PROFESSIONAL SERVICE LICENSING..... 306
 INSURER LICENSING..... 307
 PREMIUM TAX COLLECTIONS AND ANALYSIS 308
 FRAUD INVESTIGATION AND DETERRENCE..... 308

DEPARTMENT OF LIQUOR LICENSES AND CONTROL..... 309
 ADMINISTRATION..... 309
 INVESTIGATIONS 310
 LICENSING..... 310

BOARD OF MEDICAL EXAMINERS..... 312

STATE MINE INSPECTOR 313
 MINING SAFETY ENFORCEMENT 313
 ABANDONED MINES INVENTORY AND REMEDIATION..... 314
 MINE HEALTH & SAFETY EDUCATION & TRAINING MSHA GRANT..... 315
 MINED LAND RECLAMATION..... 315

NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS..... 316

BOARD OF NURSING..... 317
 LICENSING AND REGULATION - RN/LPN 317
 NURSING ASSISTANT..... 318

BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS AND ADULT CARE HOME MANAGERS..... 319

BOARD OF OCCUPATIONAL THERAPY EXAMINERS..... 320

BOARD OF OPTOMETRY..... 321

BOARD OF OSTEOPATHIC EXAMINERS..... 322

BOARD OF PHARMACY..... 323

BOARD OF PHYSICAL THERAPY EXAMINERS 324

BOARD OF PODIATRY EXAMINERS..... 325

POWER AUTHORITY..... 326

STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION..... 327

 LICENSING AND REGULATION..... 327

 STUDENT TUITION RECOVERY FUND..... 328

BOARD OF PSYCHOLOGIST EXAMINERS..... 329

DEPARTMENT OF RACING..... 330

 COMMERCIAL RACING 330

 HORSE RACING 331

 GREYHOUND RACING..... 331

 RACING COMMISSION..... 332

 COUNTY FAIR RACING..... 333

RADIATION REGULATORY AGENCY..... 334

 RADIATION EVALUATION AND COMPLIANCE 334

 RADIOACTIVE MATERIALS/NON-IONIZING RADIATION 335

 X-RAY COMPLIANCE..... 335

 EMERGENCY RESPONSE..... 336

 RADIATION MEASUREMENT LABORATORY..... 336

 ADMINISTRATIVE SERVICES..... 337

 MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS..... 337

DEPARTMENT OF REAL ESTATE 339

 DEPARTMENT OF REAL ESTATE 339

 CENTRAL ADMINISTRATIVE SERVICES..... 339

 EDUCATION AND LICENSING..... 340

 REGULATION 341

 LAND DEVELOPMENT..... 341

 RECOVERY ASSISTANCE..... 341

REGISTRAR OF CONTRACTORS..... 343

 REGULATORY AFFAIRS 343

 RECOVERY FUND..... 344

RESIDENTIAL UTILITY CONSUMER OFFICE..... 345

BOARD OF RESPIRATORY CARE EXAMINERS 346

STRUCTURAL PEST CONTROL COMMISSION..... 347

BOARD OF TECHNICAL REGISTRATION..... 348

VETERINARY MEDICAL EXAMINING BOARD 349

DEPARTMENT OF WEIGHTS AND MEASURES..... 350

 GENERAL SERVICES..... 350

 AIR QUALITY OXYGENATED FUEL..... 351

 VAPOR RECOVERY 351

EDUCATION

COMMISSION ON THE ARTS 353

ARIZONA HISTORICAL SOCIETY..... 355

STATE BOARD FOR CHARTER SCHOOLS..... 356

STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES.....	357
STATE BOARD ADMINISTRATION.....	357
EDUCATIONAL SERVICES AND RESEARCH.....	358
TEACHER CERTIFICATION.....	358
AID TO COMMUNITY COLLEGES.....	359
OPERATING STATE AID.....	359
CAPITAL OUTLAY STATE AID.....	359
EQUALIZATION STATE AID.....	360
FEDERAL VOCATIONAL EDUCATION.....	360
ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND.....	361
ASDB ADMINISTRATION.....	361
ASDB-PHOENIX.....	362
ASDB STATEWIDE.....	363
ASDB-TUCSON.....	363
DEPARTMENT OF EDUCATION.....	365
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION.....	366
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION.....	366
STATE BOARD OF EDUCATION/CHARTER SCHOOLS.....	367
SCHOOL FINANCE.....	367
PAYMENT AND FINANCIAL COMPLIANCE.....	367
ADMINISTRATION, RESEARCH AND SUPPORT.....	368
ACADEMIC ACCOUNTABILITY.....	368
ARIZONA ACADEMIC STANDARDS.....	369
STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY.....	369
RESEARCH AND POLICY.....	370
COMPREHENSIVE SCHOOL REFORM.....	370
ACCOUNTABILITY MEASURES.....	370
PROFESSIONAL DEVELOPMENT.....	371
CAREER LADDERS.....	371
CERTIFICATION/INVESTIGATION.....	371
PROFESSIONAL EVALUATION AND RECOGNITION.....	372
ACADEMIC ASSISTANCE.....	372
EARLY CHILDHOOD PROGRAMS.....	373
MIGRANT CHILDREN EDUCATION.....	373
INDIAN EDUCATION.....	373
HOMELESS EDUCATION.....	374
ENGLISH ACQUISITION SERVICES.....	374
SPECIAL EDUCATION PROGRAM DEVELOPMENT.....	375
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS.....	375
LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I).....	376
SCHOOL TO WORK.....	376
GIFTED EDUCATION.....	376
WORKFORCE DEVELOPMENT.....	377
ADULT EDUCATION.....	377
FAMILY LITERACY.....	378
STUDENT HEALTH AND SAFETY.....	378
CHILD NUTRITION.....	378
CHEMICAL ABUSE PREVENTION.....	379
SCHOOL SAFETY.....	379
SUPPORT SERVICES.....	380
PUBLIC INFORMATION/COMMUNICATION.....	380
MANAGEMENT INFORMATION SERVICES.....	380
OTHER EDUCATION SUPPORT.....	381
ADMINISTRATION.....	381
SUPERINTENDENT'S OFFICE.....	381
ADMINISTRATIVE SERVICES.....	382
CHARTER SCHOOLS.....	383
BOARD OF MEDICAL STUDENT LOANS.....	384
COMMISSION FOR POSTSECONDARY EDUCATION.....	385
COMMISSION FOR POSTSECONDARY EDUCATION.....	385
FINANCIAL AID.....	385
POLICY ANALYSIS.....	386
COMMUNICATIONS.....	387
GENERAL ADMINISTRATION.....	388
PRESCOTT HISTORICAL SOCIETY.....	390
SCHOOL FACILITIES BOARD.....	391
BOARD OF REGENTS.....	392
GOVERNANCE.....	392

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

FINANCIAL ASSISTANCE.....	393
PASS-THROUGH PROGRAM – AHEC.....	393
ARIZONA STATE UNIVERSITY - MAIN CAMPUS.....	394
ACADEMIC AFFAIRS	395
COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN.....	395
COLLEGE OF BUSINESS.....	396
COLLEGE OF EDUCATION.....	396
COLLEGE OF ENGINEERING AND APPLIED SCIENCES.....	397
COLLEGE OF EXTENDED EDUCATION	397
COLLEGE OF FINE ARTS.....	398
GRADUATE COLLEGE.....	399
HONORS COLLEGE.....	399
COLLEGE OF LAW	400
COLLEGE OF LIBERAL ARTS AND SCIENCES.....	400
COLLEGE OF NURSING.....	401
COLLEGE OF PUBLIC PROGRAMS.....	401
SCHOOL OF SOCIAL WORK.....	402
OTHER INSTRUCTIONAL SUPPORT.....	402
UNIVERSITY LIBRARIES AND MUSEUMS.....	403
ACADEMIC COMPUTING	403
ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS.....	404
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT.....	404
RESEARCH.....	405
RESEARCH ACTIVITIES.....	405
REGULATORY COMPLIANCE.....	405
RESEARCH AREA.....	406
STUDENT AFFAIRS.....	406
STUDENT LIFE, HEALTH AND WELLNESS.....	407
ENROLLMENT SERVICES.....	407
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT.....	408
ADMINISTRATIVE SERVICES	408
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES.....	408
PLANT AND SAFETY SERVICES.....	409
ADMINISTRATIVE SERVICES SUPPORT.....	409
INSTITUTIONAL LEADERSHIP AND ADVANCEMENT.....	410
KAET-TV	410
ALUMNI RELATIONS AND DEVELOPMENT.....	411
COMMUNITY OUTREACH.....	411
INTERCOLLEGIATE ATHLETICS	411
EXECUTIVE MANAGEMENT.....	412
INSTITUTIONAL ADVANCEMENT	412
ARIZONA STATE UNIVERSITY - WEST CAMPUS.....	413
ACADEMIC AFFAIRS	413
COLLEGE OF ARTS AND SCIENCES.....	414
COLLEGE OF EDUCATION.....	414
COLLEGE OF HUMAN SERVICES.....	415
SCHOOL OF MANAGEMENT.....	415
DIVISION OF COLLABORATIVE PROGRAMS.....	415
LIBRARY.....	416
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT.....	416
STUDENT AFFAIRS.....	416
ADMINISTRATIVE SERVICES	417
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES.....	417
PLANT AND SAFETY SERVICES.....	418
INFORMATION TECHNOLOGY.....	418
ADMINISTRATIVE SERVICES SUPPORT.....	418
INSTITUTIONAL ADVANCEMENT.....	419
ARIZONA STATE UNIVERSITY - EAST CAMPUS.....	420
ACADEMIC PROGRAMS AND SERVICES.....	421
MORRISON SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT.....	422
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES.....	422
EAST COLLEGE.....	423
ACADEMIC SERVICES.....	423
INFORMATION TECHNOLOGY.....	424
LIBRARY SERVICES.....	424
STUDENT AFFAIRS.....	425
INSTITUTIONAL SUPPORT SERVICES.....	425
ADMINISTRATIVE SERVICES	426
BUSINESS AND HUMAN RESOURCE SERVICES.....	426
FACILITIES AND SAFETY SERVICES.....	427
CAMPUS LIFE SERVICES.....	427
ADMINISTRATIVE SERVICES SUPPORT.....	428
NORTHERN ARIZONA UNIVERSITY.....	429
UNDERGRADUATE PROGRAMS.....	430
OVERALL UNDERGRADUATE INSTRUCTION.....	430

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS..... 431
 UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS..... 432
 UNDERGRADUATE ACADEMIC ADVISING..... 433
GRADUATE PROGRAMS..... 433
 OVERALL GRADUATE INSTRUCTION..... 434
 GRADUATE INSTRUCTION - MOUNTAIN CAMPUS..... 434
 GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS..... 435
 GRADUATE ACADEMIC ADVISING..... 436
STUDENT SUPPORT..... 436
 OVERALL STUDENT SUPPORT..... 437
 LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS..... 437
 LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS..... 438
 MINORITY RECRUITMENT, RETENTION, AND GRADUATION..... 438
 ATHLETICS..... 439
ACADEMIC SUPPORT SERVICES..... 439
 LIBRARY..... 439
 ACADEMIC COMPUTING..... 440
 STATEWIDE ACADEMIC PROGRAMS..... 440
 INSTRUCTIONAL SUPPORT..... 441
RESEARCH AND PUBLIC SERVICE..... 441
 RESEARCH..... 441
 PUBLIC SERVICE..... 442
 ECONOMIC DEVELOPMENT..... 442
INSTITUTIONAL ADVANCEMENT..... 443
 DEVELOPMENTAL ACTIVITIES..... 443
 ALUMNI RELATIONS..... 444
INSTITUTIONAL OPERATIONS..... 444
 FACILITIES DEVELOPMENT AND MANAGEMENT..... 444
 RESOURCE MANAGEMENT..... 445
 GENERAL OVERSIGHT..... 446

UNIVERSITY OF ARIZONA - MAIN CAMPUS..... 447

ACADEMIC AFFAIRS..... 448
 OVERALL ACADEMIC AFFAIRS..... 448
 COLLEGE OF AGRICULTURE INSTRUCTION..... 449
 COLLEGE OF ARCHITECTURE..... 449
 COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION..... 450
 COLLEGE OF EDUCATION..... 451
 COLLEGE OF ENGINEERING AND MINES..... 451
 COLLEGE OF FINE ARTS..... 452
 COLLEGE OF HUMANITIES..... 452
 COLLEGE OF LAW..... 453
 COLLEGE OF SCIENCE..... 454
 COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES..... 454
 GRADUATE COLLEGE..... 455
 EXTENDED UNIVERSITY..... 455
 OTHER ACADEMIC PROGRAMS..... 456
 SIERRA VISTA BRANCH CAMPUS..... 457
 ARIZONA INTERNATIONAL COLLEGE..... 458
 UNIVERSITY LIBRARIES..... 458
 ACADEMIC COMPUTING..... 459
 ACADEMIC SUPPORT..... 460
 ACADEMIC AFFAIRS ADMINISTRATION..... 460
ORGANIZED RESEARCH..... 461
 UNIVERSITY-WIDE ORGANIZED RESEARCH..... 461
 AGRICULTURE RESEARCH EXPERIMENT STATION..... 462
 COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS..... 462
 ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT..... 463
COMMUNITY OUTREACH..... 463
 AGRICULTURE COOPERATIVE EXTENSION SERVICES..... 464
 UAPRESENTS (FORMERLY CULTURAL AFFAIRS)..... 464
 KUAT..... 465
 INTERCOLLEGIATE ATHLETICS..... 465
STUDENT AFFAIRS AND CAMPUS LIFE..... 466
 DEAN OF STUDENTS/STUDENT LIFE..... 466
 ENROLLMENT SERVICES..... 467
 HEALTH AND WELLNESS..... 467
 CAMPUS LIFE LEADERSHIP..... 468
INSTITUTIONAL SERVICES..... 468
 PRESIDENT'S AREA..... 469
 HUMAN RESOURCES..... 469
 BUSINESS AFFAIRS..... 470
 ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS..... 470

UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER..... 472

ACADEMIC AFFAIRS..... 473
 COLLEGE OF MEDICINE..... 473
 COLLEGE OF NURSING..... 474
 COLLEGE OF PHARMACY..... 474
 SCHOOL OF HEALTH PROFESSIONS..... 475
 ARIZONA HEALTH SCIENCES LIBRARY..... 476

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

ACADEMIC SUPPORT..... 476
 ORGANIZED RESEARCH..... 477
 HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADM..... 477
 COMMUNITY OUTREACH..... 478
 ARIZONA POISON AND DRUG INFORMATION CENTER..... 478
 TELEMEDICINE..... 478
 INSTITUTIONAL SERVICES 479

TRANSPORTATION

DEPARTMENT OF TRANSPORTATION..... 481
 ADMINISTRATION..... 482
 DIRECTOR'S OFFICE/TRANSPORTATION BOARD..... 482
 TRANSPORTATION SERVICES GROUP..... 482
 ARIZONA HIGHWAYS MAGAZINE..... 483
 INTERMODAL TRANSPORTATION..... 483
 PLANNING, DEVELOPMENT AND ADMINISTRATION..... 484
 MAINTENANCE..... 484
 CONSTRUCTION..... 485
 MOTOR VEHICLE..... 485
 MOTOR VEHICLE SUPPORT SERVICES..... 486
 CUSTOMER SERVICE..... 486
 MOTOR VEHICLE ENFORCEMENT SERVICES..... 487
 AERONAUTICS 487

PROTECTION AND SAFETY

CRIMINAL JUSTICE COMMISSION..... 489
 CRIMINAL JUSTICE COMMISSION..... 490
 MANAGEMENT AND LIAISON 490
 ENHANCED DRUG AND VIOLENT CRIME CONTROL..... 491
 CRIMINAL JUSTICE RECORDS IMPROVEMENT..... 491
 STATISTICAL ANALYSIS CENTER..... 492
 CRIME VICTIMS PROGRAMS..... 493
 JUVENILE JAIL IMPROVEMENTS..... 493

AUTO THEFT AUTHORITY..... 494

DEPARTMENT OF CORRECTIONS..... 495
 POLICY, MANAGEMENT & RESOURCE ALLOCATION..... 496
 PRISON OPERATIONS..... 496
 PRISON OPERATIONS MANAGEMENT..... 497
 SECURITY OPERATIONS..... 497
 SUPPORT SERVICES..... 497
 INMATE PROGRAMS..... 498
 PRIVATE PRISONS..... 499
 INMATE HEALTH CARE..... 499
 INMATE HEALTH CARE MANAGEMENT..... 499
 MEDICAL SERVICES..... 500
 DENTAL SERVICES..... 500
 MENTAL HEALTH SERVICES..... 500
 NURSING..... 501
 PHARMACY..... 501
 OCCUPATIONAL HEALTH..... 502
 INSPECTIONS AND INVESTIGATIONS 502
 INSPECTIONS AND INVESTIGATIONS MANAGEMENT..... 502
 CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS..... 503
 INSPECTIONS..... 503
 ARIZONA CORRECTIONAL INDUSTRIES (ACI)..... 503
 ADMINISTRATION..... 504
 ADMINISTRATION MANAGEMENT..... 504
 HUMAN RESOURCE MANAGEMENT..... 505
 AGENCY INFRASTRUCTURE..... 505
 COMMUNITY CORRECTIONS..... 505

DRUG AND GANG PREVENTION RESOURCE CENTER..... 507

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS..... 508
 ADMINISTRATION..... 508
 CENTRAL ADMINISTRATION..... 509
 SPECIAL PROJECTS..... 509
 ARMY NATIONAL GUARD..... 509
 ARMY OPERATIONS..... 510

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

ARMY FACILITIES MANAGEMENT	511
AIR NATIONAL GUARD.....	511
AIR OPERATIONS.....	511
FACILITIES ENGINEERING.....	512
EMERGENCY MANAGEMENT.....	512
MITIGATION.....	513
PREPAREDNESS.....	513
RESPONSE AND RECOVERY.....	513
EMERGENCY RESPONSE COMMISSION/GRANTS.....	514
CIVIL AIR PATROL (SLI).....	514
BOARD OF EXECUTIVE CLEMENCY.....	515
DEPARTMENT OF JUVENILE CORRECTIONS.....	516
HOUSING.....	516
FACILITIES.....	517
SECURITY.....	517
HEALTH CARE.....	517
REHABILITATION.....	518
EDUCATION.....	518
SECURE CARE TREATMENT.....	518
COMMUNITY CARE TREATMENT.....	519
LAW ENFORCEMENT MERIT SYSTEM COUNCIL.....	521
DEPARTMENT OF PUBLIC SAFETY.....	522
HIGHWAY PATROL.....	524
PATROL.....	524
SPECIAL SERVICES.....	524
CRIMINAL INVESTIGATION.....	525
INVESTIGATIONS.....	525
STATEWIDE TASK FORCES.....	526
ROCKY MOUNTAIN INFORMATION NETWORK (RMIN).....	527
AGENCY SUPPORT.....	528
HUMAN RESOURCES.....	528
INFORMATION TECHNOLOGY SERVICES.....	529
LOGISTICS.....	530
TELECOMMUNICATIONS.....	530
OPERATIONAL COMMUNICATIONS.....	531
FACILITIES.....	531
TRAINING & EDUCATION.....	531
CRIMINAL JUSTICE SUPPORT.....	533
SCIENTIFIC ANALYSIS.....	533
AVIATION.....	534
AZAFIS MANAGEMENT.....	534
LICENSING.....	535
CRIMINAL INFORMATION.....	536
DIRECTOR'S OFFICE.....	536
MANAGEMENT SERVICES.....	537
FINANCIAL SERVICES.....	538
CRIME VICTIM SERVICES.....	538
DRUG ABUSE RESISTANCE EDUCATION (DARE).....	539
GOVERNOR'S OFFICE OF HIGHWAY SAFETY.....	539
PEACE OFFICER STANDARDS AND TRAINING.....	540
NATURAL RESOURCES	
GAME AND FISH DEPARTMENT.....	543
WILDLIFE MANAGEMENT.....	543
GAME MANAGEMENT.....	544
NONGAME AND ENDANGERED WILDLIFE.....	544
SPORTFISH MANAGEMENT.....	545
OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT.....	545
WATERCRAFT MANAGEMENT.....	546
OFF-HIGHWAY VEHICLE MANAGEMENT.....	546
ADMINISTRATION.....	546
GEOLOGICAL SURVEY.....	548
STATE LAND DEPARTMENT.....	549
TRUST MANAGEMENT AND REVENUE GENERATION.....	550
OUTSIDE ASSISTANCE AND GRANTS.....	551
ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES.....	552
NATURAL RESOURCE CONSERVATION DISTRICTS.....	552

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

ENVIRONMENTAL PLATE ADVISORY COUNCIL..... 553

DEPARTMENT OF MINES AND MINERAL RESOURCES..... 554

NAVIGABLE STREAM ADJUDICATION COMMISSION..... 555

STATE PARKS BOARD..... 556

 PARKS..... 556

 PARTNERSHIPS..... 557

 PROGRAM SUPPORT..... 558

DEPARTMENT OF WATER RESOURCES..... 559

 GENERAL SERVICES..... 559

 MANAGEMENT INFORMATION SERVICES..... 559

 MANAGEMENT SERVICES..... 560

 WATER RESOURCE MANAGEMENT AND PLANNING..... 560

 GROUNDWATER ADMINISTRATION..... 561

 SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH..... 561

 COLORADO RIVER MANAGEMENT..... 562

 STATEWIDE PLANNING..... 562

 HYDROLOGY..... 563

 WATER BANKING AUTHORITY..... 563

 SAFETY OF DAMS AND FLOOD CONTROL..... 564

 DAM SAFETY..... 564

 FLOOD MITIGATION..... 565

General Government

AGENCY SUMMARY	
DEPARTMENT OF ADMINISTRATION	
J. Elliott Hibbs, Director Contact: Kathy Peckardt, Manager of Office of Strategic Management (602) 542-7526	ADA

Agency Mission:

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

Agency Description:

ADOA is comprised of the Director's Office and six divisions including Financial Services, General Services, Human Resources, Information Services, Management Services and Capitol Police. Each division consists of programs (usually defined by major functional area). Each program within the divisions provides services. ADOA has defined 76 major services that are provided to the external customers and 33 services that are provided internally to ADOA. In addition to defining these 109 services, ADOA has further assessed them based on the necessity of the service to the customer. Thus, ADOA has defined 23 (enabling) services that are critical to the customer's ability to function. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ DIRECTORS OPERATIONS	861.9	1,204.6	1,212.8
➤ GOVERNORS REGULATORY REVIEW COUNCIL	359.1	456.6	469.8
➤ ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES	204.9	215.0	150.5
➤ CAPITOL POLICE	2,807.4	3,015.4	3,101.3
➤ ADMINISTRATIVE SERVICES	1,902.9	2,022.3	2,076.1
➤ TRAVEL REDUCTION	824.5	999.1	1,010.4
➤ STATEWIDE FINANCIAL SERVICES	3,711.8	3,609.4	3,686.9
➤ STATEWIDE FINANCIAL APPLICATIONS	2,767.3	3,312.1	3,312.1
➤ STATE PROCUREMENT SERVICES	1,698.3	1,725.8	1,810.9
➤ RISK MANAGEMENT SECTION	79,896.6	73,460.7	75,205.3
➤ FACILITIES PLANNING AND IMPROVEMENT	7,825.0	7,996.4	8,046.3
➤ FACILITIES OPERATIONS AND MAINTENANCE	13,666.5	14,625.7	14,823.8
➤ FLEET MANAGEMENT	6,955.1	10,307.0	12,859.9
➤ SURPLUS PROPERTY MANAGEMENT	1,120.6	2,559.4	2,888.9
➤ BUSINESS SERVICES	2,857.9	2,472.5	2,502.5

➤ CONSTRUCTION SERVICES	62,709.9	45,190.9	22,304.4
➤ STATE BOARDS OFFICE	192.9	251.7	243.2
➤ HUMAN RESOURCES MANAGEMENT	7,880.6	8,707.0	8,534.9
➤ EMPLOYEE GROUP BENEFITS	222,884.6	240,362.8	255,518.1
➤ INFORMATION TECHNICAL SERVICES	28,705.9	37,279.0	41,062.8
Capital Funds	103,766.2	3,500.0	3,500.0
Agency Total	553,599.9	463,273.4	464,320.9

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	25,343.6	26,081.9	26,965.9
Other Appropriated Funds	128,467.7	135,780.9	143,156.3
Other Non Appropriated Funds	295,678.0	297,560.6	290,413.2
Federal Funds	344.4	350.0	285.5
Operating Funds Subtotal	449,833.7	459,773.4	460,820.9
Capital Funds	103,766.2	3,500.0	3,500.0
Agency Total	553,599.9	463,273.4	464,320.9
FTE Positions	1,032.2	1,048.1	1,046.1

Agency Goals and Key Performance Measures:

◆ Goal 1 To increase customer satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of enabling services improving to at least 6.0, or by at least 0.1 for those between 6.0-6.5 or by at least 0.01 for those above 6.5	NA	19	100	100
● Percent of enhancing services improving to at least 5.8, or by at least 0.1 for those between 5.8-6.5 or by at least 0.01 for those above 6.5	NA	40	100	100
● Percent of enabling services achieving established monthly performance targets	NA	NA	100	100
● Percent of enhancing services achieving established monthly performance targets	NA	NA	100	100

◆ Goal 2 To develop a high performance workforce.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of positive responses from "Support of Upper Management" efforts	43.6	55.99	65	70
● Percent of positive responses from "Supervisor Skills" efforts	73.7	76.25	80	82
● Percent of positive responses from "Morale" efforts	60.9	68.4	75	78
● Percent of positive responses from "Recognition" efforts	45.6	56.55	65	70
● Percent of positive responses from "Working Conditions" efforts	62.5	65.57	75	78
● Percent of positive responses from "Training" efforts	50.4	56.7	60	70
● Percent of positive responses from "Communications" efforts	62.6	64.34	75	78

- ◆ Goal 3 To improve the efficiency and effectiveness of our processes.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of targeted processes achieving their outcomes	NA	NA	100	100

- ◆ Goal 4 To increase the quality of the organization.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Score received from the Arizona State Quality Awards	NA	NA	300	NA

ADA.1 PROGRAM SUMMARY

DIRECTORS OPERATIONS

Director's Office

Contact: J. Elliott Hibbs, Director
 Phone: (602) 542-1500
 A.R.S. 41-701, 41-1051

Program Mission:

The Director's Office provides leadership, direction, and support to enable the Arizona Department of Administration (ADOA) to achieve its mission and vision.

Program Description:

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 Director's Office consists of the director, deputy director, direct support staff, legislative liaison, public information officer, legal counsel, and the office of strategic management. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	861.9	1,204.6	1,212.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>861.9</u>	<u>1,204.6</u>	<u>1,212.8</u>
FTE Positions	<u>14.0</u>	<u>15.0</u>	<u>15.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To improve customer service with the inter-agency legislative relations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.57	5.85	5.95	6.05

- ◆ Goal 2 To facilitate the flow of information from the agency, the general public, community organizations, and other governmental entities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	4.8	6.06	6.16	6.26

- ◆ Goal 3 To assist ADOA programs to achieve their goals by providing accurate and timely legal services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of off-contract, sole source, and competition impractical requests reviewed and responded to within one business day	NA	92	95	95
● Customer satisfaction on annual survey	NA	6.33	6.43	6.53

- ◆ Goal 4 To support state employees, elected officials, and the general public through statewide campaigns and special events.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars raised by State Employee Charitable Campaign (in millions)	1.3	1.4	1.5	1.6
● Customer satisfaction	NA	NA	5.8	5.9

- ◆ Goal 5 To provide a consistent and cohesively structured strategic planning process employed across all levels of ADOA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction with strategic planning process on annual survey	NA	5.31	5.8	6.0

- ◆ Goal 6 To measure the satisfaction of our workforce in order to accurately identify the strengths and weaknesses of the quality of life in ADOA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees responding to annual survey	53	64	65	70

- ◆ Goal 7 To measure the satisfaction of our customers in order to accurately identify the strengths and weaknesses of services in ADOA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers responding to annual survey	68	56	60	65

- ◆ Goal 8 To enhance the agency's ability to develop a high performance workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer (class participant) evaluations of training class or activity	NA	6.13	6.23	6.33
● Customer (requestor) evaluation (OSM report card) on special request training class or activity	NA	7.05	7.06	7.07

- ◆ Goal 9 To reward and recognize outstanding performance in ADOA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cause for applause certificates issued	NA	3,700	3,000	3,200
● Customer satisfaction on annual survey	NA	6.11	6.2	6.3

- ◆ Goal 10 To provide effective facilitation of feedback forums and teams.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction with facilitation services	NA	6.28	6.38	6.48
● Process improvement team members' satisfaction with team facilitation	NA	6.17	6.27	6.37

● Percent of facilitated process improvement teams approved to advance to next step	NA	NA	100	100
● Percent of facilitated process improvement teams on schedule for deliverables, per team's action plan	NA	NA	100	100

<p>ADA.2 PROGRAM SUMMARY</p> <p>GOVERNORS REGULATORY REVIEW COUNCIL</p> <p>Management Services Division</p> <p>Contact: Jeanne Hann, GRRC Administrator Phone: (602) 542-2006 A.R.S. 41-1051 (A)</p>
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Program Mission:

To assist the Governor's Regulatory Review Council and agencies to fulfill their rulemaking responsibilities under the Administrative Procedure Act.

Program Description:

Governor's Regulatory Review Council staff provides guidance regarding the rulemaking responsibilities of the Council and various state agencies. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	359.1	456.6	469.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	359.1	456.6	469.8
FTE Positions	7.0	8.0	8.0

Program Goals and Performance Measures:

- ◆ Goal 1 To assist Council to review and act upon agency rules, five-year review reports and appeals in compliance with its statutory responsibilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of five-year review reports approved by Council by consent	84	85	88	90
● Percent of rules approved on first hearing	96	96	98	98
● Percent of rules approved by council by consent	NA	83	86	88
● Percent of council members rating staff support as excellent	NA	97	97	97

- ◆ Goal 2 To assist agencies to comply with the rule making provisions of the Administrative Procedure Act.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of rule packages and five-year-review reports undergoing courtesy reviews	59	46	65	70
● Percent of agency personnel rating Council staff support as excellent	NA	73	75	80

- ◆ Goal 3 To provide members of the public an opportunity to be involved in the rule making process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of members of the public rating the opportunity to be involved in the rule making process as excellent	NA	75	85	90

<p>ADA.3 PROGRAM SUMMARY</p> <p>ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES</p> <p>Management Services Division</p> <p>Contact: Denise Thompson, Executive Director Phone: (602) 542-6276 Executive Order 93-12</p>
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Program Mission:

To provide "knock your socks off" services and programs to assist government agencies, state employees, and the public to comply with federal and state disabilities laws.

Program Description:

The Arizona Office for Americans with Disabilities (AOAD) provides technical assistance, research and training relevant to the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, as amended and re-authorized, and other disability-related legislation. It accomplishes this by researching federal, state and local guidelines, policies, laws, rules, and by providing the updates. Information and referral services are provided to individuals, businesses and agencies to resolve questions and problems, both through the office and the toll free 800 statewide information line. AOAD also provides agency specific technical assistance and training. In addition, AOAD reviews policies and procedures, recommending changes to bring them into compliance with current disability laws. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	204.9	215.0	150.5
Program Total	204.9	215.0	150.5
FTE Positions	5.0	5.0	3.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide training on disabilities legislation to government employees and secondarily to the private sector.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of state agency sections receiving training	18	20	40	45
● Number of organizations receiving training	NA	NA	15	20
● Percent of customers rating usability of information 6.5 or higher	NA	NA	85	90

- ◆ Goal 2 To provide technical assistance to state agencies regarding the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Site visits conducted	25	75	108	108
● Percent of customers rating usability of information 6.5 or higher	NA	NA	85	90
● Percent of technical assistance calls answered on same day basis	79	98	95	95
● Percent of informal complaints coordinated within 10 days	98	98	95	95

- ◆ Goal 3 To provide information and referral regarding disability laws to the general public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of information and referral calls answered on same day basis	73	97	80	85
● Percent of customers rating usability of information 6.5 or higher	NA	NA	85	90

<p>ADA.4 PROGRAM SUMMARY</p> <p>CAPITOL POLICE</p> <p>Capitol Police</p> <p>Contact: Theo G. Nielson, Chief of Capitol Police Phone: (602) 542-0363 A.R.S. 41-794 to 41-797</p>

Program Mission:

The Arizona Capitol Police shall maintain an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State of Arizona, within the Capitol Complexes in Phoenix and Tucson, will be safe and secure.

Program Description:

The Capitol Police make arrests and issue citations for violations of Arizona State laws and rules; respond to all calls for assistance and render aid when possible; investigate threats, suspicious activities, circumstances, vehicles and persons; investigate all crimes and accidents occurring within the State complexes; and if appropriate, identify and apprehend suspect(s). The police force prepares reports and required documents; gathers and processes evidence on violations; assists State and County prosecutors in court presentations by giving evidence and testimony at trials and hearings; and provides escort services and motorist assistance. They also conduct training for State employees in crime prevention, personal safety and violence in the work place; conduct welfare checks and preventive patrols throughout the Capitol Complexes on a continuing basis; attend hearings, disciplinary actions and special events where violence is a real concern; maintain security posts in State buildings where higher levels of security are required; conduct buildings and grounds security checks on a day to day and shift to shift bases; monitor, respond and investigate all alarms received from the State's electronic security systems; and conduct building, grounds and facilities security and safety inspections and evaluations. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,286.7	2,170.2	2,256.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	520.7	845.2	845.2
Federal Funds	0.0	0.0	0.0
Program Total	2,807.4	3,015.4	3,101.3
FTE Positions	75.0	78.0	78.0

Program Goals and Performance Measures:

- ◆ Goal 1 To achieve accreditation from the National Commission on Accreditation for Law Enforcement Agencies (CALEA).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of CALEA standards addressed	NA	NA	133	133

- ◆ Goal 2 To maintain a safe environment in the State Complexes in Phoenix and Tucson.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction (prevent crime) on annual survey	6.32	6.61	6.62	6.63
● Customer satisfaction (enforce the law) on annual survey	6.29	6.80	6.81	6.82
● Uniform Crime Reporting (UCR) part 1 crimes	180	97	192	197
● Average response time to emergency calls	1:12	1:25	2:00	2:00
● Percent increase in UCR part 1 crimes	-15	-46	2	2

- ◆ Goal 3 To improve the security environment of Phoenix and Tucson Complexes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction (provide security) on annual survey	5.94	6.52	6.53	6.54
● Number of complaints against Capitol Police personnel	5	3	0	0

<p>ADA.5 PROGRAM SUMMARY</p> <p>ADMINISTRATIVE SERVICES</p> <p>Management Services Division</p> <p>Contact: Tim Boncoskey, Assistant Director Phone: (602) 542-5675 A.R.S. 41-2501</p>
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Program Mission:

To provide the Arizona Department of Administration with quality products and services, and financial and management information in support of the agency's mission.

Program Description:

The Administrative Services Program provides accounting services (accounts receivable, accounts payable, payroll, preparation of financial statements and other financial management services) for a limited number of ADOA funds; provides purchasing services and contract administration; prepares and monitors the annual appropriated budget and other selected funds; tracks department and statewide FTEs; and monitors utility expenditures. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a

scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,720.3	1,841.1	1,890.3
Other Appropriated Funds	182.6	181.2	185.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,902.9	2,022.3	2,076.1
FTE Positions	27.5	27.5	27.5

Program Goals and Performance Measures:

- ◆ Goal 1 To provide timely and accurate payment of vendors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	6.9	6.83	7.2	7.4
● Percent of discounts taken	65	68	75	80

- ◆ Goal 2 To maintain current and accurate receivable accounts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	6.9	7.3	7.4	7.5

- ◆ Goal 3 To provide accurate and timely fixed asset accounting services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	NA	6.54	6.75	7.0

- ◆ Goal 4 To provide accurate and timely financial and management reporting services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	NA	7.51	7.55	7.6
● Average days to produce financial statements	25.5	11.4	10	9

- ◆ Goal 5 To ensure accuracy and timeliness of payroll for the department.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	NA	7.06	7.2	7.4

- ◆ Goal 6 To improve the efficiency and effectiveness of procurement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of defects/technical problems of procurement code	3	1	0	0

- ◆ Goal 7 To increase customer satisfaction with the goods and services purchasing provides.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (monthly)	6.85	7.36	6.9	7.0
● Request for Quotation (RFQ) processing time	20	11	9	8
● Fax On Demand (FOD) processing time	NA	22	19	18
● Invitation for Bid (IFB) processing time	47	43	39	38
● Construction Invitation for Bid (CIFB) processing time	43	43	49	48
● Request for Proposal (RFP) processing	66	70	89	88

time

- ◆ Goal 8 To monitor execution the of ADOA's budget to ensure that expenditures are in accordance with the adopted budget, the revenues are available, and the intent of the Governor, Legislature and Department are met.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (quarterly)	5.91	5.31	6.0	6.2

ADA.6

PROGRAM SUMMARY

TRAVEL REDUCTION

Management Services Division

Contact: Kayelen Corley, Coordinator

Phone: (602) 542-3638

A.R.S. 41-101.03, 41-701

Program Mission:

To reduce state employees' commute travel in single occupancy vehicles within Maricopa County in order to improve air quality.

Program Description:

Through promotion, education and incentives, the Travel Reduction Program encourages non-university state employees in Maricopa County to carpool, vanpool, bus, 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 19,000 employees, and submitted to Maricopa County. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	295.6	464.1	475.4
Other Non Appropriated Funds	389.4	400.0	400.0
Federal Funds	139.5	135.0	135.0
Program Total	824.5	999.1	1,010.4
FTE Positions	6.0	6.0	6.0

Program Goals and Performance Measures:

- ◆ Goal 1 To develop and administer world-class Travel Reduction strategies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of commuter club members (car-poolers, bus riders, walkers, bicyclists)	4,650	5,033	5,115	5,371
● Turnaround time to process lists of people that have expressed an interest in carpooling (hours)	48	48	24	24
● Number of matchlists processed	712	794	800	830
● Percent increase in bus riders	-3.3	-12.7	5	5
● Percent of Capitol Rideshare customers rating services excellent (monthly)	55.3	34	62	64
● Percent of Travel Reduction Coordinators rating services excellent (bi-annual)	NA	NA	62	64

● Agency sites that achieved their travel reduction goals	20	TBD	24	26
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ADA.7 PROGRAM SUMMARY

STATEWIDE FINANCIAL SERVICES

Financial Services Division

Contact: Robert Rocha, State Comptroller
 Phone: (602) 542-5405
 A.R.S. 35-101 et. seq.

Program Mission:

To provide state agencies and the general public with accurate, timely financial services, management information and technical assistance, assuring compliance with related statutes and rules, and providing for the safeguarding of the State's assets.

Program Description:

This program provides financial information to state agencies, federal government agencies, financial institutions and other interested public or private entities. Areas of responsibility include preparation of cash basis and accrual basis financial reports which are designed to provide an accurate recording of the financial condition of the state; a security group designed to review and revise policy on financial security to avoid embezzlement or misuse of the statewide financial system; an internal control group which has the responsibility of reviewing procedures and policies of agencies statewide and safeguard the State's assets. Additionally, the program is responsible for the timely and accurate preparation and distribution of the statewide payroll and the reconciliation of all funds utilized by state agencies. Finally, the program is responsible for the safeguarding of all state warrants and the accurate, timely completion of special projects. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,611.8	3,609.4	3,686.9
Other Appropriated Funds	100.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,711.8	3,609.4	3,686.9
FTE Positions	80.2	76.2	76.2

Program Goals and Performance Measures:

- ◆ Goal 1 To increase customer satisfaction with the administration of the statewide payroll system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.02	6.0	6.1	6.2
● Accuracy of garnishment information (percent)	NA	NA	100	100
● Percent of time that customer inquiries are responded to within one day	NA	NA	90	95

- ◆ Goal 2 To increase customer satisfaction with the distribution of vendor warrants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Customer satisfaction on annual survey	6.34	6.60	6.61	6.62
● Percent of time warrants are accurately distributed	98	NA	99	100
● Number of cancellations, handwrites, and replacement warrants	2,929	3,768	3,500	3,500
● Percent of time that warrants are available for distribution within two hours of receipt	98	99	100	100
● Percent of requests for special warrant production and/or research completed within required time	99	NA	100	100

- ◆ Goal 3 To increase customer satisfaction with accounting policies and procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.88	5.78	6.0	6.1
● Number of accounting policies and procedures issued annually	2	7	4	4

- ◆ Goal 4 To increase customer satisfaction with technical assistance on Federal Cash Management Act.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.87	5.52	5.8	5.9

- ◆ Goal 5 To increase customer satisfaction with indirect cost recovery.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.81	5.22	5.8	5.9

- ◆ Goal 6 To increase customer satisfaction with the administration of applications security for Arizona Financial Information System (AFIS).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.96	6.16	6.26	6.36

- ◆ Goal 7 To increase customer satisfaction with technical services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.74	5.88	5.98	6.08
● Percent of courtesy calls indicating satisfaction with Customer Service Bureau (CSB) services	100	100	100	100
● Percent of rotating quarterly courtesy survey of agencies indicating satisfaction with services rendered	NA	NA	100	100
● Customer satisfaction with audit engagements (scale 1-5) (monthly)	NA	4.58	3.5	3.55
● Number of audits or investigations conducted annually	20	29	20	22

- ◆ Goal 8 To increase customer satisfaction with training on travel policy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.94	5.80	5.9	6.0
● Percent of travel policy class attendees that indicate their knowledge was increased	100	100	100	100

- ◆ Goal 9 To increase customer satisfaction with monitoring and reporting on appropriations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.53	5.30	5.8	5.9

- Percent of appropriations not available within 30 days of receiving the law and a valid AFIS profile 0 0 0 0

ADA.8 PROGRAM SUMMARY

STATEWIDE FINANCIAL APPLICATIONS

Financial Services Division

Contact: Robert Rocha, State Comptroller
 Phone: (602) 542-5405
 A.R.S. 35-101 et. seq.

Program Mission:

To provide state agencies and the general public with financial data, management information, technical assistance, and to maintain and improve the Statewide Automated Financial System to safeguard the State's assets.

Program Description:

This program operates the Arizona Financial Information System (AFIS) as well as provides data input services for agencies that do not have direct access to AFIS. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,004.7	2,549.5	2,549.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	762.6	762.6	762.6
Federal Funds	0.0	0.0	0.0
Program Total	2,767.3	3,312.1	3,312.1
FTE Positions	15.0	15.0	15.0

Program Goals and Performance Measures:

- ◆ Goal 1 To increase customer satisfaction with the operation of AFIS.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction of new system functionalities (quarterly)	NA	NA	6.5	6.8
● Percent improvement in the system runtime in the improved areas	NA	NA	5	5
● Percent of time LAN or related electronic communication device is operational	NA	NA	98	98

- ◆ Goal 2 To increase customer satisfaction with providing data input to small agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of courtesy calls indicating satisfaction with CSB services rendered (monthly)	100	100	100	100

ADA.9 PROGRAM SUMMARY

STATE PROCUREMENT SERVICES

Financial Services Division

Contact: Jerry Brink, Administrator
 Phone: (602) 542-5308
 A.R.S. 41-2501 et. seq.

Program Mission:

To promptly provide state agencies and political subdivision customers the opportunity to obtain products and services at competitive prices, while at the same time ensuring compliance with the Arizona Procurement Code.

Program Description:

This program conducts complex procurements, including statewide contracts, for all State agencies; establishes and administers procurement policies and procedures for all agencies; manages the cooperative purchasing program for political subdivisions; establishes standards and delegates procurement authority to agencies; broadly disseminates procurement information to customers; and administers bid protests and claims appeals on behalf of the Director. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,624.0	1,645.8	1,690.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74.3	80.0	120.0
Federal Funds	0.0	0.0	0.0
Program Total	1,698.3	1,725.8	1,810.9
FTE Positions	32.0	32.0	32.0

Program Goals and Performance Measures:

- ◆ Goal 1 To increase customer satisfaction with the establishment of contracts through the State Procurement Office.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.75	5.57	6.0	6.1
● Percent of paid subscribers to the Cooperative Purchasing Program that provide customer service ratings of satisfactory to excellent	NA	NA	80	85
● Percent of solicitation milestones met for an agreed upon completion schedule	NA	NA	80	85

- ◆ Goal 2 To improve the efficiency and effectiveness of the processes involved in establishing contracts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average cycle time for the Request for Proposal process (days)	109	87	85	82
● Average cycle time for the Invitation for Bid process (days)	71	64	62	60

- ◆ Goal 3 To provide customers with continually improved technical assistance services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.82	5.68	5.8	5.9
● Customer satisfaction ratings at the monthly Purchasing Advisory Committee (PAC) meetings, where the office provides technical information to the agency procurement community	NA	NA	5.9	6.0

◆ Goal 4 To continually improve the service of establishing and communicating procurement rules.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.61	5.84	5.94	6.04
● Timeliness of updating Arizona Procurement Code	NA	NA	July 1	July 1
● Customer satisfaction ratings at the monthly training meetings on the Procurement Code at SPO and PAC	NA	NA	6.0	6.1

◆ Goal 5 To continually improve the service of reviewing and approving procurement requests.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.02	5.74	5.8	5.9
● Cycle time to complete SPO 150 (off contract authorization) (days)	NA	3	3	2
● Cycle time to respond to emergency procurement requests (days)	NA	1	1	1
● Cycle time to respond to request for Sole Source procurements (days)	NA	4	3	3
● Cycle time to respond to request for Impractical to Compete (days)	NA	3	3	2
● Cycle time to respond to request to use Brand Name Specification (days)	NA	5	3	3

◆ Goal 6 To continually improve the service of administering contracts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.91	5.70	5.8	5.9
● Percent of contracts not renewed or replaced prior to expiration	NA	NA	<2	<2
● SPO response time for Vendor Performance Reports (days)	NA	9	12	12

ADA.10 PROGRAM SUMMARY

RISK MANAGEMENT SECTION

Financial Services Division

Contact: Frank Hinds, Risk Manager
 Phone: (602) 542-1791
 A.R.S. 41-621 et. seq.

Program Mission:

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

Program Description:

Risk Management purchases excess and specialty insurance to complement its self-insurance program; investigates, mitigates and settles all property and liability claims against the state; defends lawsuits and recovers monies from third parties who have injured the state; and assists agencies in development and administration of loss prevention programs. This program also self-insures and self-

administers the state's workers' compensation activities by investigating claims and managing workers' compensation benefits for injured state employees; assists agencies in administering return to work programs in compliance with ADA; provides consulting services, and recovers monies from third parties who have injured state employees. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	79,896.6	73,460.7	75,205.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	79,896.6	73,460.7	75,205.3
FTE Positions	83.0	85.0	85.0

Program Goals and Performance Measures:

◆ Goal 1 To reduce the cost of property, liability, and workers' compensation losses.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Incident rate per 100 Full Time Equivalents (FTE) (accepted claims)	8.2	5.2	6.0	6.0
● Total dollar losses (in millions)	25.0	38.6	35.2	35.6
● Average liability claim	6,614	10,382	7,735	7,500
● Average property claim	2,769	2,240	2,493	2,500
● Accounts Payable audit savings (in thousands)	517.2	565.8	200.0	200.0
● Total dollar losses-workers' compensation (in millions)	14.6	15.3	18.5	19.7
● Average claim cost-workers' compensation	3,600	3,230	3,490	3,500

◆ Goal 2 To increase customer satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction with loss prevention on annual survey	5.78	6.02	6.12	6.22
● Customer satisfaction with handling of property & liability claims on annual survey	5.83	6.38	6.48	6.58
● Customer satisfaction with self-insurance on annual survey	6.06	6.19	6.29	6.39
● Customer satisfaction with administration of workers' compensation services on annual survey	5.97	6.08	6.18	6.28

◆ Goal 3 To improve the efficiency and effectiveness of processes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of process improvement teams	4	3	3	3

ADA.11 PROGRAM SUMMARY

FACILITIES PLANNING AND IMPROVEMENT

General Services Division

Contact: Tim Brand, General Manager
 Phone: (602) 542-4491
 A.R.S. 41-701

Program Mission:

To provide planning, construction review, inspection, major maintenance, management and allocation/utilization of state facilities for agencies in the ADOA Building System to enhance their ability to operate and deliver services to the public.

Program Description:

The Facilities Planning and Improvement Program develops the Biennial Capital Improvement/Land Acquisition Plan, which projects and provides rationale for future State Capital needs; reviews, approves and inspects new construction projects including all contracts, amendments, plans, specifications, payment requests and project close out documents; inspects existing facilities for general condition, maintenance, and utilization; and, plans, prioritizes, and funds building renovation projects in conjunction with the building inspection reports for 2,500 facilities in the ADOA Building System. In addition, the program maintains the allocation/utilization of building space by agency and building location; provides executive and legislative budget office space use projections for the biennial budget preparation; plans and identifies future office buildings on the Capitol Mall by location and projected agency; allocates and assigns office space to state agencies in ADOA office buildings; plans, directs and coordinates agency relocations to optimize use of existing space and agency operational needs; locates, negotiates, reviews and approves state agency office leases; and, plans, designs, and constructs agency requested tenant improvements. The Program also manages parking and energy use for the ADOA office buildings. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,111.7	6,131.7	6,131.4
Other Appropriated Funds	1,713.3	1,864.7	1,914.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	7,825.0	7,996.4	8,046.3
FTE Positions	28.8	36.8	36.8

Program Goals and Performance Measures:

- ◆ Goal 1 To improve customer satisfaction with the services in developing the Biennial State Capital Improvement/Land Acquisition Plan for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Interagency Capital Council members satisfaction rating	NA	6.25	6.5	6.75
● Customer satisfaction on annual survey	6.44	5.61	5.8	5.9

- ◆ Goal 2 To improve customer satisfaction with the services in administering the Building Renewal Program for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.25	6.1	6.2	6.3
● Cost weighted average time in days to complete projects	NA	425	367	365
● Percent of current year Building Renewal funds allocated	93	96	NA	75

● Percent of current year Building Renewal funds encumbered	70	69	NA	75
● Percent of current year Building Renewal funds expended	47	34	NA	52

- ◆ Goal 3 To improve customer satisfaction with the service of Conducting Building Inspections and reporting findings for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.65	5.27	5.8	5.9
● Customer satisfaction rating after each inspection	NA	7.3	6.5	6.51
● Number of inspections completed	750	1,012	600	600
● Prior fiscal year building deficiencies corrected	NA	NA	5	10

- ◆ Goal 4 To improve customer satisfaction with the review and approval of capital projects for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.76	7.28	6.21	6.31
● Percent of construction plans reviewed by requested date	NA	78	75	80
● Percent of contracts reviewed by requested date	NA	81	75	80
● Percent of new construction inspections performed on a biweekly basis	NA	NA	75	80

- ◆ Goal 5 To improve customer satisfaction with the management of building renovation projects for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.93	5.83	6.0	6.1
● Customer satisfaction from project survey cards	NA	7.3	6.1	6.2
● Percent of projects within budget	NA	NA	91	92
● Percent of projects on schedule	NA	95	91	92

- ◆ Goal 6 To improve customer satisfaction with the management of Tenant Improvement projects.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.0	5.39	5.8	5.9
● Customer satisfaction from project surveys	NA	7.1	6.3	6.4
● Percent of tenant improvement projects completed on schedule	82	62	80	82
● Percent of tenant improvement projects completed within budget	NA	NA	80	82

- ◆ Goal 7 To improve customer satisfaction with the management of state office leases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.5	6.19	6.29	6.39
● Customer satisfaction from lease surveys	NA	7.4	7.0	7.15
● Percent of lease reviews completed by the date requested	NA	NA	80	85

- ◆ Goal 8 To improve customer satisfaction with the Space Utilization services for the ADOA Building System.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.58	5.43	5.8	5.9

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Customer satisfaction from relocation surveys	NA	8.0	6.25	6.5
● Occupancy rate for ADOA managed buildings	100	100	99	98
● Percent of executed service level agreements	60	NA	80	80

<p>ADA.12 PROGRAM SUMMARY</p> <p>FACILITIES OPERATIONS AND MAINTENANCE</p> <p>General Services Division</p> <p>Contact: Faye Myles, General Manager Phone: (602) 542-1524 A.R.S. 41-701</p>

Program Mission:

To provide quality service, good customer response time, conduct preventative maintenance and equipment repair, maintain the integrity of the buildings and their systems, therefore prolonging the life of the buildings and systems.

Program Description:

The responsibilities for the program include maintaining the heating and cooling equipment to control building temperature and indoor air quality, maintaining plumbing, electrical, painting, wall repair and other general maintenance; maintaining outside areas through mowing, trimming trees and shrubs and picking up and emptying trash; and maintaining common and office areas through vacuuming, dusting and emptying trash and keeping restrooms sanitary, clean and stocked. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,661.7	6,375.5	6,980.7
Other Appropriated Funds	7,004.8	8,250.2	7,843.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>13,666.5</u>	<u>14,625.7</u>	<u>14,823.8</u>
FTE Positions	<u>210.5</u>	<u>208.5</u>	<u>208.5</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide a comfortable work environment and good indoor air quality in ADOA office buildings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.56	5.57	6.0	6.1
● Customer satisfaction rating (monthly)	6.8	6.82	7.2	7.3

- ◆ Goal 2 To improve custodial services provided to the tenants and visitors of ADOA managed buildings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of buildings with a customer service representative	NA	NA	20	30
● Customer satisfaction rating (monthly)	5.64	5.89	6.0	6.5
● Number of complaints received on average (monthly)	9	8	6	5

● Customer satisfaction on annual survey	5.50	5.64	5.8	5.9
● Percent of time custodial standards are met	NA	NA	80	85

- ◆ Goal 3 To improve landscaping services provided to the customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of landscaping tasks completed on schedule	NA	NA	75	85
● Customer satisfaction rating (monthly)	5.7	6.95	6.0	6.3
● Customer satisfaction on annual survey	5.35	5.70	5.8	5.9
● Number of complaints received on average (monthly)	5	4	3	2
● Percent of master plan completed	NA	0	20	35
● Percent of landscaping standards met	NA	NA	75	85

- ◆ Goal 4 To provide professional, efficient and timely building maintenance services to the tenants in ADOA managed buildings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (monthly)	NA	6.82	6.0	6.1

<p>ADA.13 PROGRAM SUMMARY</p> <p>FLEET MANAGEMENT</p> <p>Management Services Division</p> <p>Contact: Bill Hernandez, Administrator Phone: (602) 542-5675 A.R.S. 41-803</p>

Program Mission:

To ensure a "knock your socks off" vehicle rental experience by providing clean, safe, and environmentally friendly vehicles designed to win long-term agency customer satisfaction and loyalty.

Program 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 on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,955.1	10,307.0	12,859.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>6,955.1</u>	<u>10,307.0</u>	<u>12,859.9</u>
FTE Positions	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide vehicles to state employees conducting state business.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (monthly)	NA	6.96	7.25	7.5
● Average (percent) taxi fleet utilization	NA	67	85	86
● Overall vehicle cleanliness rating	NA	6.5	6.0	6.2
● Number of complaints (annually)	NA	114	100	110

◆ Goal 2 To provide long term vehicles to state employees conducting state business.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (monthly)	NA	6.73	6.8	6.9

◆ Goal 3 To provide leadership and guidance on alternative fuel vehicle issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of alternative fuel vehicles in total fleet	21	36	40	45
● Overall gas island service rating	NA	7.0	6.9	7.0
● Number of gasoline gallon equivalent (GGE) of compressed natural gas (CNG) dispensed	NA	2,500	10,000	11,000

◆ Goal 4 To provide dependable, safe, light duty vehicles to state employees conducting state business.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of downtime of vehicles in total fleet	8.9	2.4	2.75	2.65
● Number of average monthly vehicle breakdowns	NA	NA	52	50
● Customer satisfaction rating (monthly)	NA	7.64	7.7	7.8

ADA.14 PROGRAM SUMMARY

SURPLUS PROPERTY MANAGEMENT

Management Services Division

Contact: Bill Hernandez, Administrator
 Phone: (602) 542-5675
 A.R.S. 41-2606 (B)

Program Mission:

To reutilize surplus state and federal personal property through an effective and efficient distribution system in order to deliver "knock your socks off" 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.

Program Description:

The functions performed by the Surplus Property Program include: determining the fair market value of all excess and surplus property; determining the disposition of disposal by approving trade-in, direct transfer or distribution, cannibalization, condemn by scrap, disposal through the use of competitive sealed bids, auctions, established markets, and/or posted price sales; marketing programs and items available to potential customers, advertising items available in published flyers, monthly newsletters, and for public sale utilizing auction bulletins and local newspapers; determining and assessing proper service and handling fees for the acquisition, receipt, warehousing, rehabilitation, delivery, distribution or transfer of surplus materials; allocating proceeds from direct transfer or disposal through sale of surplus materials to authorized reimbursable funds; preparing and filing a State Plan of Operation

with United States General Service Administration; acting on behalf of the state with any federal agencies or other surplus agencies regarding federal surplus materials; determining eligibility for the acquisition and distribution of state and federal surplus materials in accordance with federal laws; ensuring that the federal and state surplus revolving funds are being maintained in accordance with the State Plan of Operation and applicable Arizona Administrative Codes. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,559.4	2,888.9
Other Non Appropriated Funds	1,120.6	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,120.6	2,559.4	2,888.9
FTE Positions	22.8	23.0	23.0

Program Goals and Performance Measures:

◆ Goal 1 To continuously improve the quality of redistribution and sales services to government and non-profit organizations and the effective use of resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating of onsite customers (daily)	NA	7.71	7.25	7.3
● Customer satisfaction rating of in-field customers (daily)	NA	7.87	7.25	7.3
● Percent of property pick-ups on time	98.4	97.3	99.3	99.4
● Number of complaints	NA	6	10	9
● Tons of recycle paper	54.06	61.35	58	58.5

◆ Goal 2 To improve customer satisfaction through improved work processes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Turnaround time for redistribution of state property (days)	7.0	4.29	2.0	2.0
● Turnaround time for redistribution of federal property (days)	7.0	4.63	2.0	2.0

ADA.15 PROGRAM SUMMARY

BUSINESS SERVICES

Management Services Division

Contact: Bill Hernandez, Administrator
 Phone: (602) 542-5675
 A.R.S. 35-193

Program Mission:

To provide "knock your socks off" services to state agencies in the areas of printing, convenience copiers, common office supplies, mail handling (interoffice and U.S. mail), and office machine repair services.

Program Description:

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; office supplies, including 632 inventory items, special orders, and delivery service; mail service, including interagency route service, U.S. Mail processing, and parcel mail service; repair services for light office machines, including laser printers, fax machines, calculators, typewriters, and dictating equipment. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	101.7	97.5	97.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,756.2	2,375.0	2,405.0
Federal Funds	0.0	0.0	0.0
Program Total	2,857.9	2,472.5	2,502.5
FTE Positions	36.8	33.0	33.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide state agencies with "knock your socks off" services in printing and copying.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating quality excellent (monthly)	84.4	80.2	82	84
● Percent pricing below private sector price	36	9.27	12	11
● Percent of customers rating turnaround time excellent (monthly)	79.2	73.9	75	76
● Percent of orders delivered on schedule and to specification	91.7	86.8	90	91
● Number of complaints	36	37	55	50

- ◆ Goal 2 To provide state agencies with "knock your socks off" service and exceptional value in office supplies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating services excellent (monthly)	90.8	91.3	91.5	91.6
● Percent of customers rating prices excellent (monthly)	64.6	73.2	73.5	73.6
● Number of complaints	NA	1	0	0
● Percent stockroom pricing below private sector	NA	17.7	11	12

- ◆ Goal 3 To provide state agencies with "knock your socks off" service in U.S. Mail and U.S. and interagency mail processing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating services excellent (monthly)	68.9	85.3	85.5	85.6
● Average time for interagency mail to be routed through the ADOA system (days)	0.98	1.0	1.04	1
● Number of complaints	9	4	6	5

- ◆ Goal 4 To provide state agencies with "knock your socks off" service and exceptional value in maintenance and repair of office equipment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating services excellent (monthly)	91.8	96.1	96.5	96.6

● Number of complaints or repeat calls	25	12	10	9
● Percent of repair services pricing below private sector	NA	21.4	10	10

ADA.16 PROGRAM SUMMARY
CONSTRUCTION SERVICES
General Services Division

Contact: Bruce Ringwald, General Manager
Phone: (602) 542-1921
A.R.S. 41-791, 31-253

Program Mission:

To provide and assist the State of Arizona with construction administration on large Capitol Improvement (\$500,000 or larger), Building Renewal and Department of Corrections Facilities projects.

Program Description:

The Constructions Services Program contracts and oversees design and construction of large Capitol Improvement (\$500,000 or larger) and Building Renewal projects; assists Building and Planning Services in the preparation of estimates and budgets for Capitol Improvements and Building Renewal Projects; assists Department of Corrections and Department of Juvenile Corrections in planning and budgeting new correctional facilities projects and then contracts and oversees the design and construction; and, constructs facilities for the Department of Corrections (DOC) using inmate labor (ICP). The Program provides general contracting services on DOC projects which includes purchasing materials, supervising inmate labor and hiring subcontractors as required to construct facilities. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	438.4	439.7	447.9
Other Non Appropriated Funds	62,271.5	44,751.2	21,856.5
Federal Funds	0.0	0.0	0.0
Program Total	62,709.9	45,190.9	22,304.4
FTE Positions	7.3	7.3	7.3

Program Goals and Performance Measures:

- ◆ Goal 1 To provide the Department of Corrections with urgently needed prison beds on schedule and within budget.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.00	6.67	6.68	6.69
● Percent of projects completed within deadline	84	85	86	87
● Percent of projects completed within budget	84	85	86	87
● Customer satisfaction rating (project)	6.69	6.70	6.71	6.72

- ◆ Goal 2 To provide design and construction services to other state agencies within the ADOA Building System on schedule and within budget.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of projects completed on schedule	84	85	86	87
● Percent of projects completed within budget	84	85	86	87
● Customer satisfaction rating (project)	6.69	6.70	6.71	6.72

◆ Goal 3 To contract facilities for the Department of Corrections using inmate labor.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	3.00	6.67	6.68	6.69
● Percent of projects completed on schedule	84	91	86	87
● Percent of projects completed within budget	84	100	86	87
● Customer satisfaction rating (project)	6.69	NA	6.71	6.72

ADA.17 PROGRAM SUMMARY
STATE BOARDS OFFICE
Management Services Division

Contact: Bill Hernandez, Administrator
Phone: (602) 542-5675
A.R.S. 35-193

Program Mission:

To provide "knock your socks off" service to small licensing agencies in general accounting and centralized office support.

Program 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 on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	251.7	243.2
Other Non Appropriated Funds	192.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	192.9	251.7	243.2
FTE Positions	2.5	3.0	3.0

Program Goals and Performance Measures:

◆ Goal 1 To provide quality service and effective use of resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for responsiveness (quarterly)	6.8	7.02	7.2	7.3
● Customer satisfaction rating for customer oriented (quarterly)	6.9	7.19	7.4	7.5
● Customer satisfaction rating (quarterly)	6.9	7.13	7.2	7.3

ADA.18 PROGRAM SUMMARY

HUMAN RESOURCES MANAGEMENT
Human Resources Division

Contact: James Matthews, Assistant Director
Phone: (602) 542-5482
A.R.S. 41-702

Program Mission:

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

Program Description:

The Human Resources Program directs and guides the management and staff of the Human Resources Division; develops personnel rules to ensure consistency in Human Resources management; develops recruitment strategies to attract qualified candidates; evaluates applicants for qualifications and refers qualified candidates to agencies for consideration. This program supports and presents mandated training courses and a variety of management development courses to employees; establishes on-site Agency Human Resources Management System (AHRMS) offices to provide professional human resource management services as well as to agency management. In addition, the Program serves as a liaison between the agency and the Human Resources Division; processes the final step (Step IV) of the State Service System grievance procedure; provides services that impact employee job specifications and pay; manages a classification system/process to ensure that the job structure is based on the content and relative contributions of work; and provides market salary data to use in the comparative process in establishing pay differentials among jobs. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,880.6	8,707.0	8,534.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	7,880.6	8,707.0	8,534.9
FTE Positions	124.0	129.0	129.0

Program Goals and Performance Measures:

◆ Goal 1 To improve customer satisfaction with Personnel Rules administration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.67	5.73	6.0	6.1

◆ Goal 2 To increase the efficiency and effectiveness of the job evaluation system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.42	5.67	6.0	6.1
● Turnaround time for job evaluations required to establish positions (days)	6.40	3.51	4.17	3.84
● Turnaround time for job evaluations required to reclassify positions (days)	6.60	4.70	5.48	3.96

◆ Goal 3 To increase customer satisfaction with the administration of the classification system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.42	5.67	6.0	6.1
● Rate of agency site visits or in-person reviews (metric is percentage of reviews vs. requests)	0.054	0.054	10	20

◆ Goal 4 To improve the efficiency and effectiveness of the employee compensation plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of salary ranges	30	30	15	15

◆ Goal 5 To provide potential candidates interested in state employment to other state agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of applicants in the HR database	NA	NA	24,937	28,677
● Customer satisfaction	5.08	5.13	6.0	6.5

◆ Goal 6 To improve the fourth level grievance process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction	6.25	6.67	6.68	6.69
● Average turnaround (business days)	4.5	12.8	12.6	12.4
● Grievant's satisfaction with review process (quarterly)	NA	NA	5.8	5.9

◆ Goal 7 To improve customer satisfaction of on-site AHRMS Offices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.42	6.76	6.78	6.80
● Percent of Resumix reports rated as good or better	NA	NA	78	80

◆ Goal 8 To provide medically qualified employment candidates to State Service agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of business days to notify hiring agency of recommendations for employment	2.8	3.1	3.4	3.3

ADA.19	PROGRAM SUMMARY
EMPLOYEE GROUP BENEFITS	
Human Resources Division	
Contact: James Matthews, Assistant Director	
Phone: (602) 542-3644	
A.R.S. 41-702, 38-651 to 38-654	

Program Mission:

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

Program Description:

The Employee Group Benefits Program administers an employer-maintained plan, which provides a variety of group insurance plans for employees. Plans currently offered include: medical, dental, life, accidental death and dismemberment, supplemental life, dependent

life and disability. The program also manages the contract for an on-site employee child day care center; provides an employee assistance component, an employee wellness component, an occupational health component, and a reduced rate child day care referral component. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,369.9	2,838.2	2,879.2
Other Non Appropriated Funds	220,514.7	237,524.6	252,638.9
Federal Funds	0.0	0.0	0.0
Program Total	222,884.6	240,362.8	255,518.1
FTE Positions	21.5	22.5	22.5

Program Goals and Performance Measures:

◆ Goal 1 To provide the best health care and dental service plans to all state employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.45	6.0	6.25	6.5

◆ Goal 2 To improve the efficiency/effectiveness of the group benefits enrollment process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Accuracy rate (percent) of enrollment forms	40	95	96	97

ADA.20	PROGRAM SUMMARY
INFORMATION TECHNICAL SERVICES	
Information Services Division	
Contact: William Parker, Assistant Director	
Phone: (602) 542-2250	
A.R.S. 41-703, 41,711, 41-713, 41-798, 41-801	

Program Mission:

To provide business-enhancing information services to ADOA, state agencies, and Arizona citizens.

Program Description:

The Information Services program is responsible for providing information technology and networking services to state agencies. These types of services are typically host based processing, application development, system and technical support, voice, data and/or voice networking, all relevant security assessments, evaluation, provisioning, and consulting throughout the program's six working sections. Services are charged back to the customer through a monthly billing process. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	21,630.8	26,457.0	29,677.8
Other Non Appropriated Funds	7,075.1	10,822.0	11,385.0
Federal Funds	0.0	0.0	0.0
Program Total	28,705.9	37,279.0	41,062.8
FTE Positions	214.3	218.3	218.3

This Program Contains the Following Subprograms:

- ▶ Information Processing Center
- ▶ Enterprise Applications
- ▶ Arizona Telecommunications System
- ▶ Information Security
- ▶ Finance and Planning

ADA.20.1 SUBPROGRAM SUMMARY
INFORMATION PROCESSING CENTER
 Contact: William Parker, Assistant Director
 Phone: (602) 542-2250
 A.R.S. 41-702, 41-713

Subprogram 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.

Subprogram Description:

The Information Processing Center (IPC) operates and maintains the computer processing platforms essential to the operation of ADOA, Arizona Department of Corrections, and the Arizona Health Care Cost Containment System, and several other agencies. The staff of the center provide (24 by 7) technical support and operations support to the membership of user agencies in addition to substantial number of regular machine monitoring and tuning duties. The facility housing the information processing center additionally houses the technical support staff of several Information Services subprograms, and is a major communications and monitoring facility for services being provided on a statewide basis. These services include both voice and data traffic. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,079.2	7,549.5	8,681.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,079.2	7,549.5	8,681.8
FTE Positions	78.5	79.5	79.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the operational effectiveness of the mainframe processing services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.45	5.82	6.0	6.1
● Percent of scheduled time mainframe Customer Information Control System (CICS) and Batch capabilities are operable	99.0	99.95	99.4	99.5
● Percent of online transactions processed in 5 seconds or less	99.0	98.9	99.5	99.7

- ◆ Goal 2 To improve the operational effectiveness of the mid-range processing services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.00	4.69	6.0	6.1
● Percent of scheduled system availability	NA	99.0	99.1	99.2
● Percent of calls resolved during first contact with customer's problem	NA	99.6	98	98.5
● Percent of support requests resolved within 48 hours after initial receipt	NA	98	98.0	98.5

- ◆ Goal 3 To improve the responsiveness, content, and operational effectiveness of the Help Desk.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.53	5.54	5.8	5.9
● Number of calls answered monthly	2,500	2,531	2,800	3,000
● Percent of calls resolved on the first call	91	100	95	96

- ◆ Goal 4 To assure ADOA customer needs are understood, serviced, and provided in a manner that meets or exceeds current quality expectations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ISD's enabling services improving to at least 6.0, or by at least 0.1 (for those currently between 6.0 – 6.5), or by at least 0.01 (for those currently above 6.5) based on annual survey	NA	NA	100	100
● Percent of ISD's enhancing services improving to at least 5.8, or by at least 0.1 (for those currently between 5.8 – 6.5), or by at least 0.01 (for those currently above 6.5) based on annual survey	NA	NA	100	100
● Percent of ISD enabling services achieving established monthly performance targets	NA	NA	100	100
● Percent of ISD enhancing services achieving established monthly performance targets	NA	NA	100	100

ADA.20.2 SUBPROGRAM SUMMARY
ENTERPRISE APPLICATIONS
 Contact: William Parker, Assistant Director
 Phone: (602) 542-2250
 A.R.S. 41-702, 41-713

Subprogram Mission:

To provide information technology business solutions for the Arizona Department of Administration to enable our customers to achieve their business goals and objectives.

Subprogram Description:

The subprogram provides expertise to evaluate, develop, and implement the proper technologies and applications that address our

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

customers business problems by providing the following services: Local Area Network (LAN) services and support, Arizona Financial Information Systems (AFIS) programming support, Human Resources Management System (HRMS) programming support, and database management services and support. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,608.6	2,076.3	2,219.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,608.6</u>	<u>2,076.3</u>	<u>2,219.7</u>
FTE Positions	<u>33.5</u>	<u>32.5</u>	<u>32.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve availability of system hardware and software to ensure customers success in providing their required services to agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Local Area Network (LAN) server (shared file drives) available during prime time support	NA	95	98	98.5
● Percent of GroupWise available during prime time support	NA	96.3	98	98.5
● Percent of LAN to mainframe connectivity available during prime time support	NA	96.3	98	98.5

- ◆ Goal 2 To improve turnaround of work requests.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of work requests completed by estimated target date	NA	NA	90	92
● Percent of desktop software problems resolved within 15 minutes	NA	NA	90	92

- ◆ Goal 3 To provide the required standards, services, and support for automated systems necessary to ensure our customer's success in providing financial services to the State of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Requests for Service (RFS) completed within 5% of the estimated time	NA	NA	85	90
● Percent of RFSs completed correctly the first time	NA	95	98	99
● Percent of RFSs completed within the customer required time frame	NA	NA	90	92
● Percent of AFIS programs on-line are available	99	99.6	99	99

- ◆ Goal 4 To provide the required services, support, and standards for automated systems necessary to ensure our customer's success in providing payroll and human resources services to the employees and retirees of the State of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of RFS completed correctly the first time	NA	90.0	98	99

● Percent of RFS completed within 5% of the estimated hours	NA	NA	90	92
● Percent of RFS completed within the customer's required time frame	NA	NA	90	92
● Percent of Human Resource Management System (HRMS) programs on-line services are available	NA	98.8	99	99

- ◆ Goal 5 To expand database management system availability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of AFIS, Salary Survey, and Benefits Information Tracking System (BITS) database availability	NA	100	99	99
● Percent of RFSs completed within 5% of estimated hours	NA	NA	85	90
● Percent of RFSs completed correctly the first time	NA	NA	98	99

ADA.20.3 SUBPROGRAM SUMMARY

ARIZONA TELECOMMUNICATIONS SYSTEM

Contact: William Parker, Assistant Director

Phone: (602) 542-2250

A.R.S. 41-702, 41-713

Subprogram Mission:

To provide full voice and data telecommunications services for all Arizona State Government agencies.

Subprogram Description:

The Arizona Telecommunications System (ATS) subprogram is responsible for the overall management and support of common statewide voice and data communications services. The section operates out of two "core" sites located on the Phoenix capitol mall and Tucson State office campuses. This subprogram is the primary source for wide area networking services for all executive branch agencies. Agencies (on or off the mall) will be connected by high-speed digital circuits to the core location at 1510 W. Adams. ATS will place digital switching equipment necessary to support simultaneous voice, video, and data traffic over an ATM-based network in major agency locations statewide. The subprogram will develop and make available to its customers a state of the art Network Operations Center to provide monitoring and management capabilities, a customer help function, and the acquisition of network data for appropriate service level measurements. It will provide 24 hour a day, 7 day a week service monitoring to assist agencies with mission critical business needs. Three functions characterize the subprogram: Wide Area Network, Voice, and Network Operations. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,659.6	12,780.6	13,992.7
Other Non Appropriated Funds	7,075.1	10,822.0	11,385.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>17,734.7</u>	<u>23,602.6</u>	<u>25,377.7</u>
FTE Positions	<u>67.9</u>	<u>71.9</u>	<u>71.9</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure high availability and accessibility to all

systems for all Wide Area Network (WAN) customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	5.87	5.50	5.8	5.9
● Percent of time WAN system facilities are accessible and available	98.8	99.85	98.9	99.0
● Percent of time Internet system facilities are accessible and available	99.4	99.67	99.6	99.7

◆ Goal 2 To improve delivery of voice communications, and all related services and support activity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	6.30	6.05	6.15	6.25
● Percent of time voice system facilities are accessible and available	99.9	99.85	99.92	99.94

◆ Goal 3 To improve delivery of voice, video, and data communications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of new customer service orders completed within customers specified timeframe	99	96.1	99.4	99.5
● Percent of repair orders completed within customer's required time frame	99	96.3	99.4	99.5

◆ Goal 4 To provide effective and efficient administrative services to the 9-1-1 public safety answering points (PSAP) throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of PSAP budgets within statutory compliance	100	100	100	100
● Percent of budget approval notices distributed to PSAPs	100	100	100	100

ADA.20.4 SUBPROGRAM SUMMARY
INFORMATION SECURITY

Contact: William Parker, Assistant Director
Phone: (602) 542-2250
A.R.S. 41-702, 41-713

Subprogram Mission:

To provide technology to detect and react to unauthorized access to state resources and provide continued services to ensure that government agencies, employees, and the public can achieve their goals.

Subprogram Description:

This subprogram is responsible to our customers in helping to protect their work place, information, computer applications, and equipment. Some of the ways used to provide protection are: employee ID card access, keys, closed circuit television, computer and network system identifications. Working with the business application owners, Security Services provides access to AFIS and HRMS statewide business applications. They also perform computer and telephone security incident investigations and security awareness training. They are also responsible in helping our customers and their business units prepare business continuity, emergency action plans. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	593.7	1,128.6	1,825.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	593.7	1,128.6	1,825.9
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To ensure State resources are protected from theft, destruction, or unauthorized modifications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	NA	5.21	5.8	5.9
● Percent of authorized access	98.87	99.74	99.85	99.90
● Percent reduction of reported crimes and loss claims from the previous year	NA	NA	35	40

ADA.20.5 SUBPROGRAM SUMMARY
FINANCE AND PLANNING

Contact: William Parker, Assistant Director
Phone: (602) 542-2250
A.R.S. 41-702, 41-713

Subprogram Mission:

To provide all financial and budgeting, charge-back billing, facilities, and a variety of administrative functions in support of the Information Services Division.

Subprogram Description:

The Finance and Planning subprogram is responsible for the administration of all division accounting and budgeting activities. It monitors the accuracy and timeliness of all financial reporting to departmental and divisional management. The subprogram processes transactions for services such as facilities maintenance and asset tracking, strategic and 3-Year Information Technology planning, and personnel and payroll support. (NOTE: Customer satisfaction measures, unless otherwise noted, are on a scale on 1-8 with 8 being the best rating).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,689.7	2,922.0	2,957.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,689.7	2,922.0	2,957.7
FTE Positions	24.4	24.4	24.4

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide timely and accurate charge-back billing and collection services to our customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction on annual survey	NA	5.86	5.96	6.06
● Percent of delinquent monthly billings	10	2	5	5
● Percent billing inaccuracies	20	4	5	3

- ◆ Goal 2 To provide ADOA customers with a combined, user friendly, automation and telecommunications billing, invoicing and reporting system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating	NA	7.0	7.2	7.3



AGENCY/PROGRAM SUMMARY

OFFICE OF ADMINISTRATIVE HEARINGS

Cliff Vanell, Director HGA
 Contact: Cliff J. Vanell, Director
 (602) 542-9826
 A.R.S. 41-1091.01

Agency/Program Mission:

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

Agency/Program Description:

This agency commenced operation January 1, 1996. Previously, administrative hearings have been 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 the administrative hearings.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	613.9	1,275.0	1,250.9
Other Appropriated Funds	764.6	850.3	865.8
Other Non Appropriated Funds	44.4	35.0	35.0
Federal Funds	0.0	159.0	159.0
Operating Funds Subtotal	1,422.9	2,319.3	2,310.7
Capital Funds	0.0	29.5	0.0
Agency Total	1,422.9	2,348.8	2,310.7
FTE Positions	24.0	34.0	34.0

Agency/Program Goals and Performance Measures:

◆ Goal 1 To conduct hearings in a timely fashion.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days from hearing request to hearing scheduling (days)	12	11	7	7
● Average number of days from hearing scheduling to first scheduled hearing (days)	61	55	45	45
● Average number of days from the first scheduled hearing to the conclusion of the hearing (days)	17	12	11	11
● Average number of days from the conclusion of the hearing to transmission of the decision to the agency (days)	14	14	14	13.0
● Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	68	72	72	72
● Average length of a single continuance [measured by first continuances only (in days)]	56	61	60	60
● Cases docketed	2,498	3,323	5,723	5,723
● Hearings held	1,507	1,844	3,284	3,284
● New cases docketed to cases concluded	1:94	1:88	1:1	1:1
● Hearings conducted by contract administrative law judges	0	0	0	0

◆ Goal 2 To increase client satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	96	97	95	95
● Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	86	91	90	90
● Percent of OAH decisions contrary to original agency position	20	25	25	25
● Percent of agency acceptance of contrary OAH decision	75	80	80	80
● Percent of agency rejection of OAH decisions	2	1	1	1
● Percent of cases reheard	2	1	1	1
● Percent of cases appealed to Superior Court	4	3	3	3
● Percent of evaluations rating the ALJ excellent or good in attentiveness	99	98	99	99
● Percent of evaluations rating the ALJ excellent or good in explaining the hearing process	97	97	98	99
● Percent of evaluations rating the ALJ excellent or good in the use of clear and neutral language	97	97	98	99
● Percent of evaluations rating the ALJ excellent or good in impartiality	95	95	96	97
● Percent of evaluations rating the ALJ excellent or good in dealing with the issues of the case	95	95	95	96
● Percent of evaluations rating the Office excellent or good in sufficient space	91	91	92	93
● Percent of evaluations rating the Office excellent or good in providing freedom from distractions	94	93	94	95
● Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	94	95	96	97
● Percent of evaluations rating the staff excellent or good in courteous treatment	94	97	97	98



AGENCY SUMMARY
ATTORNEY GENERAL - DEPARTMENT OF LAW

Janet Napolitano, Attorney General AGA
 Contact: Constance E. Kohl, Chief Director of Administrative Operations
 (602) 542-8046

Agency Mission:

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

Agency 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 or 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 to render written opinions upon questions of law.

To accomplish these responsibilities, the Attorney General has reorganized the Department of Law into seven divisions. These divisions are the Agency Counsel Division, the Child and Family Protection Division, the Civil Division, the Civil Rights and Public Advocacy Division, the Criminal Division, the Administrative Operations Division, and Administration. Each division is further organized into sections, which specialize in a particular area of practice.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ AGENCY COUNSEL DIVISION	6,816.7	8,044.5	8,025.9
➤ CHILD AND FAMILY PROTECTION DIVISION	1,324.1	3,217.7	1,728.5
➤ CIVIL DIVISION	9,792.1	11,115.9	11,478.5
➤ CIVIL RIGHTS AND PUBLIC ADVOCACY DIVISION	12,794.3	10,431.8	10,239.5
➤ CRIMINAL DIVISION	20,673.0	17,762.9	17,660.5
➤ CENTRAL ADMINISTRATION	10,968.3	14,080.3	13,902.0
Capital Funds	0.0	0.0	0.0
Agency Total	<u>62,368.5</u>	<u>64,653.1</u>	<u>63,034.9</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	24,717.7	25,409.5	25,902.8
Other Appropriated Funds	17,670.7	22,596.1	22,845.1
Other Non Appropriated Funds	15,619.8	9,391.2	9,001.0
Federal Funds	4,360.3	7,256.3	5,286.0
Operating Funds Subtotal	<u>62,368.5</u>	<u>64,653.1</u>	<u>63,034.9</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>62,368.5</u>	<u>64,653.1</u>	<u>63,034.9</u>
FTE Positions	<u>774.1</u>	<u>806.9</u>	<u>806.9</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To provide an incentive to hire and retain attorneys by offering a salary comparable to other major public law firms.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percentage of average Arizona Attorney General salaries below market as compared to largest Arizona public law firms	NA	10.5	10.5	< 3

- ◆ Goal 2 To apply information technology to establish a system necessary to provide adequate information regarding personnel productivity and future requirements while improving the efficiency and effectiveness of the Office.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of current data base applications transferred onto Y2K compliant system	NA	80	100	NA
● Percent of personal computers updated to operate Y2K compliant applications	20	80	100	NA

AGA.1 PROGRAM SUMMARY
AGENCY COUNSEL DIVISION
Agency Counsel Division
 Contact: Gale Garriott, Division Chief Counsel
 Phone: (602) 542-8351
 A.R.S. 41-191

Program Mission:

To provide the best possible legal counsel to the State of Arizona, including a variety of agencies, boards, commissions, and committees.

Program Description:

The Agency Counsel Division is responsible for providing day-to-day legal services in specific areas of civil law for over 125 state entities. These services include, among other things, representation before administrative and judicial tribunals, negotiating disputed matters, reviewing and drafting legal documents, writing opinions, and providing legal advice upon request.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,883.4	4,077.1	4,158.4
Other Appropriated Funds	2,933.3	3,942.3	3,867.5
Other Non Appropriated Funds	0.0	25.1	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>6,816.7</u>	<u>8,044.5</u>	<u>8,025.9</u>
FTE Positions	<u>123.5</u>	<u>132.5</u>	<u>132.5</u>

This Program Contains the Following Subprograms:

- ▶ Administrative Law
- ▶ Bankruptcy and Collection Enforcement
- ▶ Education and Health
- ▶ Natural Resources
- ▶ Tax

AGA.1.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE LAW
 Contact: Tom McClory, Section Chief Counsel
 Phone: (602) 542-8320
 A.R.S. 41-191

Subprogram Mission:

To provide general legal services to over 75 state agencies in order to assist them in accomplishing their missions by advising and counseling; drafting and reviewing legislation, contracts, leases, rules, and opinions; and litigating lawsuits and administrative matters.

Subprogram Description:

This Section consists of units of attorneys whose principal assignments focus on specific areas of law. In addition, the Section provides day-to-day legal services to a number of the departments, boards and commissions. The general day-to-day services include advising and counseling; writing opinions; representation in lawsuits, administrative hearings and other contested matters; drafting and reviewing legislation, contracts, leases, bonds, and other miscellaneous legal documents; and reviewing for certification rules promulgated by client agencies. Its major areas of expertise are administrative law, employment law, and procurement law. The Section is divided into three units: Procurement and Contracts Unit, Employment Unit, and a Tucson Unit. In addition, lawyers within the Section may be assigned special projects, including rule review, Inter-Agency Service review, campaign finance enforcement, and lobbyist report enforcement.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,463.6	1,538.0	1,568.7
Other Appropriated Funds	672.7	732.1	745.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,136.3</u>	<u>2,270.1</u>	<u>2,314.5</u>
FTE Positions	<u>34.2</u>	<u>35.2</u>	<u>35.2</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve agency client satisfaction by increasing communication between the Section and the client agency.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Client planning meetings	20	20	20	20
● Informational meetings	60	60	60	60

- ◆ Goal 2 To meet increasing client demands for representation at regulatory hearings.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Training sessions	4	5	4	4

- ◆ Goal 3 To timely review increasing numbers of contracts submitted by client agencies.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Standard form contracts	1	1	1	1
● Contracts reviewed	1,574	737	750	750

- ◆ Goal 4 To increase efforts in performing Attorney General program duties.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Lobbyist actions initiated	0	0	10	10
● Campaign finance actions initiated	55	127	75	125

AGA.1.2 SUBPROGRAM SUMMARY
BANKRUPTCY AND COLLECTION ENFORCEMENT
 Contact: Tracy Essig, Section Chief Counsel
 Phone: (602) 542-8382
 A.R.S. 41-191.03

Subprogram Mission:

To collect all debts, both in-state and nationally, owed to the State of Arizona.

Subprogram Description:

The Section represents approximately 41 different state agencies, boards, and councils in the collection of debts owed to them. The Section is funded from a statutory percentage of its collections and operations are limited to a spending cap set by the Legislature.

During the last six years, the Section's real cost of collection has ranged from 16% - 23% of every dollar collected. The costs of such collections in the private sector would be 33% - 58%. There are approximately 2,000 open bankruptcy files, plus scores of state court collection cases.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,401.9	2,042.4	1,930.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,401.9</u>	<u>2,042.4</u>	<u>1,930.6</u>
FTE Positions	<u>27.0</u>	<u>35.0</u>	<u>35.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To collect funds sufficient to pay Section operations, fund the Model Court program, and revert excess funds to the State general fund.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars collected (in thousands)	9,052.8	11,670.9	11,500	11,500
● Cases opened	NA	1,991	2,000	2,000
● Dollars transferred to Model Court program (in thousands)	NA	1,264.1	2,000	1,668.5

- ◆ Goal 2 To maintain and enhance the reputation of the Section by participating in national and local seminars and conventions, and maintain an active presence in local and national courts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Seminars attended	NA	6	8	10

- ◆ Goal 3 To increase the number of client agencies represented by the Section.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of client agencies	35	36	38	40

- ◆ Goal 4 To reduce caseload on attorneys and collectors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases per person (attorneys and collectors)	NA	181	143	143

AGA.1.3 SUBPROGRAM SUMMARY
EDUCATION AND HEALTH
 Contact: Lynne Adams, Section Chief Counsel
 Phone: (602) 542-8323
 A.R.S. 41-191

Subprogram Mission:

To provide high quality, low cost legal services to our client agencies and their officers to assist them in accomplishing their responsibilities and objectives.

Subprogram Description:

The Section was formed in FY1999 and is comprised of two units: Education Unit and Health Services Unit. The attorneys and staff in each unit provide day-to-day legal services to the Department of Health Services and its numerous divisions and bureaus (including the Arizona State Hospital, the Division of Behavioral Health Services, and the Bureau of Emergency Medical Services), the Department of Education and its divisions, the School Facilities Board, and the Charter School Board. Those legal services include advising and counseling; representation in lawsuits, administrative hearings and other contested matters; drafting and reviewing legislation, contracts and other legal documents; and reviewing for certification rules promulgated by client agencies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	368.7	386.0	393.7
Other Appropriated Funds	547.9	845.6	862.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	916.6	1,231.6	1,256.2
FTE Positions	19.9	19.9	19.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve agency client satisfaction by increasing communication between the Section and client agencies and providing additional training to client agencies on legal topics.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Legal training sessions conducted	NA	10	15	15

- ◆ Goal 2 To review in a timely fashion the increasing number of contracts submitted by client agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Contracts reviewed	NA	505	550	550

- ◆ Goal 3 To continue to provide legal representation in an increasing number of lawsuits, administrative hearings, contested hearings, and other matters involving the client agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Lawsuits, administrative hearings, contested hearings, and other agency matters handled	NA	478	500	525

- ◆ Goal 4 To work with client agencies in developing legislation that meets the needs of the agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Legislative matters developed or overseen	NA	50	55	55

AGA.1.4 SUBPROGRAM SUMMARY
NATURAL RESOURCES
 Contact: Diane Hienton, Section Chief Counsel
 Phone: (602) 542-1401
 A.R.S. 41-191

Subprogram Mission:

To provide quality, timely, and effective legal services to our client agencies in furtherance of their goals in a manner consistent with the legal responsibilities of the Office of the Attorney General and the highest standards of our profession.

Subprogram Description:

The Section provides a full range of legal services to state agencies and boards and commissions involved with the sale, leasing and management of state trust lands and with the management of state parks and recreation programs. Services provided include representation in litigation cases, legal assistance in urban land disposition projects, negotiation and documentation of land acquisitions, determination of applicability of environmental

regulations to state lands, and day-to-day advice and counsel. Because services provided are in support and of defense of large dollar cases, the Section consistently earns and saves the State substantial sums of money in conjunction with its client agencies.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	986.9	1,034.4	1,055.0
Other Appropriated Funds	194.4	201.4	205.4
Other Non Appropriated Funds	0.0	25.1	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,181.3	1,260.9	1,260.4
FTE Positions	21.0	21.0	21.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality, timely and effective legal services to our client agencies in furtherance of their goals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Monies recovered, generated and/or saved (in millions)	39.2	17.0	17.0	17.0
● Satisfaction rating on client survey	100	100	80	80

AGA.1.5 SUBPROGRAM SUMMARY
TAX
Contact: Patrick Irvine, Section Chief Counsel
Phone: (602) 542-8384
A.R.S. 41-191

Subprogram Mission:

To provide effective legal services to state agencies regarding their authority and duty to impose a wide variety of state taxes.

Subprogram Description:

While the Arizona Department of Revenue is considered the Section's major client, other state agencies with tax collection responsibilities such as the Department of Transportation are represented as well. The Section is composed of four units: sales tax, income tax, property tax, and motor carrier and fuel tax. The Section's monetary results are based upon the successful litigation of tax cases, some of which involve extremely large dollar amounts. The disposition of these large dollar cases can cause the savings to the State to vary significantly from year to year.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,064.2	1,118.7	1,141.0
Other Appropriated Funds	116.4	120.8	123.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,180.6	1,239.5	1,264.2
FTE Positions	21.4	21.4	21.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide effective legal services to our client agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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- Monies recovered and/or saved to various sources of State funding (in thousands) 9,000 7,500 8,000 8,000

AGA.2 PROGRAM SUMMARY
CHILD AND FAMILY PROTECTION DIVISION
Child and Family Protection Division
Contact: Noreen Sharp, Division Chief Counsel
Phone: (602) 542-1645
A.R.S. 41-191

Program Mission:

To provide the Department of Economic Security (DES) with high quality and timely legal advice on all matters affecting the welfare of children and families.

Program Description:

The Division is responsible for providing all legal services to the Department of Economic Security (DES). These legal services are provided in the areas of aging and community services, benefits and medical eligibility, child abuse and neglect, child support, developmental disabilities, employment and rehabilitation services, and general counsel.

The Department of Economic Security is predominantly responsible for the budget of this Division.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	20.5	0.0	0.0
Other Appropriated Funds	1,302.2	15.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1.4	3,202.7	1,728.5
Program Total	1,324.1	3,217.7	1,728.5
FTE Positions	26.0	30.0	30.0

This Program Contains the Following Subprograms:

- ▶ Child Support Enforcement
- ▶ Des General Counsel
- ▶ Des Hearings, Trials and Personnel
- ▶ Protective Services

AGA.2.1 SUBPROGRAM SUMMARY
CHILD SUPPORT ENFORCEMENT
Contact: Kim Gillespie, Section Chief Counsel
Phone: (602) 542-9670
A.R.S. 41-191

Subprogram Mission:

To provide quality legal services to the Division of Child Support Enforcement, which is a division within the Department of Economic Security, in support of its mission to provide effective and fair child support services to the families of Arizona.

Subprogram Description:

Section attorneys represent the Division of Child Support Enforcement (DCSE) within the Department of Economic Security (DES). DCSE has over 700 employees and over 260,000 child support cases. The Section attorneys and staff are located in nine different offices across Maricopa County and across the state. Most of these employees are in the Operations Unit and are co-located with DCSE staff in various local offices. This Unit receives a high volume of litigation case referrals from DCSE and is actually integrated into the child support enforcement case production line. The two agencies have a unique and close working relationship.

The remaining Section attorneys and staff are assigned to the Policy and Procedure Unit, which provides general policy advice and training to DCSE, as well as legal advice and representation in appeals, bankruptcy cases, and complex cases.

The Department of Economic Security is responsible for the budget of this Section.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of child support orders established on cases referred by DCSE.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of child support orders required	5,067	5,787	6,200	6,500
● Number of new child support orders established	5,067	5,787	6,200	6,500

AGA.2.2 SUBPROGRAM SUMMARY
DES GENERAL COUNSEL
 Contact: Lisa Glow, Section Chief Counsel
 Phone: (602) 542-1645
 A.R.S. 41-191

Subprogram Mission:

To assist the Department of Economic Security (DES) in establishing and standardizing policy throughout that agency.

Subprogram Description:

The Section provides overall legal representation to DES in the general areas of legislation, federal waiver applications, rules and procedures, privatization, procurement and major litigation (including class actions). DES is the sole recipient of these legal services.

The Department of Economic Security is responsible for the budget of this Section.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide advice on procurement matters.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Procurement matters received	NA	NA	75	100
● Procurement matters resolved	NA	NA	75	100

- ◆ Goal 2 To measure the number of non-procurement matters opened and closed annually.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Matters received	NA	NA	200	400
● Matters resolved	NA	NA	170	320

AGA.2.3 SUBPROGRAM SUMMARY
DES HEARINGS, TRIALS AND PERSONNEL
 Contact: Rene Rebillot, Section Chief Counsel
 Phone: (602) 542-1645
 A.R.S. 41-191

Subprogram Mission:

To provide effective legal representation for the Department of Economic Security (DES) in litigation and personnel matters and deter fraud by prosecuting persons who attempt to defraud the State of Arizona in DES programs.

Subprogram Description:

The Section is comprised of the Civil Unit and the Criminal Unit. The Civil Unit represents DES in court and administrative proceedings and provides legal representation in civil collection litigation to collect debts owed to DES; administrative and court appeals from DES decisions and all employee personnel matters which include hearings, appeals and legal advice. The Criminal Unit prosecutes individuals, contractors and entities who attempt to defraud the State of Arizona in all DES programs.

The Department of Economic Security is responsible for the budget of this Section.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide quality legal representation to DES in administrative decision matters.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Administrative decision matters received	NA	578	600	600
● Administrative decision matters resolved	245	531	560	560

◆ Goal 2 To improve statewide prosecution of fraud committed against DES in order to deter fraud in DES programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Fraud cases filed	462	457	470	470
● Cases filed outside Maricopa County	111	158	160	160

AGA.2.4 SUBPROGRAM SUMMARY
PROTECTIVE SERVICES
 Contact: Tracy Wareing, Section Chief Counsel
 Phone: (602) 542-1645
 A.R.S. 41-191

Subprogram Mission:

To assist in the public goal of achieving permanency for children by providing effective, efficient, and timely legal representation to the Department of Economic Security (DES) in support of Child Protective Services.

Subprogram Description:

The Section represents the DES in all aspects of Child Protective Services, including dependency, guardianship, and termination of parental rights cases. Laws 1998, Chapter 276 made changes to the judicial hearing process in order to move children out of foster care faster. The new law requires a preliminary protective hearing process that was studied in a pilot project in Pima County called the Model Court Project. The hearings must be held within five to seven working days after the child is removed from the home by DES. The Model Court process also requires interested parties to meet before that preliminary protective hearing to see if agreement can be reached on placement and care of a child.

The Department of Economic Security is predominantly responsible for the budget of this Section.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	20.5	0.0	0.0
Other Appropriated Funds	1,302.2	15.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1.4	3,202.7	1,728.5
Program Total	1,324.1	3,217.7	1,728.5
FTE Positions	26.0	30.0	30.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Number of preliminary protective hearings within five to seven days of taking custody	NA	NA	445	480
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◆ Goal 2 To assist DES in establishing permanent living situations for children by providing legal services and representation in all stages of judicial proceedings and that comply with "Model Court" time frames for new cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of dependencies established	NA	NA	2,600	2,800
● Number of reunifications achieved	NA	NA	936	1,008
● Number of guardianships achieved	NA	NA	442	476
● Number of adoptions achieved	NA	NA	520	560
● Number of terminations achieved	NA	NA	312	336

AGA.3 PROGRAM SUMMARY
CIVIL DIVISION
Civil Division
 Contact: Tom Prose, Division Chief Counsel
 Phone: (602) 542-7667
 A.R.S. 41-191

Program Mission:

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

Program Description:

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

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,003.0	1,052.1	1,073.1
Other Appropriated Funds	8,789.1	10,063.8	10,405.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,792.1	11,115.9	11,478.5
FTE Positions	167.0	172.0	175.0

This Program Contains the Following Subprograms:

- ▶ Licensing and Enforcement
- ▶ Liability Management
- ▶ Transportation

AGA.3.1 SUBPROGRAM SUMMARY
LICENSING AND ENFORCEMENT
 Contact: Montgomery Lee, Section Chief Counsel
 Phone: (602) 542-1610
 A.R.S. 41-191

Subprogram Mission:

To protect the citizens of Arizona by providing quality, timely and efficient legal service to client regulatory agencies.

Subprogram Description:

The Section represents a multitude of regulatory agencies. The attorneys in this Section represent, advise, and practice before agencies such as the Accountancy Board, Chiropractic Board, Dental Board, Medical Examiners Board, Department of Liquor Licenses and Control, Registrar of Contractors, and other agencies which license professions, occupations, or businesses. The legal services provided by this Section include: advising and counseling; writing legal opinions; initiating and defending lawsuits and appeals; conducting administrative hearings and other contested matters; drafting and reviewing bonds, contracts, forms, and other legal documents; and assisting client agencies in drafting rules, policies, and procedures.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,003.0	1,052.1	1,073.1
Other Appropriated Funds	804.4	994.9	1,153.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,807.4	2,047.0	2,226.6
FTE Positions	34.0	34.0	37.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality, timely, and efficient legal services to client regulatory agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Client agencies served	38	39	40	40
● Board, commission, and department meetings attended	478	500	510	510

- ◆ Goal 2 To provide quality litigation services to client regulatory agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Administrative hearings conducted	456	500	550	600
● Briefs, motions, pleadings, and other legal documents filed	780	800	825	850

AGA.3.2 SUBPROGRAM SUMMARY
LIABILITY MANAGEMENT
 Contact: Deborah Spinner, Section Chief Counsel
 Phone: (602) 542-4951
 A.R.S. 41-191

Subprogram Mission:

To provide quality, timely, and efficient representation of the State by defending liability lawsuits and meeting the State Risk Managers need for related legal services.

Subprogram Description:

Pursuant to State law, the Attorney General's Office, with funds appropriated to the Department of Administration, provides for the defense of lawsuits against the State either through the office or by the appointment of outside legal counsel. The Insurance Defense Section represents the State of Arizona against charges of negligence involving personal injuries, property damage and

constitutional law violations. In addition, this Section defends the State against civil rights charges brought by prisoners and employees' wrongful discharge lawsuits.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,080.8	6,711.0	6,848.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,080.8	6,711.0	6,848.5
FTE Positions	106.0	106.0	106.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality legal services that are more efficient and less costly than outside legal counsel (AAG = Attorney General's Office and OSC = Outside Counsel).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average months in suit: - per tort lawsuit-AAG	15	16	15	15
● Average months in suit: - per tort lawsuit-OSC	31	27	30	30
● Average billable hours: - per tort lawsuit-AAG	151	140	150	160
● Average billable hours: - per tort lawsuit-OSC	840	1,479	800	800
● Average billable hourly: - rate per tort lawsuit-AAG	66	67	65	65
● Average billable hourly: - rate per tort lawsuit-OSC	100	105	105	105

AGA.3.3 SUBPROGRAM SUMMARY
TRANSPORTATION
 Contact: Richard Rice, Section Chief Counsel
 Phone: (602) 542-1680
 A.R.S. 41-191

Subprogram Mission:

To assist Arizonans in obtaining efficient and safe transportation by providing prompt and quality legal services to the Arizona Department of Transportation, and to protect Arizonans by providing prompt and quality legal services to the Arizona Department of Public Safety.

Subprogram Description:

The Transportation Section provides a variety of legal services to the Arizona Department of Transportation (ADOT) involving condemnation actions and construction contracts to expand state highways, procurement contracts, personnel matters, and other ADOT litigation matters and day to day advice on various legal matters. The Section also represents the Motor Vehicle Division (MVD) of ADOT in licensing appeals (admin per se, implied consent, etc.) and advises MVD on matters concerning driver's licenses, registrations, titles, motor carrier inspections, audits and enforcement, and various other day to day legal matters. The section also advises and represents the Arizona Department of Public Safety in criminal issues, licensing matters, contract and personnel issues, record requests, and day to day legal advice.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,903.9	2,357.9	2,403.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,903.9	2,357.9	2,403.4
FTE Positions	27.0	32.0	32.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide timely legal services to clients.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days to review contracts and intergovernmental agreements	1-4	2	1-2	1

◆ Goal 2 To have earlier involvement on ADOT projects and programs to avoid claims and suits.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Projects identified as needing early involvement	22	30	38	45

◆ Goal 3 To accelerate property acquisition for highway expansion by resolution of cases prior to filing complaint.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases settled prior to complaint filed	0	8	15	20

<p>AGA.4 PROGRAM SUMMARY</p> <p>CIVIL RIGHTS AND PUBLIC ADVOCACY DIVISION</p> <p>Civil Rights and Public Advocacy Division</p> <p>Contact: Lee Stein, Division Chief Counsel Phone: (602) 542-3881 A.R.S. 41-191</p>
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Program Mission:

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

Program Description:

The Division's major duties are to enforce the civil rights, environmental, consumer protection and antitrust laws in a largely pro-active manner. The Division has administrative, civil and criminal functions. While most of the work of the Division involves using the Attorney General's independent authority to pursue wrongdoing, the Division does have some client representation duties, including representing 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, and the Department of Banking.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	4,879.3	5,129.1	5,231.4
Other Appropriated Funds	1,974.5	4,001.7	4,070.7
Other Non Appropriated Funds	4,251.6	122.3	0.0
Federal Funds	1,688.9	1,178.7	937.4
Program Total	12,794.3	10,431.8	10,239.5
FTE Positions	182.8	182.8	182.8

This Program Contains the Following Subprograms:

- ▶ Civil Rights and Conflict Resolution
- ▶ Consumer Protection and Advocacy
- ▶ Economic Competition Unit
- ▶ Environmental Enforcement

<p>AGA.4.1 SUBPROGRAM SUMMARY</p> <p>CIVIL RIGHTS AND CONFLICT RESOLUTION</p> <p>Contact: Bruna Pedrini, Section Chief Counsel Phone: (602) 542-4192 A.R.S. 41-191, 41-1401</p>
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Subprogram Mission:

To enforce civil rights laws and provide dispute resolution services for the people of Arizona.

Subprogram Description:

The Section has the jurisdiction to enforce state and federal statutes that prohibit discrimination in employment, voting, public accommodations, and housing. The Section investigates, litigates, and resolves civil rights complaints pursuant to its mandate under the Arizona Civil Rights Act, A.R.S. section 41-1401 et. seq., and through cooperative work sharing agreements with the Equal Employment Opportunity Commission, the Department of Housing and Urban Development, and the Department of Education Office of Civil Rights. The Section also conducts surveys and inquiries and publishes reports to highlight civil rights issues in the State of Arizona. The Section brings about voluntary compliance with civil rights laws through the timely, appropriate resolution of complaints and through public education and outreach programs. In addition, working with the Arizona Civil Rights Advisory Board, the Section provides policy guidance and assistance by holding public hearings and forums to address matters affecting the civil rights of Arizonans, producing periodic reports, and reviewing and/or proposing legislation affecting civil rights.

The Section provides conflict resolution services statewide, including mediation, facilitation, conciliation, facilitated rulemaking, fact-finding conferences, and training. The Section's mediation programs include child welfare, civil rights, youth/gang, truancy, victim-offender, and other court and agency programs. The Section also has comprehensive school violence prevention and intervention programs and services. In addition, the Section provides education and outreach in the areas of conflict resolution, hate crimes, and diversity.

The civil rights staff of the Section is composed of lawyers, compliance officers, support personnel, and interns. The conflict resolution staff of the Section is composed of lawyers, program

coordinators, support personnel, volunteer mediators, and interns. The Section has offices in Phoenix, Tucson, and Yuma.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,625.3	1,707.0	1,741.0
Other Appropriated Funds	129.4	134.2	136.9
Other Non Appropriated Funds	25.2	0.0	0.0
Federal Funds	1,049.5	566.4	475.6
Program Total	2,829.4	2,407.6	2,353.5
FTE Positions	51.0	51.0	51.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of aged cases	21	16.3	13	10
● Number of cases resolved	782	777	816	857
● Average number of days to resolve cases	368	240	220	200
● Appropriated enforcement activity (in percent)	NA	NA	+10	+10
● Percent of voluntary settlement agreements	28	22	24	27

- ◆ Goal 2 To increase public awareness of anti-discrimination laws through education and outreach.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of people reached through presentations and trainings	2,000	2,700	2,835	2,977
● Number of cities/towns reached through intake, presentations, and trainings	14	21	23	25

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of mediations held	1,325	1,381	1,409	1,437
● Percent of participant satisfaction	94	90	>80	>80
● Agreement percent after one year	92	92	>90	>90

- ◆ Goal 4 To increase public and agency awareness of mediation and other alternative dispute resolution services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of people reached through presentations and trainings	2,200	2,350	2,468	2,591
● Number of cities/towns reached through presentations and trainings	25	21	23	25

AGA.4.2 SUBPROGRAM SUMMARY
CONSUMER PROTECTION AND ADVOCACY
 Contact: Sydney Davis, Section Chief Counsel
 Phone: (602) 542-7701
 A.R.S. 41-191

Subprogram Mission:

To engage in civil enforcement of financial and consumer fraud cases, advocacy, and public education on consumer protection issues with an emphasis on fraud and abuse concerns of the elderly, as well as to provide representation in judicial and administrative cases, legal advice and assistance in legislative and rule-making matters to client state agencies.

Subprogram Description:

The Section enforces laws relating to consumer fraud and civil racketeering and represents state agencies that regulate real estate, insurance, banking, and securities. The Consumer Fraud Unit enforces the Arizona Consumer Fraud Act. The Agency Unit provides legal representation to the Banking, Insurance, and Real Estate Departments and the Securities Division of the Corporation Commission in judicial administrative cases and provides those agencies with legal advice in matters related to their regulatory authority. The Section also includes an Elder Affairs Program, which provides education and advocacy to protect elderly citizens from fraud and abuse. The Section provides consumer information to the general public and processes consumer complaints.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,758.6	1,850.5	1,887.4
Other Appropriated Funds	133.7	1,773.9	1,803.9
Other Non Appropriated Funds	4,062.1	122.3	0.0
Federal Funds	23.0	41.4	44.6
Program Total	5,977.4	3,788.1	3,735.9
FTE Positions	69.8	69.8	69.8

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CIC complaints opened	16,102	13,836	15,000	15,750
● CIC complaints closed	22,969	15,781	19,000	22,800
● CIC telephone calls received	88,678	77,939	82,000	82,500

- ◆ Goal 2 To protect the public from consumer fraud.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Civil cases opened	208	207	215	230
● Judgments	63	72	72	72

- ◆ Goal 3 To provide quality legal representation to state agencies, assisting them to regulate the real estate, banking, securities, and insurance industries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Administrative cases filed	195	159	180	200
● Administrative orders obtained	129	92	100	105

- ◆ Goal 4 To educate the public and increase public awareness of consumer protection and elder abuse issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Speaking engagements/public presentations	263	349	375	400

- Newsletters, brochures, and informational packets disseminated to the public NA 32,000 35,000 38,000

AGA.4.3 SUBPROGRAM SUMMARY
ECONOMIC COMPETITION UNIT
 Contact: Suzanne Dallimore, Unit Chief Counsel
 Phone: (602) 542-7752
 A.R.S. 41-192.01

Subprogram Mission:

To engage in civil and criminal enforcement of antitrust and competition laws, to educate state and local governments and the public on competition law, to advocate free market policy, and to provide technical antitrust expertise to governmental entities and the legislature.

Subprogram Description:

The Unit is charged with enforcement of the Arizona Uniform Antitrust Act, the purpose of which is to protect free markets. The Unit investigates complaints by undertaking market studies and evaluating voluminous economic data. After careful analysis, the Unit brings civil and criminal cases in state and federal courts, often taking many years to resolve. The Unit participates with other states in antitrust cases involving national anti-competitive economic activities. The Unit also assists in enforcement of other state competition statutes relating to competitive bidding processes. Court cases are typically litigated against large law firms and require external and internal document management and economic expertise, often on a contract basis. The Unit also provides technical expertise and education to state, local, and municipal government agencies; to businesses and consumers; and to the legislature on antitrust law and competition issues.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	156.0	163.7	167.0
Other Appropriated Funds	462.4	734.7	743.8
Other Non Appropriated Funds	164.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	782.7	898.4	910.8
FTE Positions	11.0	11.0	11.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of complaints investigated to the point of resolution or civil litigation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	81	353	126	132
● Informal investigations	76	38	101	107
● Informal resolutions	66	67	69	72
● Formal investigations	13	7	16	17
● Civil cases filed	1	5	5	3
● Criminal cases filed	2	2	2	2

- ◆ Goal 2 To prosecute violations of the Arizona Uniform Antitrust Act to successful judgments or settlements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Pleas/verdicts	5	1	7	8

- ◆ Goal 3 To educate public and private sectors on antitrust law and competition policy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Requests for information	142	200	210	220
● Speaking engagements	7	5	6	7

AGA.4.4 SUBPROGRAM SUMMARY
ENVIRONMENTAL ENFORCEMENT
 Contact: Edward Truman, Section Chief Counsel
 Phone: (602) 542-8537
 A.R.S. 41-191

Subprogram Mission:

To provide the highest quality legal advice and representation to client agencies in order to fairly enforce civil environmental and natural resources law and to assist law enforcement agencies in order to fairly enforce criminal environmental law while upholding the professional and legal standards of the Office of the Arizona Attorney General.

Subprogram Description:

The Section engages in a variety of advice, enforcement, and representation activities related to state and federal environmental and natural resources law. To carry out its mission, the Section is divided into three components: the Civil Unit, the Environmental Crimes Unit, and the Western States Project. The Civil Unit advises, represents, and litigates on behalf of the Arizona Department of Environmental Quality, the Department of Agriculture, the Game and Fish Commission and Department, and other state agencies and boards. The Criminal Unit prosecutes persons accused of violating criminal laws involving issues affecting our environment, including criminal acts involving damage to natural resources, environmental pollution, and related public health issues. The Western States Project, a regional association established in 1987 with a grant from the U.S. Environmental Protection Agency, provides training, networking opportunities, and information support to environmental enforcement agencies throughout the western United States and Canada.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,339.4	1,407.9	1,436.0
Other Appropriated Funds	1,249.0	1,358.9	1,386.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	616.4	570.9	417.2
Program Total	3,204.8	3,337.7	3,239.3
FTE Positions	51.0	51.0	51.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the highest quality legal advice and representation to the Department of Environmental Quality, the Department of Agriculture, and the Game and Fish Commission and Department.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Civil advice and litigation files open	696	804	831	831
● Files resolved within the year	351	179	243	330

● Hours spent on matters reviewed but not opened	5,911	6,008	6,008	6,008
● Administrative hearings set	101	197	197	197
● Summary and trial judgments	28	15	28	31

- ◆ Goal 2 To achieve fair and consistent enforcement of the criminal environmental laws of Arizona thereby deterring future violations and enhancing protection of public health and the environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Investigative files open	167	146	161	177
● Matters reviewed but not opened	58	38	42	46
● Files resolved within the year	62	47	52	57

AGA.5 PROGRAM SUMMARY

CRIMINAL DIVISION

Criminal Division

Contact: Michael Cudahy, Division Chief Counsel
A.R.S. 41-191

Program Mission:

To investigate and prosecute cases involving criminal violations on behalf of the citizens of Arizona.

Program 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 mission.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	8,111.8	7,965.1	8,110.4
Other Appropriated Funds	2,503.7	3,033.1	3,061.5
Other Non Appropriated Funds	7,858.7	4,587.0	4,270.2
Federal Funds	2,198.8	2,177.7	2,218.4
Program Total	<u>20,673.0</u>	<u>17,762.9</u>	<u>17,660.5</u>
FTE Positions	<u>167.7</u>	<u>177.7</u>	<u>177.7</u>

This Program Contains the Following Subprograms:

- ▶ Criminal Appeals
- ▶ Drug Enforcement and Violent Crimes
- ▶ Fraud and Public Corruption
- ▶ Victim Services Office
- ▶ Special Investigations

AGA.5.1 SUBPROGRAM SUMMARY

CRIMINAL APPEALS

Contact: Paul McMurdie, Section Chief Counsel
Phone: (602) 542-4686
A.R.S. 41-191

Subprogram Mission:

To effectively represent the State of Arizona in appeals filed by convicted felons.

Subprogram Description:

The Section's primary function is defending the State of Arizona against appeals generated by convicted felons. Functions of this Section also include representing the State of Arizona in federal court cases arising out of state court convictions where the defendant is incarcerated by the Arizona Department of Corrections, providing trial and research assistance at the request of the county attorneys, and defending the State of Arizona in petitions for post-conviction relief filed in death penalty cases.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,813.4	2,952.7	3,011.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,813.4</u>	<u>2,952.7</u>	<u>3,011.3</u>
FTE Positions	<u>43.0</u>	<u>47.0</u>	<u>47.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure death penalty sentences are carried out justly in order to preserve the victim's rights.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Death penalty cases open	130	130	130	130
● Death sentences carried out	4	6	4	6

- ◆ Goal 2 To increase efficiency in defending the State of Arizona in appeal cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Appellate files opened	1,828	1,833	2,016	2,218
● Responses filed	1,519	1,755	1,931	2,124
● Extensions filed	28	37	25	15
● Percent of extensions filed to files opened	1.5	2	1.2	1

- ◆ Goal 3 To provide high quality legal instruction and advice to the 15 county attorneys and various city prosecutors in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Advice and training hours	125	150	165	180

AGA.5.2 SUBPROGRAM SUMMARY

DRUG ENFORCEMENT AND VIOLENT CRIMES

Contact: Billie A. Rosen, Section Chief Counsel
Phone: (602) 542-3881
A.R.S. 41-191

Subprogram Mission:

To successfully investigate and prosecute drug traffickers, trafficking organizations, and money launderers, and to deprive drug traffickers of profits that give them the incentive to continue operations and capitalize their drug enterprises. To assist in the reduction of violent criminal behavior in Arizona through

aggressive prosecution of gang-related and other violent offenses.

Subprogram Description:

The Section is organized into two units that focus on the investigation and prosecution of drug-related, gang-related, and violent crimes. The Drug and Violent Crimes Unit aggressively investigates and criminally prosecutes individuals and organizations involved in drug trafficking, money laundering, and violent crimes. The Financial Remedies Unit combats the impact of the illegal drug industry on legitimate commerce in Arizona by using civil remedies against drug traffickers and their enterprises. The Financial Remedies Unit supports statewide efforts to deprive drug traffickers, through forfeiture and civil racketeering actions, of the profits that give them the incentive to continue operations and materials that allow them to operate their drug enterprises. A large portion of the Section's funding is related to Anti-racketeering and is therefore non-discretionary.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	649.8	683.8	697.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	174.3	174.3	174.3
Federal Funds	1,535.7	1,525.9	1,548.3
Program Total	<u>2,359.8</u>	<u>2,384.0</u>	<u>2,420.0</u>
FTE Positions	<u>35.5</u>	<u>37.0</u>	<u>37.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To aggressively investigate and prosecute drug and money laundering offenses and gang related and other violent crimes that occur in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases open	632	776	776	776
● Cases closed	295	292	292	292
● Defendants charged	2,192	1,780	1,780	1,780

- ◆ Goal 2 To support statewide prosecution and forfeiture efforts through training, research, and investigative assistance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Financial inquiries	1,755	988	988	988
● Law enforcement training seminars	60	54	54	54

AGA.5.3 SUBPROGRAM SUMMARY
FRAUD AND PUBLIC CORRUPTION
 Contact: Sherry K. Stephens, Section Chief Counsel
 Phone: (602) 542-3881
 A.R.S. 41-191

Subprogram Mission:

To promote and facilitate justice for Arizonans who have been victimized by sophisticated, complex financial and high technology crimes.

Subprogram Description:

The Section investigates and prosecutes white collar and organized criminal activity including but not limited to, high technology crimes; securities fraud; computer fraud; health care fraud;

telemarketing fraud; charity fraud; tax fraud; public corruption; insurance fraud; banking fraud; home improvement fraud; real estate fraud; employee embezzlements; and other types of financial crimes that fall within the purview of the fraudulent schemes, theft, racketeering and conspiracy statutes. The Section also resolves some matters using the civil remedies set forth in the Racketeering Influenced Corrupt Organization section of the Arizona Criminal Code. Section attorneys also prosecute cases referred by other prosecutorial offices throughout the state because that office had a conflict of interest. Section attorneys work closely with the Arizona State Grand Jury.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,772.0	1,857.2	1,891.1
Other Appropriated Funds	246.3	255.9	261.1
Other Non Appropriated Funds	7,663.1	4,359.2	4,042.4
Federal Funds	607.6	599.2	612.0
Program Total	<u>10,289.0</u>	<u>7,071.5</u>	<u>6,806.6</u>
FTE Positions	<u>49.8</u>	<u>49.8</u>	<u>49.8</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To investigate and prosecute complex financial and high technology crimes that other prosecution offices cannot because of limitations of manpower, experience, and resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases open	967	1,058	1,111	1,166
● Cases resolved	310	460	483	507
● Matters reviewed but not opened	3,355	1,734	1,821	1,912
● Total victim losses (in million of dollars)	294.7	262.9	276	290
● Total number of victims	17,157	50,775	53,314	55,979
● Restitution ordered by the courts (in millions of dollars)	27.8	42.3	44	46
● High technology criminal matters	NA	NA	100	120

- ◆ Goal 2 To investigate and prosecute crimes involving governmental entities and employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Crimes involving governmental entities and employees	NA	NA	40	45

AGA.5.4 SUBPROGRAM SUMMARY
VICTIM SERVICES OFFICE
 Contact: Teena Olszewski, Director
 Phone: (520) 628-6454
 A.R.S. 41-191

Subprogram Mission:

To promote and facilitate justice and healing for Arizona's crime victims, and support criminal and juvenile justice system entities statewide in the administration of victims' rights laws.

Subprogram Description:

The Office of Victim Services (OVS) is a service-oriented Section within the Criminal Division of the Attorney General's Office whose programs are established for both the direct benefit of crime victims, and the many state and local governmental entities in Arizona

servicing them.

The Section provides statutorily-mandated services to victims of myriad types of crimes prosecuted by the Attorney General. The Section also provides more than twenty types of services (non-mandated) to address the needs of crime victims and witnesses recovering from the personal and social effects of victimization.

Additionally, the Section supports state, county, and municipal law enforcement, custodial, prosecutorial and correctional agencies, and courts, having duties established and defined by victims' rights laws. These entities benefit from the Section's annual funding program and other forms of assistance that further uniformity, efficiency, and victims' rights compliance. Finally, the Section employs a full-time Auditor/Ombudsman whose duties encompass enforcement of victims' rights laws and resolution of victim complaints.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,114.4	619.8	622.1
Other Appropriated Funds	2,093.3	2,604.4	2,624.1
Other Non Appropriated Funds	21.3	53.5	53.5
Federal Funds	57.2	58.1	58.1
Program Total	<u>3,286.2</u>	<u>3,335.8</u>	<u>3,357.8</u>
FTE Positions	<u>8.4</u>	<u>12.9</u>	<u>12.9</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the treatment of crime victims in Arizona by exhibiting leadership; promoting public policy reforms where needed; and increasing attention paid to, and quality of, victim services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of individuals and organizations publicly recognized for exemplary service	7	7	5-8	5-8
● Number of victim service network events participated in	NA	67	70	70
● Number of trainings and presentations and number of attendees	NA	NA	6/500	6/500

- ◆ Goal 2 To foster victims' recovery from the traumatic, short and long-term effects of victimization; to prepare victims to cope with the impact of criminal justice system involvement; and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of victims served	7,693	8,831	8,500	8,500
● Number of mandated services provided	42,120	44,920	42,000	42,000
● Number of non-mandated services provided	83,814	74,656	75,000	75,000
● Average quarterly victim rating	4.6	4.6	4.5	4.5
● Volunteer cost savings (in thousands)	67.8	87.1	83	83

- ◆ Goal 3 To advance the ability of governmental entities to comply with victims' rights laws by establishing and administering a plan for financial support to entities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total Victims' Rights funds disbursed (in thousands)	2,663.2	2,678.3	2,734.3	2,734.3
● Number of entities undergoing funding reviews	66	64	64	64
● Number of forms distributed (in thousands)	464.9	310.4	400	400
● Number of day to day services	6,837	13,082	7,000	7,000

- ◆ Goal 4 To enforce Arizona's victims' rights laws by conducting performance and financial audits of Victims' Rights program (VRP) participants and by facilitating resolutions to allegations of victims' rights violations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of allegations received and responded to	12	8	20	20
● Number of agencies receiving "Guidelines"	75	84	97	100
● Sessions, visits, and audits conducted	35	24	24	24

AGA.5.5 SUBPROGRAM SUMMARY
SPECIAL INVESTIGATIONS

Contact: Lee Rappleyea, Section Chief
Phone: (602) 542-4853
A.R.S. 41-191

Subprogram Mission:

To provide a high quality of investigative support to the attorney sections of the Attorney General's Office as well as law enforcement agencies throughout the State.

Subprogram Description:

The Section is a portion of the Attorney General's Office which consists of special agents, analysts, and auditors with specialized areas of expertise unavailable from other law enforcement agencies. The section is organized into eleven investigative units which function primarily within the following agency sections: Consumer Protection and Advocacy, Fraud and Public Corruption, Drug and Violent Crimes, and Environmental Enforcement. Investigative assistance is provided in the complex areas of abuse of the vulnerable, consumer fraud, drug trafficking, environmental crimes, gangs and violence, medical fraud, money laundering, white collar crimes, and prosecution of crimes which occur in Arizona but the perpetrator has fled to the Republic of Mexico.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,762.2	1,851.6	1,888.5
Other Appropriated Funds	164.1	172.8	176.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	-1.7	-5.5	0.0
Program Total	<u>1,924.6</u>	<u>2,018.9</u>	<u>2,064.8</u>
FTE Positions	<u>31.0</u>	<u>31.0</u>	<u>31.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide competent and timely investigative

assistance to address the increasing case demands of the agency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Open cases	792	872	895	910
● Matters reviewed but not opened	572	569	575	635
● Financial investigative assists	969	988	995	1000

◆ Goal 2 To augment the effectiveness of the section by increasing case resolutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases resolved	770	697	770	780

AGA.6 PROGRAM SUMMARY

CENTRAL ADMINISTRATION

Contact: Tim Delaney, Chief Deputy Attorney General
 Phone: (602) 542-4266
 A.R.S. 41-191

Program Mission:

To provide overall support and direction for the Department of Law.

Program Description:

The Attorney General and her executive staff are responsible for providing and/or facilitating legal advice to state officials, legislators, county attorneys, and client state agencies as well as certifying rules promulgated by state agencies. This program also responds to general inquiries from the public, state legislators, staff, and the media. In addition, the program is responsible for providing administrative support to the entire staff of the Office of the Attorney General.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,819.7	7,186.1	7,329.5
Other Appropriated Funds	167.9	1,540.2	1,440.0
Other Non Appropriated Funds	3,509.5	4,656.8	4,730.8
Federal Funds	471.2	697.2	401.7
Program Total	10,968.3	14,080.3	13,902.0
FTE Positions	107.1	111.9	108.9

This Program Contains the Following Subprograms:

- ▶ Attorney General
- ▶ Administrative Operations Division
- ▶ Solicitor General

AGA.6.1 SUBPROGRAM SUMMARY

ATTORNEY GENERAL

Contact: Tim Delaney, Chief Deputy Attorney General
 Phone: (602) 542-4266
 A.R.S. 41-191

Subprogram Mission:

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

Subprogram Description:

The subprogram is composed of three areas: Attorney General and executive staff, Special Counsel, and External Affairs. The Attorney General, Chief Deputy, and Special Assistant provide administrative and policy direction to the entire Office. The Special Counsel provide policy support in the specific areas of civil rights, legislation, ethics and training, technology crimes, and the Tucson Office. The External Affairs personnel provide support in the areas of communications, media relations, law enforcement relations, intergovernmental affairs, and constituency services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,270.3	1,334.4	1,361.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.1	5.6	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,270.4	1,340.0	1,361.0
FTE Positions	18.0	18.0	18.0

AGA.6.2 SUBPROGRAM SUMMARY

ADMINISTRATIVE OPERATIONS DIVISION

Contact: Constance E. Kohl, Chief Director
 Phone: (602) 542-8046
 A.R.S. 41-191

Subprogram Mission:

To ensure human and fiscal resources are allocated and utilized in a manner consistent with law, agency mission, and customer needs.

Subprogram Description:

The Division provides administrative support to the Office of the Attorney General in the areas of facilities management; financial, budget, and procurement services; human resources; information services; and library and research.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,912.2	5,184.1	5,287.6
Other Appropriated Funds	167.9	1,540.2	1,440.0
Other Non Appropriated Funds	3,509.4	4,651.2	4,730.8
Federal Funds	471.2	697.2	401.7
Program Total	9,060.7	12,072.7	11,860.1
FTE Positions	81.1	83.9	80.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure timely and accurate processing and tracking of payment of all program and administrative vendors, while maximizing cash management through realizing discounts, investments, and timely payment of administrative claims.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims received and processed	42,859	38,808	40,000	45,000

- ◆ Goal 2 To enhance the Attorney General's staff automation knowledge and productivity by providing specialized on-site user assistance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Help desk services requests responded to	5,311	7,852	8,700	8,700

- ◆ Goal 3 To respond promptly and accurately to attorney and paralegal requests for information, case law updates, specialized publications and reference materials, in accordance with agency needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research requests	1,350	1,362	1,490	1,560

- ◆ Goal 4 To promptly and accurately process personnel action requests.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Personnel Action Requests (PARs)	1,273	1,256	1,400	1,300

AGA.6.3 SUBPROGRAM SUMMARY
SOLICITOR GENERAL
 Contact: Scott Bales, Solicitor General
 Phone: (602) 542-3333
 A.R.S. 41-191

Subprogram Mission:

To ensure consistent positions and promote high quality presentations by the State in civil appeals and significant criminal appeals, oversee the production of accurate and timely Attorney General Opinions, provide quality independent advice to state agencies, represent four state entities, and assist lawyers throughout the Office on special projects.

Subprogram Description:

The Section's responsibilities include: (1) manage the State's civil appellate matters by advising on appellate issues including the advisability of further appeals, revising and editing briefs, conducting moot courts for related oral arguments, and overseeing the State's amicus curiae appearances; (2) oversee significant criminal appeals by advising on issues, editing briefs, and participating in moot courts; (3) supervise the production of formal Attorney General Opinions; (4) provide independent advice to state agencies and boards in administrative proceedings in which other assistant attorneys general appear as advocates; (5) represent the Governor's Regulatory Review Council and three appellate boards; and (6) serve as a clearinghouse for lawyers throughout the Office on a variety of special projects, including advice on requests for attorney's fees and public records.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	637.2	667.6	680.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>637.2</u>	<u>667.6</u>	<u>680.9</u>
FTE Positions	<u>8.0</u>	<u>10.0</u>	<u>10.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the State's presentations in civil appeals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Appellate matters handled	425	425	450	475

- ◆ Goal 2 To decrease the time it takes to issue formal legal opinions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days to respond to a request for legal opinion	71	80	80	80

- ◆ Goal 3 To provide quality legal advice to State entities needing independence.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Agency hearings and advice	1,399	1,400	1,400	1,400

- ◆ Goal 4 To increase education and enforcement efforts of select Attorney General program duties to prevent violations of law.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Public service orientation contacts	6	6	2	1
● Open meeting law enforcement team contacts	227	125	125	125



AGENCY/PROGRAM SUMMARY
OFFICE OF THE AUDITOR GENERAL

Debbie Davenport, Auditor General AUA
 Contact: Debbie Davenport, Auditor General
 (602) 553-0333
 A.R.S. 41-1279

Agency/Program Mission:

To provide independent and impartial information and specific recommendations to improve the operations of state and local governmental entities.

Agency/Program Description:

The Auditor General is appointed by the Joint Legislative Audit Committee and approved by a concurrent resolution of the Legislature. A.R.S. 41-1279 requires the Auditor General to express an opinion on the financial statements of audited entities, and determine compliance with applicable federal and Arizona laws. A.R.S. 41-1279 and A.R.S. 41-2953 further require the Auditor General to conduct comprehensive performance evaluations of state agencies and the programs they administer.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,215.5	10,205.1	10,399.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,049.5	1,127.8	1,130.5
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	10,265.0	11,332.9	11,529.6
Capital Funds			
Agency Total			
FTE Positions	198.0	198.0	198.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide timely information while maintaining a high level of quality.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cognizant agency acceptance of reports (in percent)	100	100	100	100
● Percent of imposed deadlines met	89	94	90	90
● Peer review in a clean opinion	NA	Yes	NA	NA

- ◆ Goal 2 To increase the impact of our products.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of administrative recommendations implemented or adopted within 6 months for performance audits and 1 year for financial audits	62	86	80	80
● Percent of legislative recommendations implemented or adopted within 3 years	75	72	60	60

- ◆ Goal 3 To improve employee productivity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff time charged to a project	72	72	75	75
● Average hours per audit -Performance Audit Division	2,700	2,500	3,000	3,000



AGENCY SUMMARY	
DEPARTMENT OF COMMERCE	
Jackie Vieh, Director Contact: Dale Sagebiel, Director, Administrative Services (602) 280-1435	EPA

Agency Mission:

To lead and promote economic and community development which creates quality jobs and supports a globally-competitive Arizona.

Agency Description:

As the State's principal economic development agency, the Department supports expansion of existing businesses, including new, small and minority-owned businesses; recruits new companies; promotes international trade and investment; supports community and economic planning and development efforts in rural areas; provides guidance and support for housing and energy needs; and works to eliminate weaknesses in the business climate. The Department is committed to strengthening and promoting Arizona as a business location.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ ADMINISTRATION	10,036.3	10,952.6	1,996.1
➤ BUSINESS AND WORKFORCE DEVELOPMENT	17,783.4	24,618.6	25,412.3
➤ COMMUNITY AND INFRASTRUCTURE DEVELOPMENT	39,483.1	44,913.1	46,399.9
➤ STRATEGIC FINANCE	4,015.2	747.3	572.9
Capital Funds	0.0	0.0	0.0
Agency Total	71,318.0	81,231.6	74,381.2

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	20,357.0	21,254.0	13,338.0
Other Appropriated Funds	2,256.3	5,449.8	5,887.3
Other Non Appropriated Funds	20,448.2	25,466.1	25,781.9
Federal Funds	28,256.5	29,061.7	29,374.0
Operating Funds Subtotal	71,318.0	81,231.6	74,381.2
Capital Funds	0.0	0.0	0.0
Agency Total	71,318.0	81,231.6	74,381.2
FTE Positions	148.0	150.0	151.0

Agency Goals and Key Performance Measures:

◆ Goal 1 To enhance and strengthen Arizona's economy.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Jobs created by companies utilizing Commerce programs	12,045	11,607	9,000	9,000
● Average wage per job (in dollars)	14.83	14.73	14.00	14.00

● Capital investment made by companies utilizing Commerce programs (in millions)	533.6	964.2	500.0	500.0
● Financial assistance provided (includes business development loans, grants, and tax credits) (in millions)	13.9	11.6	17.7	17.5
● Financial assistance leverage ratio (capital investment / financial assistance provided) (in dollars)	38/1	83/1	28/1	28/1
● Local small business clients assisted (information and counseling provided to small businesses regarding start-up, expansion/relocation, and export technical assistance)	37,218	31,898	36,800	37,100
● Company relocation/expansion projects facilitated	64	67	60	60

◆ Goal 2 To contribute coordinated resources to enhance the state's physical infrastructure, increase the availability of affordable housing, and promote the intelligent use of resources.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Financial assistance provided (includes state and federal resources administered by the Community and Infrastructure Development Program) (in millions)	68.1	79.6	84.5	86.2
● Dollars leveraged (in millions)	203.8	287.2	331.3	333.7
● Households served	53,535	61,527	61,850	62,050

EPA.1	PROGRAM SUMMARY
ADMINISTRATION	
Contact: Dorothy Bigg, Deputy Director Phone: (602) 280-1308 A.R.S. 41-1504 et. seq.	

Program Mission:

To provide efficient and effective administrative services to support Department of Commerce programs and constituents.

Program Description:

Administration supports the planning and operational needs of the Department by providing administrative guidance, and services, and technical assistance to executive management and to all Department divisions. These services include strategic planning, accounting, budgeting, personnel, procurement, management information systems, research, and communications. The General Fund appropriations for the Greater Arizona Development Authority (GADA) totaling \$8 million for FY 1999 and \$9 million for FY 2000 were passed through the Administration program. Actual General Fund expenditures for the Administration program were \$1.63 million in FY 1999 and \$1.54 million in FY 2000.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,636.6	10,540.9	1,572.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	399.7	411.7	424.0
Program Total	10,036.3	10,952.6	1,996.1
FTE Positions	31.5	32.0	32.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide a high level of customer service to Department of Commerce internal customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied (based on annual survey of the Administration Division's internal customers)	91	95	99	99

- ◆ Goal 2 To provide timely and accurate accounting services and financial reporting to Department of Commerce programs and constituents while maintaining compliance with applicable state and federal rules and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Audit findings (based on previous FY audit)	5	3	0	0

- ◆ Goal 3 To provide the Department with efficient and effective LAN services and management information systems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of network up-time	99	99	100	100

- ◆ Goal 4 To meet the research, communications, and publications needs of the Department.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Promotional and informational publications developed, revised, or edited (includes web pages, printed publications, brochures, reports, community profiles, and other informational pieces)	980	1,960	2,060	2,160
● Media contacts (press releases, press conferences, print and broadcast interviews) to publicize/promote Commerce events and activities.	3,120	1,700	1,800	1,900

<p>EPA.2 PROGRAM SUMMARY</p> <p>BUSINESS AND WORKFORCE DEVELOPMENT</p> <p>Contact: Dorothy Bigg, Deputy Director Phone: (602) 280-1308 A.R.S. 41-1504 et. seq.</p>

Program Mission:

To lead and promote economic development which creates quality jobs and supports a globally-competitive Arizona.

Program Description:

As Arizona's principal economic development agency, the Business and Workforce Development Division supports existing businesses, especially new, small and minority-owned businesses; recruits new companies; promotes international trade and investment; provides the rural area with economic support; provides guidance and support for housing and energy needs; and works to identify and eliminate weaknesses in the business climate. The Department is committed to strengthening its partnerships with the private sector and the economic development community.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	8,657.3	8,497.6	9,528.6
Other Appropriated Funds	1,415.7	2,745.4	2,636.3
Other Non Appropriated Funds	3,266.7	8,808.1	8,805.2
Federal Funds	4,443.7	4,567.5	4,442.2
Program Total	17,783.4	24,618.6	25,412.3
FTE Positions	46.0	46.0	46.0

This Program Contains the Following Subprograms:

- ▶ Business Development
- ▶ Workforce Development
- ▶ Small Business Assistance
- ▶ International Trade and Investment
- ▶ Motion Picture Development

<p>EPA.2.1 SUBPROGRAM SUMMARY</p> <p>BUSINESS DEVELOPMENT</p> <p>Contact: Sandra Watson, Director Phone: (602) 280-1394 A.R.S. 41-1502 to 41-1505</p>
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Subprogram Mission:

To support a globally-competitive Arizona by attracting new or expanding businesses that will create quality jobs for Arizona.

Subprogram Description:

The Business Development program aggressively targets the Governor's Strategic Partnership for Economic Development (GSPED) cluster industry companies for the location or expansion of facilities in Arizona. The Division is responsible for proactive marketing, which includes advertising, direct mail, prospecting trips, collateral material development, coordination of site visits, and networking with facility location decision makers and businesses in order to develop prospects for location to the state of Arizona. Special emphasis is placed on the growth and development of high technology, rural and Native American businesses, and environmental technology. The division also provides economic development leadership statewide and coordinates its activities with communities and economic development groups throughout the state.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,089.5	945.3	953.8
Other Appropriated Funds	1,194.0	1,278.5	1,165.5
Other Non Appropriated Funds	44.0	125.0	125.0
Federal Funds	1.5	75.0	75.0
Program Total	2,329.0	2,423.8	2,319.3
FTE Positions	14.0	14.0	14.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assist companies in relocating or expanding in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Rural locates	15	17	15	15
● Percent of cluster locates	65	70	65	65
● Company capital investment (in millions)	533.6	964.2	500.0	500.0
● Average hourly wage rate per job	14.83	14.73	14.00	14.00

- ◆ Goal 2 To strengthen and expand the Senior Industries Cluster throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Business consultations for Senior Industries Cluster development and/or expansion to Arizona	196	300	600	600
● Retirement information requests fulfilled	13,332	16,000	17,000	18,000

**EPA.2.2 SUBPROGRAM SUMMARY
WORKFORCE DEVELOPMENT**

Contact: Gary Abraham, Director
Phone: (602) 280-8131
A.R.S. 41-1504

Subprogram Mission:

To develop policies and support the implementation of a statewide system, congruous with the economic development initiatives of the state and private sector, that will effectively and efficiently prepare and re-prepare Arizonans for work.

Subprogram Description:

The Governor's Strategic Partnership for Economic Development (GSPED) is a framework for the Arizona Strategic Plan for Economic Development. Arizona's economic strategy for the future is built on five critical elements: 1) cluster-based economic development strategy; 2) public and private initiatives that build strong economic foundations; 3) community initiatives that make economic diversity and asset; 4) benchmarks to assess economic progress; and 5) public-private partnership to support economic development.

The Office of Workforce Development Policy was established to coordinate and consolidate where possible the state's workforce development initiatives, both federally and state funded, and align them with the GSPED clusters.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	5,145.2	6,207.5	7,209.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,039.2	8,501.5	8,501.5
Federal Funds	4,442.2	4,492.5	4,367.2
Program Total	12,626.6	19,201.5	20,077.9
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide technical assistance to develop and support active cluster organizations for each of the 11 GSPED clusters.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of GSPED clusters with active cluster organizations	6	7	9	11

- ◆ Goal 2 To determine the labor market demand of each GSPED cluster based on the types of industries and occupations in each cluster

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Clusters for which industry classification codes have been identified	NA	1	2	4
● Number of Clusters for which occupational titles have been identified	NA	1	2	4

- ◆ Goal 3 To increase the per capita income of Arizona citizens by providing job training assistance to companies creating high wage jobs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of companies assisted	61	27	40	45
● Number of net new jobs created by companies participating in the job training program	9,464	4,438	6,000	6,750
● Average wage for jobs created by companies participating in the Job Training program	12.30	13.85	14.00	14.00
● Financial assistance provided (contract payments made during the FY) (in millions)	5.0	3.0	7.0	7.0
● Private sector training funds leveraged with Job Training Dollars (in millions)	1.2	0.8	1.8	1.8

**EPA.2.3 SUBPROGRAM SUMMARY
SMALL BUSINESS ASSISTANCE**

Contact: Joe Dean, Small Business Advocate
Phone: (602) 280-1486
A.R.S. 41-1504 et. seq.

Subprogram Mission:

To provide accurate and timely information and assistance to individuals and companies establishing, expanding or relocating small business in Arizona.

Subprogram Description:

The Arizona Business Assistance Center provides professional counseling and assistance to people desiring to start, expand, or relocate a business in Arizona. This service includes providing one-stop assistance for licensing applications and information, referrals to professional associations and programs to assist the business

community. Specific assistance is available for minority- and women-owned businesses.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	312.1	359.7	366.1
Other Appropriated Funds	197.0	215.1	219.0
Other Non Appropriated Funds	45.7	44.7	45.4
Federal Funds	0.0	0.0	0.0
Program Total	554.8	619.5	630.5
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To serve as the primary source of information to accommodate small business growth.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of customer satisfaction surveys distributed	5,292	4,693	8,500	10,000
● Percent of surveys returned	6	7	10	10
● Percent of surveys marked "good" or better in all categories (includes "excellent")	99	100	99	99

EPA.2.4 SUBPROGRAM SUMMARY
INTERNATIONAL TRADE AND INVESTMENT
 Contact: Sally Spray, Director
 Phone: (602) 280-1370
 A.R.S. 41-1504 et. seq.

Subprogram Mission:

To stimulate the growth of Arizona's economy by promoting and facilitating export sales, international services, and foreign investment.

Subprogram Description:

The International Trade and Investment program helps Arizona businesses market their products and services in international markets by offering export counseling, written and electronic data for market research, facilitating visiting programs, and by organizing trade show and trade mission participation by local companies outside the United States. The program also promotes job-producing investment from outside the United States by marketing efforts in target markets, including trade shows and direct calling efforts.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,503.3	352.8	359.1
Other Appropriated Funds	24.7	1,251.8	1,251.8
Other Non Appropriated Funds	108.0	107.1	108.3
Federal Funds	0.0	0.0	0.0
Program Total	1,636.0	1,711.7	1,719.2
FTE Positions	6.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 Provide technical assistance and information to assist companies to sell internationally.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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- Number of export and trade related technical assistance sessions provided to companies and individuals (includes workshops, conferences, public hearings, trade service provider meetings, and individual sessions) 3,002 2,531 2,800 3,100
- Number of trade events (trade shows and trade missions) 14 16 12 14

- ◆ Goal 2 To promote foreign investment in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Site visits to Arizona by potential foreign investors	39	18	35	45
● Foreign Buyer Delegations	12	35	35	35
● Foreign Government Delegations	43	32	40	45

EPA.2.5 SUBPROGRAM SUMMARY
MOTION PICTURE DEVELOPMENT
 Contact: Linda Peterson Warren, Director
 Phone: (602) 280-1380
 A.R.S. 41-1504 et. seq.

Subprogram Mission:

To generate economic growth by attracting film and television production from around the world.

Subprogram Description:

The Office of Motion Picture Development attracts and supports film and television production through exceptional customer service and marketing strategies for the express purpose of creating jobs and generating revenues.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	607.2	632.3	640.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29.8	29.8	25.0
Federal Funds	0.0	0.0	0.0
Program Total	637.0	662.1	665.4
FTE Positions	6.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase visibility and stature for Arizona as a location destination and production center.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of projects facilitated	1,146	1,000	1,000	1,100
● Percent of success	30	27	28	28

- ◆ Goal 2 To attract film and television production to Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of film projects shot in Arizona	229	164	200	200
● Number of production days	1,706	1,209	1,650	1,650

EPA.3 PROGRAM SUMMARY
COMMUNITY AND INFRASTRUCTURE DEVELOPMENT

Community & Infrastructure Development

Contact: Jack Haenichen, Assistant Deputy Director
 Phone: (602) 280-1330
 A.R.S. 41-1502, 41-1505, 41-1516

Program Mission:

To build the foundation for a healthy economy by providing coordinated technical and financial assistance to Arizona communities and local partners.

Program Description:

The Community and Infrastructure Development Group provides technical and financial assistance to political subdivisions, community based organizations and private companies to enhance the state's physical infrastructure and to promote the intelligent use of resources. The Group is comprised of three sub-programs that correspond to organizational division: Community Assistance Services, Housing and Infrastructure Development, and Energy Development and Utilization.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,980.8	2,133.0	2,153.3
Other Appropriated Funds	521.3	2,247.6	2,762.1
Other Non Appropriated Funds	13,567.9	16,450.0	16,976.7
Federal Funds	23,413.1	24,082.5	24,507.8
Program Total	39,483.1	44,913.1	46,399.9
FTE Positions	62.5	64.0	65.0

This Program Contains the Following Subprograms:

- ▶ Community Assistance Services
- ▶ Energy Development and Utilization
- ▶ Housing and Infrastructure Development

EPA.3.1 SUBPROGRAM SUMMARY
COMMUNITY ASSISTANCE SERVICES

Contact: Pat Schroeder, Director
 Phone: (602) 280-1350
 A.R.S. 41-1504 et. seq.

Subprogram Mission:

To provide resources and assistance to Arizona communities so that they may achieve economic self-sufficiency.

Subprogram Description:

The Community Assistance Division works with communities to develop the foundations for economic development, primarily in rural areas. The division is proactive; assisting municipal and community organizations to initiate changes that will enable them to operate effectively. Staff provides local organizations with access to knowledge and skills; innovative and proven methodologies, networking and finding opportunities; replicable models for addressing community needs and managing resources; options for

organizational management and governance; and strategies for advocacy, government relations and public outreach. This assistance is available through on-site training, workshops, hands-on assistance, strategic planning retreats and some small grants to aid communities in their efforts to attract new residents and businesses or improve on the community quality of life. Programs within the Division are: Community Planning, Main Street, Rural Economic Development Initiative (REDI), Business Retention and Expansion, Rural Tourism Development, Senior Industries Development.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	745.5	899.9	916.2
Other Appropriated Funds	279.0	279.0	279.0
Other Non Appropriated Funds	82.2	82.2	85.0
Federal Funds	360.7	360.0	360.0
Program Total	1,467.4	1,621.1	1,640.2
FTE Positions	15.0	16.0	16.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase community self-reliance and self-sufficiency through financial support and consultative services toward the development of local resources and effective use of volunteers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of citizen leaders trained in an economic development activity	2,180	2,397	2,650	2,900
● Funds provided for community planning and development projects (includes state and federal funds) (in thousands)	2,100.0	535.6	329.0	329.0
● Funds leveraged (in millions)	71.4	70.2	70.0	70.0

EPA.3.2 SUBPROGRAM SUMMARY
ENERGY DEVELOPMENT AND UTILIZATION

Contact: Amanda Ormond, Director
 Phone: (602) 280-1402
 A.R.S. 41-1504 et. seq.

Subprogram Mission:

To promote and coordinate the efficient development and utilization of energy to achieve a sustainable economy and environment for Arizona.

Subprogram Description:

The Energy Office has the responsibility to administer various U.S. Department of Energy federal funds, U.S. Department of Health and Human Services funds, Weatherization Assistance funds, and oil over-charge restitution funds. This is accomplished through five program operating components: Building Energy Efficiency Programs, Community Energy Programs, Energy Education and Information, Energy Engineering, and Energy Policy and Data Programs. A program management section provides assistance in the areas of program planning and budgeting, contract management, federal grant management, and personnel support to assure compliance with state and federal regulations. The Energy Office is the lead agency for implementing plans for local government, commercial, and residential energy conservation, solar and renewable energy technologies and products, and alternative fuel plans for transportation.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,000.0	1,000.0	1,000.0
Other Appropriated Funds	23.4	1,740.8	1,751.8
Other Non Appropriated Funds	9,276.4	7,589.2	7,115.0
Federal Funds	2,105.7	2,400.0	2,375.0
Program Total	12,405.5	12,730.0	12,241.8
FTE Positions	19.0	19.0	19.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide technical assistance and facilitate market transformation in order to improve energy efficiency in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Households served	2,000	1,883	2,050	2,050
● Commercial buildings served	62	67	77	92
● Workshop/training attendance	1,000	465	620	660
● Financial assistance provided (in millions)	2.2	9.2	8.0	7.7
● Dollars leveraged (capital investment or matching funds) (in millions)	4.6	41.2	11.7	11.4

- ◆ Goal 2 To provide public education designed to foster better choices regarding energy use.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of consumers assisted	8,253	8,357	7,800	8,700
● Audience reached thru mass media (in millions)	12.5	12.5	12.0	12.0

EPA.3.3 SUBPROGRAM SUMMARY
HOUSING AND INFRASTRUCTURE DEVELOPMENT
 Contact: Steve Capobres, Director
 Phone: (602) 280-1365
 A.R.S. 41-1504 et. seq.

Subprogram Mission:

To lead the State's efforts to meet Arizona's housing and infrastructure development needs through the ethical, equitable, and effective delivery of quality programs and services.

Subprogram Description:

The Office of Housing and Infrastructure Development (HID) was designed to provide opportunities for affordable housing and community infrastructure improvements in partnership with local governments, non-profit organizations, and the private sector. The office administers seven programs that provide approximately \$70 million in federal and state housing and community development funds annually.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	235.3	233.1	237.1
Other Appropriated Funds	218.9	227.8	731.3
Other Non Appropriated Funds	4,209.3	8,778.6	9,776.7
Federal Funds	20,946.7	21,322.5	21,772.8
Program Total	25,610.2	30,562.0	32,517.9
FTE Positions	28.5	29.0	30.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To meet Arizona's affordable housing and infrastructure needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Funding provided (includes funds and tax credits from state and federal sources) (in millions)	63.8	69.9	76.2	78.2
● Other funding leveraged (in millions)	127.8	175.8	249.6	252.3
● Number of households served	51,535	59,644	59,800	60,000
● Number of new projects/programs	154	206	214	206

EPA.4 PROGRAM SUMMARY
STRATEGIC FINANCE
 Contact: Joe Dean, Assistant Deputy Director
 Phone: (602) 280-1369
 A.R.S. 41-1505

Program Mission:

To provide financial services, quality program management, and technical expertise in support of the Agency's economic and community development goals.

Program Description:

The Strategic Finance Division provides financial assistance in the form of loans, grants, and tax based incentives to qualified applicants, including government entities, private companies, and not-for-profits. The unit provides technical assistance to prospective applicants, ensures applications meet statutory and programmatic guidelines, and performs compliance audits whenever practicable.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	82.3	82.5	84.0
Other Appropriated Funds	319.3	456.8	488.9
Other Non Appropriated Funds	3,613.6	208.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,015.2	747.3	572.9
FTE Positions	8.0	8.0	8.0

This Program Contains the Following Subprograms:

- ▶ Loans and Grants
- ▶ Credit Administration

EPA.4.1 SUBPROGRAM SUMMARY
LOANS AND GRANTS
 Contact: Joe Dean, Assistant Deputy Director
 Phone: (602) 280-1369
 A.R.S. 41-1505 et. seq.

Subprogram Mission:

To provide financial services, quality program management, and technical expertise in support of the Agency's economic and community development goals.

Subprogram Description:

The Loans and Grants subprogram includes the Commerce and

Economic Development Commission (CEDC) and the state's fund for economic development; the Revolving Energy Loan Assistance program (RELA), a loan program to encourage energy efficiency; and the Economic Strength Program (ESP), a joint program with ADOT to provide grants for roadway projects to cities, towns, and counties. Financial assistance awards reflect the Division's commitment to increasing wage levels around the state, leveraging additional investment from other sources and enhancing the economic development goals established in GSPED. Staff analyze applications for financial soundness, prepare contracts and legal documents, conduct compliance reviews, process loan and interest payments, develop reports for the Governor and the legislature, and serve as staff for the Commerce and Economic Development Commission.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	82.3	82.5	84.0
Other Appropriated Funds	246.8	342.1	372.1
Other Non Appropriated Funds	3,613.6	208.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,942.7	632.6	456.1
FTE Positions	6.5	6.5	6.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To stimulate job creation and capital investment in Arizona's economy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of jobs created by companies participating in CEDC and ESP financial assistance programs.	2,415	2,042	1,000	1,000
● Financial assistance awarded (in millions)	4.6	4.6	1.2	1.0

- ◆ Goal 2 To increase the amount of energy savings attributable to RELA program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Financial assistance (in millions)	0.9	0.1	1.5	1.5
● Energy savings reported by program participants (in millions)	4.9	5.3	6.0	6.5

EPA.4.2 SUBPROGRAM SUMMARY
CREDIT ADMINISTRATION
 Contact: Joe Dean, Assistant Deputy Director
 Phone: (602) 280-1369
 A.R.S. 41-1505 et. seq.

Subprogram Mission:

To provide financial services, quality program management, and technical expertise in support of the Agency's economic and community development goals.

Subprogram Description:

The Credit Administration subprogram includes the administration of the statutes relating to the state's private activity bond allocation and enterprise zone program, as well as military re-use and defense restructuring programs. The Commerce Zone Administrator provides statewide coordination for the program, processes applications, certifies businesses for benefits, and reports to the Legislature. The Private Activity Bond Administrator organizes the

state's two annual lotteries, confirms allocations, collects fees, conducts hearings on multi-family projects, and serves as the state's official record.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	72.5	114.7	116.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	72.5	114.7	116.8
FTE Positions	1.5	1.5	1.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To administer the Enterprise Zone program effectively and use the legislative reauthorization to streamline the program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of jobs created by companies participating in the Enterprise Zone program.	1,793	3,273	2,500	2,500
● Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	133.4	312.9	200.0	200.0

- ◆ Goal 2 To administer the Private Activity Bond program fairly and consistently.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of allocation requests received	76	81	84	88
● Dollars available for allocation (in millions)	227.8	233.4	239.0	244.6
● Dollars not allocated each year	0	0	0	0
● Director's discretion dollars given to manufacturing (previous calendar year) (in millions)	15.5	5.3	12.5	12.5



AGENCY/PROGRAM SUMMARY
GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

Ruben E. Alvarez, Executive Director AFA
 Contact: C. Graham, Executive Assistant
 (602) 542-3711
 Executive Order 93-20

Agency/Program Mission:

To ensure nondiscrimination and equal opportunity within all programs and activities conducted by state agencies/divisions to ensure equitable access to employment, contracting, and appointment opportunities. The GOEO will work to assist state agencies/divisions in promoting equal opportunity in employment, appointments, and procurement practices conducted on behalf of the state.

Agency/Program 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.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	204.6	233.7	238.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	65.2	65.0	65.0
Operating Funds Subtotal	269.8	298.7	303.2
Capital Funds	0.0	0.0	0.0
Agency Total	269.8	298.7	303.2
FTE Positions	5.0	4.0	4.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure state agencies comply with Equal Employment Opportunity rules, regulations, policies, and procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of state agencies assisted in the preparation of State and Local Government Information Survey (EEO-4) Annual Federal Report	NA	102	102	102
● Number of state agencies assisted in their efforts to reach parity and be in compliance with Federal Equal Opportunity rules and regulations	102	102	102	102

- ◆ Goal 2 To avoid/reduce the State's exposure to employment related disputes and lawsuits through training of State Equal Opportunity Liaisons and Administrative Managers; and coordination with Equal Employment Opportunity Commission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Diversity Training classes provided by the GOEO	0	5	7	7

- ◆ Goal 3 To achieve and maintain a culturally diverse state government workforce as well as representation on State Boards and Commissions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of community organizations contacted by the GOEO to help facilitate the dissemination of information regarding employment opportunities	NA	NA	30	30
● Number of state agencies contacted by GOEO to ascertain their employment needs	NA	NA	20	20

- ◆ Goal 4 To enhance the growth and development of minority and women-owned business enterprises.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of presentations and informational sessions regarding procurement opportunities	NA	NA	3	3



AGENCY/PROGRAM SUMMARY

STATE BOARD OF EQUALIZATION

David Schweikert, Chairperson EQA
 Contact: David Schweikert, Chairperson
 (602) 253-7800 Ext. 26
 A.R.S. 42-16152

Agency/Program 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.

Agency/Program Description:

The State Board is comprised of seventeen members, seven appointed by the Governor (including the Chairman) and five members from Maricopa and Pima counties, respectively. The Board's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under A.R.S. § 42-15105 supplemental role, the Board's authority extends to centrally assessed property statewide. 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 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	604.7	614.5	622.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	604.7	614.5	622.5
Capital Funds	0.0	0.0	0.0
Agency Total	604.7	614.5	622.5
FTE Positions	9.0	8.0	8.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To reduce the cost attributed to petitions and hearings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost per petition/hearing (in dollars)	NA	28	27	25
● Appeals Received	NA	18,000	18,000	18,000

- ◆ Goal 2 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.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Online filing	NA	2,000	5,000	7,000



AGENCY/PROGRAM SUMMARY
**OFFICE FOR EXCELLENCE IN
 GOVERNMENT**

Sandra Ferniza, Director OEG
 Contact: David Dodenhoff, Deputy Director
 (602) 542-7546
 Executive Order 92-32

Agency/Program Mission:

To provide consulting services, technical assistance and leadership training to help state government deliver courteous, efficient and cost-effective customer service to its citizen owners and employees.

Agency/Program Description:

The Office for Excellence in Government (OEG) serves as the in-house management consulting resource for the executive branch. It is responsible for assisting agencies with resolving management and/or operational issues. OEG focuses on improving the efficiency and effectiveness of government business processes, with a particular emphasis on customer service and satisfaction.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,186.0	1,536.8	1,564.3
Other Appropriated Funds	9.6	500.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>1,195.6</u>	<u>2,036.8</u>	<u>2,064.3</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>1,195.6</u>	<u>2,036.8</u>	<u>2,064.3</u>
FTE Positions	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To increase customer satisfaction with OEG services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers indicating satisfaction with services	NA	85	90	95
● Percent of customers that request services more than once	NA	5	10	15
● Percent of customers indicating willingness to recommend OEG to others and use OEG services again	NA	85	90	95



AGENCY SUMMARY
EXPOSITION AND STATE FAIR BOARD

Gary Montgomery, Executive Director CLA
 Contact: Wanell Skinner, Special Projects Manager
 (602) 252-6771

Agency Mission:

To provide unlimited opportunity to celebrate Arizona's heritage, youth, industry, traditions and future by bringing the entire community together.

Agency Description:

The Arizona Exposition and State Fair (AESF) is a 96-acre entertainment facility which showcases a variety of events including one of the pre-eminent state fairs in the country. AESF rents its facilities to a variety of tenants and promoters including the Arizona National Livestock Show, the Maricopa County Fair, Valley Arena Management and the Phoenix Mustangs. AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of the citizens of Arizona.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ INTERIM EVENTS	2,155.2	3,310.6	3,514.4
➤ STATE FAIR	7,751.0	9,432.2	10,002.5
Capital Funds	0.0	1,013.2	1,069.8
Agency Total	9,906.2	13,756.0	14,586.7

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,906.2	12,742.8	13,516.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	9,906.2	12,742.8	13,516.9
Capital Funds	0.0	1,013.2	1,069.8
Agency Total	9,906.2	13,756.0	14,586.7
FTE Positions	175.0	182.0	182.0

Agency Goals and Key Performance Measures:

◆ Goal 1 To maximize the use of existing space.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Events held on grounds	64	60	65	68
● Percent of facilities used per year	36.0	36.5	37.0	37.5
● People coming onto grounds annually (in thousands)	1,285	1,330	2,030	2,180
● Facilities available for rental	23	23	23	23
● Total days each facility is used	275	282	294	300
● Event days	169	174	191	191

◆ Goal 2 To maximize guest satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of guest survey ratings that are above average	NA	NA	75	85

CLA.1 PROGRAM SUMMARY
INTERIM EVENTS

Contact: Wanell Skinner, Special Projects Manager
 Phone: (602) 252-6771
 A.R.S. 3-1001 to 3-1013, 5-113

Program Mission:

To maximize incremental income during the non-fair period by providing quality facilities and services.

Program Description:

The Arizona Exposition and State Fair provides rental opportunities during the non-fair period for events such as: Antique Markets, Gun Shows, Livestock Shows, Youth Activities, Sporting Events and Community Activities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,155.2	3,310.6	3,514.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,155.2	3,310.6	3,514.4
FTE Positions	47.0	47.0	47.0

Program Goals and Performance Measures:

◆ Goal 1 To increase the number of non-fair rental days.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Non-fair rental days over previous year	2	1	3	5
● Percent increase in rental revenue over previous year.	4	2	5	8
● New promoters requesting space	NA	24	36	48
● Increase in rental space	NA	NA	NA	1
● Repeat promoters annually	22	24	26	36
● Percent of facilities used per year	36.0	36.5	37.0	37.5
● Promoters contacted	5	5	200	200
● Rental packets requested	40	40	300	300

◆ Goal 2 To maximize the use of existing parking space.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Parking lot rentals	12	14	16	18
● Promoters contacted	NA	5	5	5
● Rental packets requested	NA	7	7	7
● New strategic partners	1	1	2	2

CLA.2 PROGRAM SUMMARY
STATE FAIR

Contact: Wanell Skinner, Special Projects Manager
 Phone: (602) 252-6771
 A.R.S. 3-1003 to 3-1013, 11-258

Program Mission:

To produce the pre-eminent state fair in the country showcasing industry, business, entertainment and agriculture.

Program 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, educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups and national entertainers.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,751.0	9,432.2	10,002.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,751.0</u>	<u>9,432.2</u>	<u>10,002.5</u>
FTE Positions	<u>128.0</u>	<u>135.0</u>	<u>135.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To develop partnerships with business, industry, community, and volunteer groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New partners acquired	NA	2	2	2
● Exhibit space used by partners for business showcase (square feet)	NA	5,000	5,500	6,050
● Percent of partners submitting satisfaction surveys that are above average	NA	75	80	90

- ◆ Goal 2 To maximize all fair revenue sources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New revenue streams identified	1	1	1	1
● New revenue received from alternative revenue sources (in dollars)	50,000	77,500	23,250	15,550
● Percent increase in income	NA	2	5	4
● Percent increase in per capita receipts	8.0	8.5	8.8	9.0

- ◆ Goal 3 To increase midweek fair attendance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Increase in Monday & Wednesday attendance	11,800	0	11,000	11,000
● Percent increase in midweek admission revenues	1	1	2	2
● Fair attendance (in thousands)	950	975	1,025	1,025

- ◆ Goal 4 To maximize the satisfaction of fair guests.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Guest service contacts	1,173	1,475	1,700	1,800
● Improvements implemented	1	5	3	3
● Percent of guest comment forms satisfactorily resolved	80	90	93	95



AGENCY/PROGRAM SUMMARY
GOVERNMENT INFORMATION
TECHNOLOGY AGENCY

John Kelly, Director GTA
 Contact: John McDowell, Deputy Director
 (602) 340-8538
 A.R.S. 41-3501

Agency/Program Mission:

To partner with state agencies and private sector organizations to improve information technology capabilities, both technical and human, to add value, quality and efficiency in delivery of public services for the people of Arizona.

Agency/Program Description:

This agency is responsible for statewide information technology (IT) planning, coordinating and consulting. The Government Information Technology Agency (GITA) Director serves as the Chief Information Officer (CIO) for state government. GITA has responsibility to administer the state's Executive Branch IT resources, including establishing statewide standards, serving as statewide coordinator, critically evaluating and approving/disapproving agency IT plans and projects. GITA is also responsible for mandating necessary revisions to statewide standards and temporarily suspending the expenditure of monies if an IT project is at risk of failing to achieve its intended results or does not comply with state requirements. In addition, GITA provides IT consulting services to agencies and staff support for the Information Technology Authorization Committee (ITAC). ITAC is an executive, legislative, judicial, and private sector committee which has planning and oversight responsibility for information technology in all three branches of state government.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	10,321.6	70.3	71.6
Other Appropriated Funds	8,710.6	3,056.9	3,095.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	19,032.2	3,127.2	3,167.5
Capital Funds	0.0	0.0	0.0
Agency Total	19,032.2	3,127.2	3,167.5
FTE Positions	17.0	20.0	20.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of state government information technology (IT) services through state planning and oversight.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Technical, coordination and security standards published or approved	NA	12	24	36
● Percent of Project Investment Justifications reviewed within 30 workdays	NA	85	95	100
● Percent of agencies connected to a statewide Email system	NA	25	50	75

- Percent of state personal computers within state refresh standard [approximately three years] NA 40 60 80

- ◆ Goal 2 To establish and conduct IT research and provide consulting to improve the quality of state government business decisions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of agencies with IT budgets greater than \$100,000 receiving consulting assistance for IT activities	NA	100	100	100
● Percent of agencies with IT budgets less than \$100,000 receiving consulting assistance for IT activities	NA	60	70	80
● Percent of stakeholders satisfied with IT research	NA	Baseline	50	70
● Percent improvement over base year of major or critical projects completed on time and within budget	Baseline	10	15	25

- ◆ Goal 3 To facilitate a strategic Year 2000 planning process and assist agencies in their compliance efforts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of agencies assessed for progress toward Y2K compliance	Baseline	90	100	NA
● Percent of mission critical applications, interfaces and equipment Y2K compliant	50	90	100	NA



AGENCY/PROGRAM SUMMARY	
OFFICE OF THE GOVERNOR	
Jane Dee Hull, Governor	GVA
Contact: Rick Collins, Chief of Staff	
(602) 542-1371	
Constitution Art. 5, Section 4	

Agency/Program 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.

Agency/Program 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. The office of the Governor includes the Office of Community Policy, which has divisions to address issues related to women, children, drug policy, as well as employment and training. The Arizona/Mexico Commission and the Office of Sonora are also within the Office of the Governor.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,165.4	5,781.0	5,869.7
Other Appropriated Funds	0.0	47.6	47.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	5,165.4	5,828.6	5,917.3
Capital Funds	0.0	0.0	0.0
Agency Total	5,165.4	5,828.6	5,917.3
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide leadership in working with the Legislature to adopt meaningful legislation that addresses the needs of the State of Arizona and its citizens.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Legislation signed by the Governor	312	350	300	300
● Percent of legislation outlined in Governor's State of the State Address enacted	80	77	80	80

- ◆ Goal 2 To respond to requests for information and assistance from citizens and other jurisdictions in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of citizen requests responded to within 30 days	NA	NA	80	85

- ◆ Goal 3 To improve the public's confidence in state government by appointing qualified leaders to key positions, as required by law, and ensuring that they efficiently and effectively execute their responsibilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Appointments made within judiciary, executive branch, and boards and commissions	584	842	600	600



AGENCY/PROGRAM SUMMARY
**GOVERNOR'S OFFICE OF STRATEGIC
 PLANNING AND BUDGETING**
 Thomas Betlach, Director OMB
 Contact: Monica Klaschka, Strategic Management Analyst
 (602) 542-5381
 Title 35, Ch. 1, Art. 1

Agency/Program 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.

Agency/Program Description:

This office provides a central Executive branch resource for the compilation, analysis, and investigation of state fiscal matters. It advises the Governor in preparation of the Executive budget and advocates for that budget through the legislative process. The office assists and advises all entities of state government in budget development and execution. It also coordinates the process of defining state government programs, developing strategic plans, and measuring program performance to achieve desired results. The office is also responsible for fulfilling constitutionally and legislatively mandated reporting requirements related to the state budget.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,703.6	1,879.3	1,914.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,703.6	1,879.3	1,914.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,703.6	1,879.3	1,914.4
FTE Positions	24.0	24.0	24.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To advocate for the adoption of a balanced, fiscally prudent state budget which reflects the priorities and programs of the Governor.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Consecutive years without statewide mid-year reductions	6	7	8	9

- ◆ Goal 2 To monitor the execution of the state budget to ensure that expenditures are in accordance with the adopted budget, actual revenues, and intent of the Governor and Legislature.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of state agencies loading budgets into AFIS	69.5	89.3	95	99
● Percent of non-technical supplemental appropriations compared to original appropriations	1	.6	.5	.5

- ◆ Goal 3 To improve the efficiency and effectiveness of the state strategic planning and budgeting processes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average agency satisfaction rating (5-point scale) with budget and planning instructions, training, automated applications, and technical assistance	NA	3.7	4.3	4.3
● Percent of agencies submitting biennial budgets electronically	0	55	NA	87
● Percent of agencies submitting biennial Master List information electronically	100	NA	100	NA



AGENCY/PROGRAM SUMMARY
HOUSE OF REPRESENTATIVES

Representative Jeff Grosco, Speaker of the House
Contact: Jimmy Jayne, Chief of Staff
(602) 542-3145
Constitution Art. 4, Part 1, Section 1

HOA

Agency/Program 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.

Agency/Program Description:

The House of Representatives consists of 60 members elected by the public. Two members are elected from each of the 30 legislative district at 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 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,791.0	10,721.6	10,879.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	9,791.0	10,721.6	10,879.9
Capital Funds	0.0	0.0	0.0
Agency Total	9,791.0	10,721.6	10,879.9
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure Arizona has a true citizen legislature that enacts legislation addressing the needs of the State of Arizona and its citizens and to ensure the public has access to the legislature, their legislators and the legislative process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Legislation adopted for all high priority issues identified in the majority program	DNR	NA	NA	NA
● Weekly schedule of meetings distributed to the media	DNR	NA	NA	NA
● Limit the use of strike-everything amendments	DNR	NA	NA	NA
● Free conference committees holding public meetings (%)	DNR	NA	NA	NA

- ◆ Goal 2 To conduct legislative business in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days in a regular session	DNR	NA	NA	NA
● Special sessions	DNR	NA	NA	NA
● Days in a special session	DNR	NA	NA	NA
● Days to adopt a balanced budget	DNR	NA	NA	NA

- ◆ Goal 3 To provide information and assistance to constituents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals assisted through the Constituent Services Offices	DNR	NA	NA	NA



AGENCY SUMMARY
**JOINT LEGISLATIVE BUDGET
 COMMITTEE**

Richard Stavneak, Director JLA
 Contact: Richard Stavneak, Director
 (602) 542-5491

Agency 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.

Agency Description:

The Joint Legislative Budget Committee (JLBC) Staff is a 34 person statutory agency in the legislative branch of Arizona State Government. The Governing Board is the 16-member Joint Legislative Budget Committee who appoint 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.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ JOINT LEGISLATIVE BUDGET COMMITTEE	1,699.4	2,251.3	2,297.2
Capital Funds	0.0	0.0	0.0
Agency Total	1,699.4	2,251.3	2,297.2

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,699.4	2,251.3	2,297.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,699.4	2,251.3	2,297.2
Capital Funds	0.0	0.0	0.0
Agency Total	1,699.4	2,251.3	2,297.2
FTE Positions	34.0	34.0	34.0

JLA.1 PROGRAM SUMMARY

JOINT LEGISLATIVE BUDGET COMMITTEE

Contact: Richard Stavneak, Director
 Phone: (602) 542-5491
 A.R.S. 41-1272

This Program Contains the Following Subprograms:

- ▶ Fiscal Analysis and Research
- ▶ Tax Analysis and Forecasting

JLA.1.1 SUBPROGRAM SUMMARY
FISCAL ANALYSIS AND RESEARCH

Contact: Richard Stavneak, Director
 Phone: (602) 542-5491
 A.R.S. 41-1272

Subprogram Mission:

To provide the Arizona Legislature with sound analysis and research regarding state spending and public policies.

Subprogram Description:

The Fiscal Analysis and Research subprogram performs the following core functions: analyzes agency budget requests; analyzes the Governor's budget recommendation; prepares alternative budget recommendations; provides support to the Appropriations subcommittees; provides public policy analysis; prepares fiscal notes; and provides staff support to the Joint Legislative Budget Committee.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,359.5	1,801.0	1,837.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,359.5	1,801.0	1,837.8
FTE Positions	28.0	28.0	28.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To help the Legislature with sufficient staff support to enact budgets in a timely fashion.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Survey of legislator satisfaction (4=high): other members	3.09	3.37	3.38	3.38
● Survey of legislator satisfaction (4=high): Appropriations and JLBC Members	3.53	3.62	3.63	3.63

- ◆ Goal 2 To produce error-free General Appropriation Act, Omnibus Reconciliation Bills (ORB's) and other budget-related legislation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Errors	0	0	0	0

- ◆ Goal 3 To prepare timely fiscal notes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days to transmit fiscal notes	15.2	14.8	14.0	14.0

JLA.1.2 SUBPROGRAM SUMMARY
TAX ANALYSIS AND FORECASTING

Contact: Richard Stavneak, Director
 Phone: (602) 542-5491
 A.R.S. 41-1272

Subprogram Mission:

To provide the Arizona Legislature with sound analysis and forecasts of the Arizona economy and state revenues.

Subprogram Description:

The Tax Analysis and Forecasting subprogram performs the following core functions: economic forecasting; revenue forecasting; tax analysis; economic analysis; and staff support to the Joint Legislative Tax Committee upon request.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	339.9	450.3	459.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>339.9</u>	<u>450.3</u>	<u>459.4</u>
FTE Positions	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide accurate economic and revenue forecasts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Actual revenues exceed forecasted revenues (expressed as a percent)	6.9	4.7	3.0	3.0

◆ Goal 2 To prepare timely fiscal notes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days to transmit a fiscal note	20.0	15.0	14.0	14.0



AGENCY SUMMARY	
JUDICIARY	
Thomas A. Zlaket, Chief Justice Contact: Marge Cawley, Strategic Planner (602) 542-9768	SPA

Agency 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.

Agency 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. It serves the citizens of Arizona. The Judicial Branch consists of the Supreme Court, Court of Appeals, Superior Court and limited jurisdiction - municipal and justice of peace - courts. The Supreme Court and Court of Appeals are fully funded at the state level. The Superior Court is placed at the county level, but in addition to county funding, state funds are used to fund half of each Superior Court judge's salary. In addition, various programs that are implemented through each county's Superior Court receive various levels of funding from the state. Justices' of the Peace salaries are the funding responsibility of both the county in which they reside and the state. The Judicial Branch's funding sources and proportion of expenditures for its statewide operation are: the state, 35.2%; counties, 50.4%; local government, 14.2%; and federal/private, 0.3%.

The Arizona Constitution mandates an integrated judicial department with administrative supervision over all courts resting 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 was created in 1990 to assist 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. The Council aids the Supreme Court by identifying the needs of the judiciary, studying the internal operation of the courts, and recommending uniform administrative policies and procedures to improve judicial administration at all levels, and analyzes and plans for future developments.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ SUPREME COURT	3,325.9	3,476.9	3,538.7
➤ COMMISSION ON JUDICIAL CONDUCT	364.9	325.1	330.2
➤ COURT ADMINISTRATION	7,238.2	8,584.2	9,246.2
➤ DEPENDENT CHILDREN'S SERVICES DIVISION	4,789.6	4,934.7	5,193.8
➤ JUDICIAL ASSISTANCE	83.9	87.4	87.4
➤ JUDICIAL EDUCATION	239.9	242.7	242.7

➤ JUDICIAL NOMINATIONS AND REVIEW	341.4	338.5	362.9
➤ STATE GRAND JURY	183.6	440.0	440.0
➤ DOMESTIC RELATIONS	990.0	1,254.4	1,013.1
➤ CASE PROCESSING ASSISTANCE	1,847.7	2,501.6	2,557.7
➤ ALTERNATIVE DISPUTE RESOLUTION	206.6	206.6	206.6
➤ JUDICIAL COLLECTION ENHANCEMENT	6,585.6	12,251.2	12,256.0
➤ DEFENSIVE DRIVING SCHOOL	2,534.5	4,207.6	4,337.9
➤ ADULT COMMUNITY CORRECTIONS	52,840.7	60,169.4	63,138.3
➤ JUVENILE JUSTICE SERVICES	57,297.3	60,227.1	62,301.8
➤ SUPERIOR COURT JUDGES	9,315.8	10,027.7	10,156.5
➤ COURT OF APPEALS	9,864.6	10,102.6	10,423.2
➤ CONFIDENTIAL INTERMEDIARY	81.0	194.3	196.0
➤ PRIVATE FIDUCIARY CERTIFICATION	36.1	199.0	199.0
➤ POST CONVICTION RELIEF (PCR)	25.1	150.0	150.0
Capital Funds	6,600.0	1,500.0	2,500.0
Agency Total	164,792.4	181,421.0	188,878.0

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
	General Funds	133,561.0	145,017.5
Other Appropriated Funds	16,056.7	26,717.1	27,079.4
Other Non Appropriated Funds	7,609.3	7,536.4	7,536.4
Federal Funds	965.4	650.0	400.0
Operating Funds Subtotal	158,192.4	179,921.0	186,378.0
Capital Funds	6,600.0	1,500.0	2,500.0
Agency Total	164,792.4	181,421.0	188,878.0
FTE Positions	583.4	589.9	596.4

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To expedite child dependency case proceedings to reduce the amount of time children spend in out-of-home placement. (Model Court Improvement Project-target is to have 100% of all child removals with a petition filed to have a preliminary protective hearing.)

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Implement Pima County Pilot	Done	On going	On going	On going
● Evaluate Pima County Pilot	Done	On going	NA	NA
● Legislation for statewide implementation is introduced and adopted	Done	NA	NA	NA
● Counties implementing preliminary protective hearing	7	93	100	100

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Counties implementing prehearing conferences	7	93	100	100
● Cases whose length of time to adjudicate occurs within 50 days (target 90%)	NA	NA	Baseline	NA
● Children in out-of-home placement longer than 2 years (Model Court target is yet to be determined)	45	48	45	42

◆ Goal 2 To reduce felony case processing delays in order to improve public protection and to provide swift, fair justice for victims and for those accused of crimes. (Fill the Gap-target is to have 90% of all felony cases processed within 100 days.)

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Yavapai and Coconino Counties Superior Court pilot reengineering of criminal case management	On going	Done	On going	On going
● Data gathered from reengineering pilots to establish baselines	Done	On going	On going	On going
● Legislation to provide new, ongoing state funding, require reengineering and accountability introduced and adopted	Intro	Done	NA	NA
● Percent of counties conducting reengineering activities	47	60	95	100
● Percent of counties' criminal cases processed within the 100 day target	0	NA	33	67

◆ Goal 3 To improve enforcement of court orders, specifically the collection of restitution and probations fees of juvenile and adult probationers.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of adult intensive probationers ordered to pay restitution who are making payments	65	78	72	72
● Percent of adult intensive probationers ordered to pay probation fees who are making payments	67	75	70	70
● Percent of adult standard probationers ordered to pay restitution who are making payments	55	67	65	65
● Percent of adult standard probationers ordered to pay probation fees who are making payments	65	63	63	63
● Percent of juvenile intensive probationers ordered to pay restitution who are making payments	44	50	55	60
● Percent of juvenile intensive probationers ordered to pay probation fees who are making payments	50	55	58	60
● Percent of juvenile standard probationers ordered to pay restitution who are making payments	55	60	65	70
● Percent of juvenile standard probationers ordered to pay probation fees who are making payments	60	60	65	75

◆ Goal 4 To assist counties with providing safe and secure juvenile detention facilities.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Legislation introduced for funding Phases I and II	Done	Done	NA	NA
● Legislation introduced for funding Phase III	NA	Done	Done	Done
● Phase IV funding requested	NA	NA	Done	Done
● County applications received	9	5	2	2
● Counties awarded aid based on applications	8	5	2	2
● Monitor through expenditure report of county projects status	1	1	1	1
● New detention beds built	0	87	233	135
● Detention beds renovated	0	0	86	NA

◆ Goal 5 To provide easier access to dispute resolution litigants without lawyers (pro se litigants).

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Review and assess pro se assistance programs throughout the country	Done	NA	NA	NA
● Form statewide work group focusing on Superior Court implementation	Done	On going	NA	NA
● Superior Court work group identifies and prioritizes the various pro se assistance programs for implementation	On going	On going	On going	On going
● Implementation by counties of pro se self service activities	Begin	On going	On going	On going
● Form statewide work group focusing on limited jurisdiction courts implementation	NA	NA	NA	Begin
● Implementation by limited jurisdiction courts of pro se self service activities	NA	NA	NA	Begin

◆ Goal 6 To increase citizenry input into the court planning process.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Statewide citizen survey conducted	NA	NA	NA	nticipated
● Survey results shared with court community	On going	On going	On going	On going
● Conduct citizen summits	Begin	On going	On going	On going
● Share citizen input at National Public Trust and Confidence Conference	NA	Done	NA	NA
● Gather citizen's input as part of judicial branch strategic planning	Begin	On going	On going	On going

SPA.1	PROGRAM SUMMARY
SUPREME COURT	
Contact: Mike DiMarco, Budget Director	
Phone: (602) 542-9328	
AZ Constitution, Article VI, Section 2; A.R.S. 12-101	

Program 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.

Program Description:

The Supreme Court: may choose to review decisions of the intermediate appellate courts when a petition for review is filed;

hears direct criminal appeals in cases with a death sentence imposed; hears direct appeals in election cases; may accept direct special actions brought in the Supreme Court against state officials; regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; adopts rules of procedures for all courts of the state; provides administrative supervision over all courts of the state; and chairs the Commissions on Appellate and Trial Court Appointments.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,325.9	3,476.9	3,538.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,325.9	3,476.9	3,538.7
FTE Positions	48.0	48.0	48.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 1999 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● All cases on file	1,847	1,893	1,893	1,893
● All cases terminated	1,275	1,400	1,400	1,400
● Cases pending	572	493	493	493
● New case filings	1,458	1,319	1,319	1,319
● State Bar matters on file	99	107	107	107
● State Bar matters terminated	91	99	99	99

SPA.2 PROGRAM SUMMARY COMMISSION ON JUDICIAL CONDUCT Contact: Keith Stott, Executive Director Phone: (602) 542-5200 AZ Constitution, Article VII

Program Mission:

To investigate and resolve all complaints of judicial misconduct.

Program 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 440 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. The proceedings in less serious cases are handled informally and confidentially. In these cases the Commission can issue private letters of admonition or reprimand, require professional counseling, monitor a judge's conduct or impose various other conditions designed to correct or improve a judge's behavior.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	364.9	325.1	330.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	364.9	325.1	330.2
FTE Positions	5.0	5.0	5.0

Program Goals and Performance Measures:

- ◆ Goal 1 To investigate and resolve all complaints of judicial misconduct, in accordance with Constitutional mandates. (Commission activity is collected on a calendar year. Since Commission activity is difficult to predict estimates for 1999, 2000, and 2001 are based on CY 1998 actuals.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Inquiries	1,074	1,074	1,074	1,074
● Complaints	291	291	291	291
● Formal and Informal Actions	26	26	26	26

SPA.3 PROGRAM SUMMARY COURT ADMINISTRATION Contact: Dave Byers, Administrative Director Phone: (602) 542-9307 AZ Constitution, Article VI, Sections 3, 7

Program Mission:

To assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.

Program 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 nine divisions are Administrative Services; Adult Services; Certification and Licensing; Court Services; Dependent Children's Services; Education Services; Human Resources; Information Technology; and Juvenile Justice Services. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,238.2	8,584.2	9,246.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,238.2</u>	<u>8,584.2</u>	<u>9,246.2</u>
FTE Positions	<u>76.8</u>	<u>76.8</u>	<u>76.8</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Operational reviews completed	14	11	12	12
● Average cost per major operational problems and judicial conduct and/or criminal violations (dollars)	18,851	18,851	18,851	18,851
● Average cost per review (dollars)	14,822	14,822	14,822	14,822
● Average days to complete an operational review report	152	134	100	100
● Average reviews per specialist	4.6	3.7	4.0	4.0

- ◆ Goal 2 To ensure that automation services are provided that support statewide programs and systems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supreme Court and external agency users connected to the operations unit	3,813	3,846	5,000	5,000
● Operating budget to operations unit operating budget at level consistent with industry standards (percent)	1.5	1.6	1.5	1.5
● Cost per user (dollars)	499	650	585	585
● Uptime of operations unit during normal operating hours	96.5	98.0	97.0	97.0
● Average days to resolve a Severity 1 (goal is 1 day)	.9	1.3	1.0	1.0
● Average days to resolve a Severity 2 (goal is 2 days)	6.9	2.3	2.0	2.0

- ◆ Goal 3 To provide accurate, prompt, and professional responses to questions concerning court operations and procedures through Court Answer Line. (A change took place in FY 1999. All calls were taken by the ITD support center. The measures for FY 1999 and beyond reflect only the more complex calls that are handled by Court Services.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Questions received	1,127	580	630	630
● Percent of questions resolved within 48 hours	76	74	80	80
● Cost per question (dollars)	49	72	65	65

SPA.4 PROGRAM SUMMARY

DEPENDENT CHILDREN'S SERVICES DIVISION

Contact: Mary Lou Hanley, Director
Phone: (602) 542-9408
A.R.S. 8-515.01

Program 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.

Program 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 two major programs: Foster Care Review Board and Court-Appointed Special Advocate. Other services include operating a 24-hour 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,259.5	2,608.6	2,701.9
Other Appropriated Funds	1,617.1	1,926.1	2,091.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	913.0	400.0	400.0
Program Total	<u>4,789.6</u>	<u>4,934.7</u>	<u>5,193.8</u>
FTE Positions	<u>45.0</u>	<u>49.5</u>	<u>54.0</u>

This Program Contains the Following Subprograms:

- ▶ Foster Care Review Board
- ▶ Court-appointed Special Advocate (casa)
- ▶ Parent Assistance

SPA.4.1 SUBPROGRAM SUMMARY

FOSTER CARE REVIEW BOARD

Contact: William Stanton, Program Manager
Phone: (602) 542-9409
A.R.S. 8-515.01

Subprogram 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.

Subprogram 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,083.7	2,407.6	2,497.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	913.0	400.0	400.0
Program Total	<u>2,996.7</u>	<u>2,807.6</u>	<u>2,897.9</u>
FTE Positions	<u>32.2</u>	<u>33.2</u>	<u>34.2</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that each child has a plan for permanent placement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Children eligible for review (point in time)	6,717	7,023	7,882	8,578
● Children with plan for permanent placement	6,717	7,023	7,882	8,578
● Percent of children reviewed	100	100	100	100
● Percent of permanent placements achieved	77	77	77	77

- ◆ Goal 2 To establish, maintain and train sufficient volunteers to perform high quality case reviews.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Volunteers	395	430	460	500
● FTEs to support volunteers	28.5	30.5	31.5	32.5
● Volunteers trained	106	105	150	190
● Percent of volunteers meeting 6 hours of required training	100	100	100	100
● Percent of cases reviewed meeting the minimum quality standard	18	36	72	72

- ◆ Goal 3 To ensure that appropriate recommendations for foster care system needs are submitted to the Supreme Court, Legislature and Governor.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Recommendations made by State Board	8	12	5	5
● Percent of State Board recommendations followed by the Supreme Court, Legislature and Governor, or other entities	50	50	50	50

SPA.4.2 SUBPROGRAM SUMMARY
COURT-APPOINTED SPECIAL ADVOCATE (CASA)
 Contact: Linda Castaneda, Program Manager
 Phone: (602) 542-9583
 A.R.S. 8-522

Subprogram Mission:

To administer and monitor a community-based volunteer advocacy program in the Juvenile Court System for abused and neglected children.

Subprogram 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. §§ 8-522-8-523, and Arizona Rules of Court, Rules 22 and 22.1.

CASA's are specially trained volunteers who are appointed to an individual dependency case by presiding juvenile court judges and function as independent advocates for children who are wards of the court. Volunteers help ensure that a child's right to a safe, permanent home is actively pursued. The CASA volunteer has three main roles: 1) to conduct an independent assessment of the case and advocate for needed services for the child and family; 2) to provide written reports and testimony to the juvenile court judge to enable the judge to make the best decision possible; and 3) to be a consistent presence in the child's life, acting as an advocate throughout the court proceedings.

The Court Appointed Special Advocate Fund receives 30 percent of unclaimed state lottery prize money pursuant to A.R.S. §§ 5-518 and 8-524.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,617.1	1,926.1	2,091.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,617.1</u>	<u>1,926.1</u>	<u>2,091.9</u>
FTE Positions	<u>8.0</u>	<u>11.5</u>	<u>15.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain an active and satisfactory partnership between the State Program Office and County Juvenile Courts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county staff and judges indicating very satisfied or satisfied with our services	86	94	95	95

- ◆ Goal 2 To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Children eligible for CASA as of 6/30	6,045	6,321	7,093	7,720
● Children with CASA assigned as of 6/30	2,203	2,240	2,329	2,375
● Volunteers serving during the year	901	930	948	966
● Percent of volunteers completing required hours of training (calendar year)	72	75	77	79

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Average number of in-service training hours volunteers receive (calendar year) 8.50 8.50 8.50 8.50

◆ Goal 3 To ensure compliance by monitoring county program activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Volunteer files reviewed (sample)	298	174	310	316
● Percent of volunteer files reviewed found to be in compliance	57	81	83	85
● Children's cases reviewed	244	168	254	259
● Percent of cases reviewed found to be in compliance	50	52	54	56

SPA.4.3 SUBPROGRAM SUMMARY
PARENT ASSISTANCE
 Contact: Linda Castaneda, Program Manager
 Phone: (602) 542-9583
 A.R.S. 8-546.09

Subprogram Mission:

To provide 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.

Subprogram Description:

The Parent Assistant Program is an information source, independent of the Arizona Department of Economic Security (DES), that responds to questions about juvenile court procedures, Child Protective Services (CPS), and related issues, and a 24 hour statewide telephone hotline. The Parent Assistant Program provides to parents and guardians their legal rights, including the right to attend court or foster review board hearings, and identifies personnel who can provide information on the well-being of the child removed from the home, and available community resources. In addition, the program provides information on procedures for requesting an attorney or a temporary custody hearing, the consequence of failure to make the request, and procedures and responsibilities of the juvenile court system.

The Parent Assistance Program hotline became operational on January 21, 1991 and operates from 8:00 am to 11:00 pm, seven days a week. The balance of the day is covered by voice mail messaging service.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	175.8	201.0	204.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	175.8	201.0	204.0
FTE Positions	4.8	4.8	4.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide accurate information to families, in a caring, respectful manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Hotline calls	5,175	5,212	5,577	5,967

- Calls reviewed by peers 252 252 288 288
- Percent of calls reviewed and rated satisfactory or better 75 75 75 75

◆ Goal 2 To increase public and agency awareness of the Parent Assistance Hotline.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Yellow Pages referrals	534	516	552	591
● Agency referrals	777	990	1,059	1,133
● Calls attributable to: - Brochures (DES)	405	538	576	616
● Calls attributable to: - other advertising	1,226	1,687	1,805	1,931

SPA.5 PROGRAM SUMMARY
JUDICIAL ASSISTANCE
 Contact: Mike DiMarco, Budget Director
 Phone: (602) 542-9328
 AZ Const., Art. VI, Section 19, 20, A.R.S. 12-143, 38-813

Program Mission:

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

Program Description:

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	83.9	87.4	87.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	83.9	87.4	87.4
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

◆ Goal 1 To provide reimbursement as required for judges pro tempore and retired judges called to serve in the superior and appellate courts of the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Reimbursement provided	63,200	83,900	87,400	87,400

SPA.6 PROGRAM SUMMARY
JUDICIAL EDUCATION
 Contact: Karen Thorson, Division Director
 Phone: (602) 542-9431
 Administrative Order 99-08

Program 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.

Program 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.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	239.9	242.7	242.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	239.9	242.7	242.7
FTE Positions	0.8	0.8	0.8

Program Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of services provided by state courts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of identified education needs of judges addressed	97	97	97	97
● Percent of identified education needs of probation officers addressed	100	100	100	100
● Percent of identified education needs of other staff addressed	59	80	80	80
● Percent of judges' evaluations indicating applicability of information	76	91	91	91
● Percent of probation officers' evaluations indicating applicability of information	98	96	96	96
● Percent of staff's evaluations indicating applicability of information	79	87	87	87

- ◆ Goal 2 To assure a comprehensive system of judicial education for all categories of personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of judges' participating	100	100	100	100
● Percent of probation officers' participating	100	100	100	100
● Percent of other staff's participating	45	45	45	45
● Percent of judges satisfied with training	91	93	93	93
● Percent of probation officers satisfied with training	95	98	98	98
● Percent of other staff satisfied with training	78	86	86	86

- ◆ Goal 3 To assure adequate resources to support a comprehensive system of judicial education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of personnel trained as faculty and/or volunteering to serve as faculty, on committees, etc.	8	7	7	7
● Percent of program budget expended in resource development	4	10	10	10
● Percent of faculty satisfaction with teaching/learning resources provided	98	98	98	98

- ◆ Goal 4 To assure the accessibility of judicial education programs through various delivery mechanisms, including seminars/workshops, conferences, residential programs, and broadcasts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of all types of delivery mechanisms used	80	80	80	80
● Percent of judges satisfied per mechanism	89	90	90	90
● Percent of probation officers satisfied per mechanism	96	97	97	97
● Percent of other staff satisfied per mechanism	84	87	87	87

SPA.7 PROGRAM SUMMARY

JUDICIAL NOMINATIONS AND REVIEW

Contact: mike DiMarco, Budget Director
Phone: (602) 542-9328
AZ Constitution, Article VI, Sections 36, 42

Program 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.

Program 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 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 "preelection" includes public hearings and the opportunity to comment on a specific judge in writing. Information is disseminated to the public before each general election. This program complies with the Americans with Disabilities Act and Federal Minority Rights Voting Act requirements. The information is also reviewed with the judge as a tool for professional growth and improvement. The Commission operates under Rules of Procedure adopted by the Supreme Court.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	341.4	338.5	362.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	341.4	338.5	362.9
FTE Positions	5.9	5.9	5.9

Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received from minorities and women as a percent of all applications	43	49	50	50
● Nominations of minorities and women as a percent of all nominations	45	57	50	50
● Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100	100

- ◆ Goal 2 To efficiently meet their constitutional duties. (There were no appellate vacancies during FY 1999.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost per appellate court vacancy (dollars)	2,600	0	2,360	2,360
● Cost per trial court vacancy (dollars)	640	685	700	700

- ◆ Goal 3 To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Survey forms distributed	36,301	5,000	30,000	5,000
● Survey forms returned	25,000	5,000	25,000	5,000

- ◆ Goal 4 To widely disseminate the results of the survey and review process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Pamphlets distributed	0	212,000	0	500,000
● Distribution sites	0	1,000	0	100
● Public Service Announcements	0	200	0	100
● Requests on 1-800 number for Judicial Performance Review information	0	500	0	500

SPA.8 PROGRAM SUMMARY
STATE GRAND JURY
 Contact: Mike DiMarco, Administrative Officer
 Phone: (602) 542-9328
 A.R.S. 21-428(B)

Program Mission:

To provide for reimbursement of grand jury expenses as required by law.

Program 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	183.6	440.0	440.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	183.6	440.0	440.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims processed	4	5	4	4

SPA.9 PROGRAM SUMMARY
DOMESTIC RELATIONS
 Contact: Beverley Boyd, Program Manager
 Phone: (602) 542-9251
 Laws 1994, Ch. 374

Program Mission:

To provide leadership, coordination, and technical support for the development of domestic relations and child support enforcement programs and policies.

Program Description:

The Domestic Relations Division coordinates and supports the activities of the Child Support Enforcement and Domestic Relations Reform Committee and its subcommittees. These committees were established by the legislature to address statewide strategic planning for child support enforcement and consolidation/revision of domestic relations statutes, respectively. The Division also has staff responsibility for the Committee on the Impact of Domestic Violence and the Courts, established by Administrative Order of the Supreme Court to improve the administration of justice in all Arizona communities by assessing proceedings and services related

to the issues of domestic violence. Additional division mandates include the review and evaluation of domestic relations education on children's issues programs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	937.6	1,004.4	1,013.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	52.4	250.0	0.0
Program Total	990.0	1,254.4	1,013.1
FTE Positions	7.0	7.0	7.0

This Program Contains the Following Subprograms:

- ▶ Child Support Enforcement and Domestic Relations Reform
- ▶ Domestic Violence

SPA.9.1 SUBPROGRAM SUMMARY
CHILD SUPPORT ENFORCEMENT AND DOMESTIC RELATIONS REFORM
 Contact: Beverley Boyd, Program Manager
 Phone: (602) 542-9251
 Laws 1994, Ch. 374

Subprogram Mission:

To provide leadership and support integrated planning toward the development, implementation and evaluation of programs and policies leading to improvement of the child support enforcement and domestic relations systems.

Subprogram Description:

This subprogram incorporates a comprehensive category of diverse responsibilities ranging from administration support, staffing, and coordination of legislative subcommittees charged to review and improve child support enforcement programs and reform domestic relations laws; review, evaluation, and coordination of statewide domestic relations education on children's issues programs; support the court community in relation to domestic relation issues; training judicial officers assigned to the domestic relations bench; and periodic research and review to assure equitable application of the Arizona Child Support Guidelines.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	873.4	953.2	959.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	873.4	953.2	959.0
FTE Positions	6.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide timely, effective administrative and technical support to the legislative co-chairs and subcommittee members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected

- Percent of time minutes were provided in 10 days & notice 2 weeks prior to meeting 100 100 100 100
- Percent of quarterly subcommittee and annual committee reports completed on schedule 100 100 100 100

- ◆ Goal 2 To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators and providers and, 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Providers monitored	0	6	6	6
● Percent of providers monitored in compliance with minimum standards	NA	95	95	95

SPA.9.2 SUBPROGRAM SUMMARY
DOMESTIC VIOLENCE
 Contact: Beverley Boyd, Program Manager
 Phone: (602) 542-9251
 Laws 1994, Ch. 374

Subprogram Mission:

To improve the administration of justice in Arizona communities by assessing state and local proceedings and services as related to the issues of domestic violence and to make recommendations for system changes.

Subprogram Description:

The Domestic Violence program was established by Supreme Court Order to assist the judiciary and court personnel in gaining an informed perspective on the nature and dimensions of domestic violence issues, identify inconsistent practices and adopt standardized policies to be followed by courts statewide and provide training and education for all judges and court personnel. This division also assists the Committee on the Impact of Domestic Violence and the Courts by providing technical advice and administrative support, conducting or coordinating research and seeking funding from local, state and national organizations for the committee's expenses and operations, including expert advice and consultation.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	64.2	51.2	54.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	52.4	250.0	0.0
Program Total	116.6	301.2	54.1
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Percent of time minutes were provided in 10 days & notice 2 weeks prior to meeting NA 98 99 99

◆ Goal 2 To provide on site monitoring and assessment of state and local proceedings and services related to domestic violence issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● State and local courts monitored and evaluated for proceedings and services following statutes and court rules	NA	NA	4	6

◆ Goal 3 To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● 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	NA	100	100	100
● Completion of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	NA	100	100	NA
● Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	NA	190	200	225

SPA.10 PROGRAM SUMMARY
CASE PROCESSING ASSISTANCE
 Contact: Dennis Metrick, Program Manager
 Phone: (602) 542-9453
 A.R.S. 41-2401.(D)(8)

Program Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Program Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and processing 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,847.7	2,501.6	2,557.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,847.7	2,501.6	2,557.7
FTE Positions	3.0	3.0	3.0

Program Goals and Performance Measures:

◆ Goal 1 To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent growth in filings	12	9	5	5
● Clearance rate (dispositions/filings) of 1.00 or greater annually	0.9	0.8	1.0	1.0
● Months for disposition of pending cases	6.1	12.6	6.0	6.0

◆ Goal 2 To enhance the ability of the courts to process criminal cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent growth in filings	14.5	4.7	5.0	5.0
● Clearance rate (dispositions/filings) of 1.00 or greater annually	.97	1.00	1.00	1.00
● Months for disposition of pending cases	8.8	8.8	8.0	8.0

◆ Goal 3 To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	35	35	30	30
● Grant management budget as percent of total budget	6.5	3.3	4.0	4.0

SPA.11 PROGRAM SUMMARY
ALTERNATIVE DISPUTE RESOLUTION
 Contact: Beverley Boyd, Program Manager
 Phone: (602) 542-9251
 A.R.S. 12-135

Program Mission:

To promote the use of court-related alternative dispute resolution programs to increase access to the court system.

Program 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	206.6	206.6	206.6
Federal Funds	0.0	0.0	0.0
Program Total	206.6	206.6	206.6
FTE Positions	0.5	0.5	0.5

Program Goals and Performance Measures:

◆ Goal 1 To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of cases settled in grant funded programs referred to ADR	72	70	70	70
● Percent of participants satisfied rate in grant funded programs	70	70	70	70

- ◆ Goal 2 To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	30	30	30	30
● Grant management budget as percent of total budget	11	17	18	18

SPA.12 PROGRAM SUMMARY

JUDICIAL COLLECTION ENHANCEMENT

Contact: Dennis Metrick, Program Manager
Phone: (602) 542-9453
A.R.S. 12-116

Program 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.

Program 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,585.6	12,251.2	12,256.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,585.6	12,251.2	12,256.0
FTE Positions	8.0	8.0	8.0

Program Goals and Performance Measures:

- ◆ Goal 1 To improve, maintain and enhance the ability of the courts to collect and manage monies assessed or received by the courts, pursuant to A.R.S. 12-116.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual increase in court revenue	12.7	13.3	10.0	10.0
● Percent of annual increase in collection rates in participant courts	28	35	25	25

- ◆ Goal 2 To fund court automation projects likely to improve case processing or the administration of justice.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of all of the courts that have	69	82	100	100

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual increase in overall court dispositions at all court levels	6	6	6	6
● Clearance rate (dispositions/filings) for all cases at all court levels	.96	1.00	1.00	1.00

- ◆ Goal 3 To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	35	35	30	30
● Grant management budget as percent of total budget	3	3	4	4

SPA.13 PROGRAM SUMMARY

DEFENSIVE DRIVING SCHOOL

Contact: Bob Schaller, Program Manager
Phone: (602) 364-0381
A.R.S. 28-3391-3399

Program Mission:

To supervise the use of defensive driving schools by the courts and to expedite the processing of traffic offenses prescribed in A.R.S. Title 28, Chapter 3, Articles 2 through 15, related to highway traffic.

Program Description:

Staff certifies and monitors defensive driving schools 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. Funds in excess of those required to supervise the use of defensive driving schools and maintain the database are used to enhance traffic case processing in courts.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,534.5	4,207.6	4,337.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,534.5	4,207.6	4,337.9
FTE Positions	34.1	34.1	34.1

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Schools reviewed in compliance	0	1	4	4
● Percent of instructors rated that are in compliance	100	100	100	100
● Average cost per instructor rating	205	215	215	215

- ◆ Goal 2 To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of normal hours database was available	99	100	99	99
● Average days to complete error change requests from schools	6	7	5	5
● Percent of student completions reported by schools on time	95	93	95	95
● Court information change requests processed	323	134	100	100

◆ Goal 3 To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New instructors completing training	58	49	50	50
● Percent of instructors indicating training programs are responsive to their needs	NA	100	70	70

◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of bi-monthly school reports/fee payments reconciled monthly	53.7	65.7	95	95

SPA.14 PROGRAM SUMMARY

ADULT COMMUNITY CORRECTIONS

Contact: Barbara Broderick, Division Director
 Phone: (602) 542-9468
 A.R.S. 13-901

Program 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.

Program Description:

Arizona's adult probation system is decentralized, with each of the fifteen county probation departments reporting directly to the presiding judge of the Superior Court in their respective county. The Adult Services Division of the Administrative Office of the Courts administers and oversees six major state funds which help support the adult probation system: Intensive Probation Supervision (IPS); Adult Standard Probation; Community Punishment Program (CPP); Drug Enforcement Account (DEA); Interstate Compact (ISC); and the Drug Treatment and Education Fund (DTEF). 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 probation officers, facilitates training events, conducts research and statistical compilation, and provides technical assistance on a variety of probation related matters.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	44,921.0	52,003.2	54,972.1
Other Appropriated Funds	517.0	836.4	836.4
Other Non Appropriated Funds	7,402.7	7,329.8	7,329.8
Federal Funds	0.0	0.0	0.0
Program Total	52,840.7	60,169.4	63,138.3
FTE Positions	31.5	31.5	31.5

This Program Contains the Following Subprograms:

- ▶ Adult Intensive Probation Services
- ▶ Adult Standard Probation
- ▶ Community Punishment
- ▶ Drug Treatment and Education
- ▶ Drug Enforcement
- ▶ Interstate Compact (isc)

SPA.14.1 SUBPROGRAM SUMMARY

ADULT INTENSIVE PROBATION SERVICES

Contact: Barbara A. Broderick, Division Director
 Phone: (602) 542-9468
 A.R.S. 13-913 et. seq.

Subprogram Mission:

Intensive Probation Supervision is a sentencing alternative which provides surveillance, control and intervention, to probationers 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, or serve as a sentencing alternative for Class 2 and 3 felons.

Subprogram 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	18,739.8	20,627.5	21,586.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	18,739.8	20,627.5	21,586.8
FTE Positions	11.0	11.0	11.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3
● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within ten days from receipt	75	90	90	90
● Budget modifications over \$25,000 processed within twenty days from receipt	82	90	90	90

- ◆ Goal 2 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of eligible IPS probationers participating in an education program	60	76	67	67
● Percent of eligible IPS probationers participating in a treatment program	75	85	70	70
● Percent of IPS probationers maintaining full-time employment	74	83	77	77
● Percent of IPS probationers without petition to revoke filed	NA	NA	New	NA
● Percent of IPS probationers paying court-ordered restitution	65	78	72	72
● Percent of IPS probationers paying court-ordered probation fees	67	75	70	70
● Percent of IPS probationers not testing positive for prohibited substance use	75	83	75	75
● Percent of eligible IPS probationers completing required community service	60	76	80	80
● Percent of IPS cases receiving appropriate contacts	97	100	97	97
● Percent of IPS probationers not committed to DOC	81	86	70	70
● Percent of special conditions addressed	90	78	90	90

- ◆ Goal 3 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of probation departments in compliance with statutorily prescribed caseload	93	87	100	100
● Percent of probation departments provided sufficient operating motor vehicles	100	100	100	100

- ◆ Goal 4 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● IPS institutes conducted	3	3	4	4
● Percent of IPS officers completing the institute	100	100	99	100

SPA.14.2 SUBPROGRAM SUMMARY
ADULT STANDARD PROBATION
 Contact: Barbara A. Broderick, Division Director
 Phone: (602) 542-9468
 A.R.S. 12-261

Subprogram Mission:

To provide financial assistance to probation departments to promote public safety by the responsible supervision of probationers in the community.

Subprogram 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	21,329.0	26,181.1	28,127.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	21,329.0	26,181.1	28,127.9
FTE Positions	13.5	13.5	13.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within ten days from receipt	60	62	90	90
● Percent of budget modifications over \$25,000 processed within twenty days from receipt	82	71	90	90

◆ **Goal 2** To promote victim and community restoration and hold adult standard probationers accountable while providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of standard probationers paying court-ordered restitution	55	67	65	65
● Percent of standard probationers paying court-ordered probation fees	65	63	63	63
● Percent of standard probationers completing court-ordered community service	NA	NA	New	NA
● Percent of standard probationers not committed to DOC	91	90	90	90
● Percent of standard cases receiving appropriate contacts	84	96	95	95
● Percent of special conditions addressed	88	83	77	77
● Percent of outstanding warrants addressed	65	73	70	70

◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Certification Academies conducted	5	5	4	4
● Regional training events	10	11	7	8
● Percent of probation personnel in compliance with COJET requirements	100	100	100	100
● Percent of officers hired after July 1, 1995 who attended the Certification Academy within first year of employment	100	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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of probation departments in compliance with 60:1 mandate	80	87	100	100
● Percent of probation departments whose funding is primarily used for payment of probation officer salaries	100	100	100	100

SPA.14.3 SUBPROGRAM SUMMARY
COMMUNITY PUNISHMENT
 Contact: Barbara A. Broderick, Division Director
 Phone: (602) 542-9468
 A.R.S. 12-299

Subprogram 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.

Subprogram 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,516.2	3,786.6	3,828.8
Other Appropriated Funds	517.0	836.4	836.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,033.2	4,623.0	4,665.2
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3
● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within ten days from receipt	75	91	90	90
● Percent of budget modifications over \$25,000 processed within twenty days from receipt	50	50	90	90

◆ **Goal 2** To promote public safety by assessing program placements in each department and gauge progress toward achievement of diversion from incarceration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Offenders receiving CPP funded services	3,683	7,697	1,800	1,800
● Prison diversions	647	390	408	408
● Jail diversions	158	175	160	170

◆ **Goal 3** 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Offenders receiving community punishment program (CPP) funded education services	NA	NA	New	NA
● Offenders receiving CPP funded substance abuse treatment services	NA	NA	New	NA

SPA.14.4 SUBPROGRAM SUMMARY
DRUG TREATMENT AND EDUCATION

Contact: Barbara A. Broderick, Division Director
 Phone: (602) 542-9468
 A.R.S.13-901.02

Subprogram Mission:

To provide treatment and education services to substance abusing probationers.

Subprogram 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,664.7	4,591.8	4,591.8
Federal Funds	0.0	0.0	0.0
Program Total	4,664.7	4,591.8	4,591.8
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3
● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within 10 days from receipt	50	50	90	90
● Percent of budget modifications over \$25,000 processed within 20 days from receipt	80	100	90	90

- ◆ **Goal 2** To assess substance abusing probationers to determine an appropriate level of care to be recommended. (The FY 1999 data are not available at this time.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of probationers receiving recommended treatment	98	NA	NA	NA

SPA.14.5 SUBPROGRAM SUMMARY
DRUG ENFORCEMENT

Contact: Debra Hall, Program Manager
 Phone: (602) 542-9641
 A.R.S. 41-2402

Subprogram Mission:

To support the court and its components in furtherance of the federal and state war on drugs.

Subprogram Description:

Monies from the drug and gang enforcement account are distributed by the Arizona Criminal Justice Commission to courts and probation departments for local efforts to deter, investigate, prosecute, adjudicate, and punish drug offenders and members of criminal street gangs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,738.0	2,738.0	2,738.0
Federal Funds	0.0	0.0	0.0
Program Total	2,738.0	2,738.0	2,738.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of subgrantee financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3
● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within ten days from receipt	67	33	90	90
● Percent of budget modifications over \$25,000 processed within twenty days from receipt	100	100	90	90

- ◆ **Goal 2** To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days drug case processing	208	252	200	200
● Urinalysis test funded by DEA	105,452	47,168	48,800	48,800
● Percent of quarterly financial and progress reports submitted according to schedule	33	18	55	55
● Cases that are over 361 days to disposition	2,506	2,159	2,000	1,900
● Community service hours completed	137,915	189,522	163,500	164,500

SPA.14.6 SUBPROGRAM SUMMARY
INTERSTATE COMPACT (ISC)

Contact: Dan Moroney, Program Specialist
 Phone: (602) 542-2324
 A.R.S. 31-461

Subprogram Mission:

To provide supervision and intervention to probationers

transferring to Arizona and monitor the supervision of probationers transferred to other states from Arizona.

Subprogram Description:

The program provides for the supervision of probationers transferring between county probation departments in Arizona and probation departments in 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. The county probation departments provide supervision and intervention for these transferred probationers. County probation departments also maintain contact with probationers transferred from Arizona to other states. Probation officers monitor compliance with probation conditions by contacting the supervising probation officer in the other state and take action as deemed necessary. Probation officers in Arizona also collect court-ordered monetary assessments, including restitution and fines.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,336.0	1,408.0	1,428.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,336.0	1,408.0	1,428.6
FTE Positions	4.0	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of county financial reports and/or budgetary plans reviewed	100	100	100	100
● Operational reviews conducted	5	5	4	3
● Percent of operational reviews completed within prescribed time frame	0	33	100	100
● Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	17	NA	100	100
● Percent of budget modifications under \$25,000 processed within ten days from receipt	50	90	90	90
● Percent of budget modifications over \$25,000 processed within twenty days from receipt	NA	NA	90	90

- ◆ Goal 2 To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of incoming cases processed within three days of receipt, as required	90	93	84	85
● Percent of transfer investigation requests completed within forty-five days of receipt, as required	84	77	80	80
● Percent of outgoing cases processed within five days of receipt, as required	91	96	87	87
● Percent of reports completed on time (initial, annual and where applicable, violation and discharge)	90	84	87	87

- Percent of victim assistance fund payments collected 63 52 70 80

SPA.15 PROGRAM SUMMARY

JUVENILE JUSTICE SERVICES

Contact: Frank Carmen, Director
Phone: (602) 542-9450
A.R.S. 8-201

Program 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.

Program 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 Reading Network (LEARN Labs); and implementation of recommendations developed by the Commission on Juvenile Justice in Arizona.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	54,459.6	55,626.2	57,697.3
Other Appropriated Funds	2,837.7	4,600.9	4,604.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	57,297.3	60,227.1	62,301.8
FTE Positions	38.5	38.5	38.5

This Program Contains the Following Subprograms:

- ▶ Juvenile Intensive Probation (jips)
- ▶ Juvenile Treatment Services
- ▶ Family Counseling
- ▶ Juvenile Standard Probation
- ▶ Juvenile Crime Reduction (jcrf)
- ▶ Progressively Increasing Consequences (diversion)
- ▶ State Aid For Detention

SPA.15.1 SUBPROGRAM SUMMARY

JUVENILE INTENSIVE PROBATION (JIPS)

Contact: Paul Kosierowski, Program Manager
Phone: (602) 542-9456
A.R.S. 8-351

Subprogram 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.

Subprogram 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 youthful 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.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,112.9	13,705.6	14,736.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	13,112.9	13,705.6	14,736.7
FTE Positions	8.0	8.0	8.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the proper level of intensive supervision of high risk probationers .

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of JIPS case load monthly reports reviewed	70	100	100	100
● Percent of juvenile probation departments (15) visited	93	100	100	100
● Percent of county JIPS programs (15) receiving informal on site monitoring reports	93	93	100	100
● Percent of departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	95	93	93	93

- ◆ Goal 2 To ensure that JIPS officers are trained and meet established standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of JIPS officers passing initial academy testing	100	100	100	100

- ◆ Goal 3 To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of budget modifications reviewed and processed within two weeks of receipt	90	100	100	100
● Percent of juvenile courts (15) whose plans and budgets are reviewed and approved	100	100	100	100

- ◆ Goal 4 To evaluate the statewide JIPS program aimed at reducing juvenile commitments to the Department of Juvenile Corrections or other institutional or costly out of home placements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Biennial longitudinal study of JIPS effort conducted	0	0	1	0
● Percent of JIPS youth who complete JIPS without a referral, i.e.. successful completion	61.5	69.7	70	70

- ◆ Goal 5 To promote victim and community restoration by holding juvenile intensive probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of the juvenile intensive probationers ordered to pay restitution who are paying	44	39	55	60
● Percent of the juvenile intensive probationers ordered to pay probation fees who are paying	50	48	58	60

SPA.15.2 SUBPROGRAM SUMMARY
JUVENILE TREATMENT SERVICES
 Contact: Donna Noriega, Program Manager
 Phone: (602) 542-9451
 A.R.S. 8-230.02

Subprogram 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.

Subprogram 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 for the Progressively Increasing Consequences program was transferred from Juvenile Treatment Services in FY 1998 to its own special line item.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	23,608.9	23,954.6	24,563.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	23,608.9	23,954.6	24,563.5
FTE Positions	20.5	20.5	20.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To audit and evaluate treatment programs for contract compliance and effective service delivery.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Service contractors audited for compliance with program standards	68	54	80	90
● Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	93	89.5	90	90
● Average cost per contract to audit (dollars)	358	386	380	380
● Average hours per contract to audit and write report	13	13	16	16

◆ Goal 2 To provide a comprehensive array of services and interventions for youth on probation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Youth served	21,394	22,496	25,600	25,600
● Youth provided out of home services	1,790	1,764	1,200	1,200
● Youth provided day support services	1,685	1,042	1,200	1,200
● Youth provided counseling intervention	14,740	8,097	10,000	10,000
● Youth provided drug testing	9,748	8,042	9,000	9,000
● Youth provided evaluations and other services	2,745	2,351	3,000	3,000
● Youth provided educational and vocational services	6,150	1,827	1,200	1,200
● Youth successfully completing program	NA	NA	Begin	NA
● Percent of youth who don't re-offend within 6 months of program completion	NA	56	78	78

SPA.15.3 SUBPROGRAM SUMMARY
FAMILY COUNSELING

Contact: Sonya Pierce-Johnson, Program Specialist
Phone: (602) 542-9455
A.R.S. 8-261 et. seq.

Subprogram Mission:

To oversee the development of programs for families in crisis which strengthen family relationships and reduce juvenile delinquency.

Subprogram 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	606.7	622.4	635.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	606.7	622.4	635.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To ensure services are available through the local

juvenile courts for families in crisis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Juvenile courts assisted in the development of approved family plans	15	15	15	15
● Families served	4,201	3,581	3,900	4,000
● Average cost per family (dollars)	130	257	250	250
● Average age of youth participating in program	14.6	15	15	15
● Average sessions per family	8	8	8	8

SPA.15.4 SUBPROGRAM SUMMARY
JUVENILE STANDARD PROBATION

Contact: Paul Kosierowski, Program Manager
Phone: (602) 542-9456
A.R.S. 8-203

Subprogram Mission:

To improve, maintain or expand juvenile probation services to ensure proper supervision of youth on probation.

Subprogram 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,617.8	7,768.2	8,098.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	7,617.8	7,768.2	8,098.2
FTE Positions	4.0	4.0	4.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To ensure proper supervision of youth on probation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of juvenile probation departments in compliance with mandated case load ratios of 35:1	93	100	100	100
● Percent of youth who complete their term of probation without a referral, i.e. successful completion	65	68	71	75
● Percent of juvenile probation departments (15) undergoing on-site visits	93	100	100	100

◆ Goal 2 To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of budget modifications reviewed and approved within two weeks	85	100	100	100
● Percent of juvenile courts (15) whose plans are reviewed and approved	100	100	100	100

- ◆ Goal 3 To promote victim and community restoration by holding juvenile probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of juvenile probationers ordered to pay restitution, who pay	55	50	60	70
● Percent of juveniles ordered to pay probation fees, who pay	60	54	60	70

SPA.15.5 SUBPROGRAM SUMMARY
JUVENILE CRIME REDUCTION (JCRF)
 Contact: Lynn Wiletsky, Program Manager
 Phone: (602) 542-9309
 A.R.S. 41-2401 (D)(5)

Subprogram Mission:

To support the development and replication of specific initiatives and community-based prevention, early identification and intervention, and recidivism education strategies which promote crime free lifestyles for Arizona youth.

Subprogram 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 Reading Network computer-assisted learn centers), and operational reviews of local probation departments.

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. Currently, 13 counties maintain juvenile detention centers; the remaining two counties contract with neighboring counties for detention services. A detention center is expected to be built in one of the two counties in FY 2000 and education services will then be provided locally to those county youth.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,837.7	4,600.9	4,604.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,837.7</u>	<u>4,600.9</u>	<u>4,604.5</u>
FTE Positions	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To manage and monitor the distribution of JCRF grant funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of on-site monitoring visits conducted (non-random sample)	50	95	99	99
● Percent of programs in compliance with financial requirements	100	95	99	99
● Percent of programs in compliance with program requirements	94	95	99	99

- ◆ Goal 2 To identify and replicate promising community-based programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Local programs funded	39	40	20	20
● Youth served in local programs	24,202	23,100	23,000	23,000
● Formal evaluations conducted (non-random sample)	3	5	3	3
● LEARN labs	34	38	38	40
● Replication of community-based programs	2	5	2	2
● Replication of academic mentoring programs	3	19	6	6

- ◆ Goal 3 To oversee the distribution of federal education monies to the counties for juvenile detention education services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Counties receiving funds	13	14	14	14
● Juveniles served	11,919	11,160	11,494	11,600
● Percent of on-site fiscal and program audits conducted	50	66	100	100
● Percent of programs audited in compliance	50	66	100	100

SPA.15.6 SUBPROGRAM SUMMARY
PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION)
 Contact: Donna Noriega, Program Manager
 Phone: (602) 542-9451
 A.R.S. 8-230.02

Subprogram Mission:

To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.

Subprogram Description:

The Progressively Increasing Consequences monies provides 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. The funding for this program was transferred in FY 1998 from the Juvenile Treatment Services Special Line Item to a newly created Progressively Increasing Consequences Special Line Item.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,513.3	9,575.4	9,663.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,513.3	9,575.4	9,663.9
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	50.1	34	50	50

- ◆ Goal 2 To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of diversion youth assessed restitution, who pay	69	68	70	70
● Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	69	65	70	70

- ◆ Goal 3 To ensure consequences are successfully completed.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Community Work Service case closures that were successfully completed	89	90	85	85
● Percent of Counseling case closures that were successfully completed	85	85	80	85
● Percent of Delinquency Prevention Education case closures that were successfully completed	90	90	85	85
● Percent of Substance Abuse Education case closures that were successfully completed	91	89	85	85
● Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	92	95	85	85

SPA.15.7 SUBPROGRAM SUMMARY
STATE AID FOR DETENTION
 Contact: Lynn Wiletsky, Program Manager
 Phone: (602) 542-9309
 A.R.S. 41-2417

Subprogram Mission:

To provide assistance to counties in maintaining, expanding and

operating secure juvenile detention centers as required by A.R.S. 8-226.

Subprogram Description:

Funds may be used to construct new detention facilities, renovate and/or expand existing facilities, and cover operating expenses for local detention. The Administrative Office of the Courts contracted for a statewide detention master plan study. Counties submit applications in a competitive process; applications are based on county needs and the master plan projections. Note: funding for this subprogram is through a capital outlay appropriation which is reflected in the agency summary.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To manage and monitor the effective and efficient use of State Aid for Detention Funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	9	5	2	2
● Applications funded	8	5	2	2
● Annual expenditure report produced showing status of projects	1	1	1	1

- ◆ Goal 2 To increase the availability of juvenile detention beds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New detention beds built (counties which received construction funds)	0	87	233	135
● Detention beds renovated	0	0	86	NA

SPA.16 PROGRAM SUMMARY
SUPERIOR COURT JUDGES
 Contact: Mike DiMarco, Budget Director
 Phone: (602) 542-9328
 AZ Constitution, Article VI, Section 10, A.R.S. 12-128

Program Mission:

To fund the state portion of the salary and employee related expenses of superior court judges.

Program Description:

The 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 Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	9,315.8	10,027.7	10,156.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,315.8	10,027.7	10,156.5
FTE Positions	138.0	140.0	140.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide fair and expeditious determination of cases. (Court activity is difficult to project.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● All cases on file	348,643	342,252	342,252	342,252
● All cases terminated	174,145	171,860	171,860	171,860
● Cases pending	167,663	170,392	170,392	170,392
● New filings	178,673	174,589	174,589	174,589

SPA.17 PROGRAM SUMMARY
COURT OF APPEALS
 Contact: Glen Clark, Clerk of the Court
 Phone: (602) 542-4821
 AZ Constitution, Article VI, Section 9, A.R.S. 12-120

Program Mission:

To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.

Program Description:

The Court of Appeals is exclusively a court of review, having no original jurisdiction. The Court reviews all matters properly appealed from the Superior Court, except criminal death penalty cases which automatically are appealed to the Supreme Court. The Court of Appeals has two divisions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	9,864.6	10,102.6	10,423.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,864.6	10,102.6	10,423.2
FTE Positions	138.5	138.5	140.5

This Program Contains the Following Subprograms:

- ▶ Division I
- ▶ Division II

SPA.17.1 SUBPROGRAM SUMMARY
DIVISION I
 Contact: Glen Clark, Clerk of the Court
 Phone: (602) 542-4821
 A.R.S. 12-120 et. seq.

Subprogram Mission:

To provide an independent and accessible intermediate appellate court.

Subprogram 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 Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	6,719.6	6,860.5	7,066.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,719.6	6,860.5	7,066.8
FTE Positions	102.5	102.5	103.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide fair and expeditious determination of cases. (Court activity is difficult to project; estimates are based on FY 1999 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● All cases on file	4,622	4,731	4,731	4,731
● All cases terminated	2,566	2,457	2,457	2,457
● Cases pending	2,056	2,274	2,274	2,274

SPA.17.2 SUBPROGRAM SUMMARY
DIVISION II
 Contact: Joyce Goldsmith, Clerk of the Court
 Phone: (520) 628-6954
 A.R.S. 12-120 et. seq.

Subprogram Mission:

To provide an independent and accessible intermediate appellate court.

Subprogram 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,145.0	3,242.1	3,356.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,145.0	3,242.1	3,356.4
FTE Positions	36.0	36.0	37.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide fair and expeditious determination of cases. (Court activity is difficult to project; estimates are based on FY 1999 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● All cases on file	2,436	2,411	2,411	2,411
● All cases terminated	1,224	1,146	1,146	1,146
● Cases pending	1,212	1,265	1,265	1,265

SPA.18	PROGRAM SUMMARY
CONFIDENTIAL INTERMEDIARY	
Contact: Torin Scott, Program Manager	
Phone: (602) 364-0357	
A.R.S. 8-134	

Program Mission:

To train and certify Confidential Intermediaries (CIs) to facilitate contact between adoptees or adoptive parents and birth parents while protecting court and agency records and anonymity of those who desire it.

Program Description:

The program provides for a CI, as specified by the court, to act as liaison between an adoptive parent, guardian or an adoptee or a birth parent in establishing contact between them. The Supreme Court has adopted rules and procedures to implement and operate the program, establishing fees, training and standards of conduct for CIs. The program facilitates contact for those who desire it, while protecting confidentiality of those who desire their adoption records to remain sealed.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	81.0	194.3	196.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	81.0	194.3	196.0
FTE Positions	1.5	1.5	1.5

Program Goals and Performance Measures:

- ◆ Goal 1 To recruit, train, certify, and retain experienced confidential intermediaries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Average years in service	3	3	3	3
● Counties with adoption records with CI coverage	15	15	15	15
● CIs annually certified/recertified through training	43	38	55	55
● CIs certified (end of year)	56	73	73	73

- ◆ Goal 2 To assist CIs to provide high quality service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases opened	237	214	255	255
● Cases closed	201	199	170	170
● Average cost of a search (dollars)	181	117	117	117
● Average hours per search	7.2	4.9	4.9	4.9
● Percent of customers that rate CI service as professional	95	95	95	95

- ◆ Goal 3 To increase public awareness of the program for the purpose of informing the public of the option of conducting a search.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Inquiries by persons seeking program information	871	1,878	1,130	1,130

SPA.19	PROGRAM SUMMARY
PRIVATE FIDUCIARY CERTIFICATION	
Contact: Catherine Robbins, Program Manager	
Phone: (602) 364-0386	
A.R.S. 14-5651	

Program Mission:

To certify private fiduciaries who are court appointed to serve incapacitated persons, protected persons, and decedent estates.

Program Description:

A.R.S. § 14-5651 requires that private fiduciaries who are appointed by the Superior Court be certified by the Supreme Court. The program trains and certifies private fiduciaries eligible for 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. Program functions include: initial and biennial training, submitting fingerprints for criminal history background checks, maintenance and distribution of a registry, receiving and processing reports of complaints, conducting investigations, coordinating disciplinary proceedings, and enforcing sanctions. Operations are governed by administrative rules, Administrative Order and statutes. Since this program was just implemented in FY 1999, it is difficult to project estimates for some of our performance measures.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	36.1	199.0	199.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	36.1	199.0	199.0
FTE Positions	1.3	1.3	1.3

Program Goals and Performance Measures:

◆ Goal 1 To provide initial and biennial training to applicants seeking private fiduciary certification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Contact hours of training	NA	3,766	2,400	1,200
● Percent who rate the training "above average" or "better"	NA	NA	85	90
● Perform statewide training needs assessment	NA	NA	Done	NA

◆ Goal 2 To promptly process and review certification applications and reports for issuance, renewal or denial of certification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	NA	362	80	80
● Certifications issued	NA	251	78	78
● Denied certifications	NA	1	2	2

◆ Goal 3 To process complaints and conduct impartial investigations of allegations of misconduct by private fiduciaries which result in corrective actions or sanctions for the enforcement of statutes, Arizona Supreme Court administrative rules and orders, and the Code of Conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	NA	4	24	24
● Investigations	NA	0	12	12
● Disciplinary actions	NA	0	5	5

◆ Goal 4 To maintain a current registry on the Internet of certified public fiduciaries and to make this list available to the court community and public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of business days from certification or renewal until posted on the Internet	NA	2	2	2

SPA.20	PROGRAM SUMMARY
POST CONVICTION RELIEF (PCR)	
Contact: Mike DiMarco, Budget Director	
Phone: (602) 542-9328	
Laws 1996, Ch. 7, 7th Spec. Session	

Program Mission:

To provide reimbursement to counties for state-funded representation of indigent defendants in first-time capital post conviction relief proceedings.

Program Description:

Laws 1996, Chapter 7, 7th Special Session provides that all indigent prisoners under a capital sentence are entitled to the appointment of counsel to represent them in the state PCR proceeding and requires the Supreme Court to appoint this counsel after the mandate affirming the defendant's conviction and sentence is issued. This legislation establishes a flat fee of \$7,500 to be paid to appointed counsel in a first state PCR proceeding unless the counsel is employed by a publicly funded office. The Supreme Court is required to reimburse the county, upon certification by the county that the amount is owed.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	25.1	150.0	150.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	25.1	150.0	150.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

◆ Goal 1 To provide for reimbursement of valid post-conviction relief proceedings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims processed	0	2	20	20



AGENCY/PROGRAM SUMMARY
LEGISLATIVE COUNCIL

Michael Braun, Executive Director
Contact: Beth Wineland, Legal Research Analyst
(602) 542-4236
A.R.S. 41-1301 to 1307

LCA

Agency/Program Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Agency/Program 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.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,540.3	5,613.4	4,273.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,540.3	5,613.4	4,273.0
Capital Funds	0.0	0.0	0.0
Agency Total	3,540.3	5,613.4	4,273.0
FTE Positions	50.0	50.0	50.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide timely and accurate processing of all work products.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of positive survey ratings regarding accuracy of bill drafting	NA	90	94	98
● Percent of positive survey ratings regarding timeliness of bill drafting	NA	94	96	98
● Percent of positive survey ratings regarding accuracy of legal research	NA	88	92	96
● Percent of positive survey ratings regarding timeliness of legal research	NA	89	92	96
● Percent of positive survey ratings regarding accuracy of non-legal research	NA	86	92	96
● Percent of positive survey rating regarding timeliness of non-legal research	NA	92	94	96

- ◆ Goal 2 To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating awareness of LC's bill drafting function	NA	94	97	100
● Percent of survey respondents indicating awareness of LC's legal research function	NA	85	90	95
● Percent of survey respondents indicating awareness of LC's non-legal research function	NA	59	70	85

- ◆ Goal 3 To increase the comfort level of all legislative computer users through training and support.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of legislative computer users indicating training is helpful	NA	79	84	88
● Percent of positive survey ratings regarding accuracy of computer help desk	NA	83	86	90
● Percent of positive survey ratings regarding timeliness of computer help desk	NA	82	86	90



AGENCY/PROGRAM SUMMARY DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS	
Gladys Ann Wells, Director Contact: Mary Johnson, Deputy Director (602) 542-4035 A.R.S. 41-1331 et. seq.	LAA

Agency/Program Mission:

The Department serves the Arizona Legislature and Arizonans, providing public access to public information, fostering historical/cultural collaborative research, information projects and ensuring that Arizona's history is documented and preserved.

Agency/Program Description:

The Department of Library, Archives and Public Records provides information services as authorized in Arizona Revised Statutes 41-1331 through 41-1352. Research and reference services are provided in the subject areas of law, government, 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 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 disposed through archival retention programs. Exhibits are created to educate the public regarding government-related history and the legislative process. These services are provided through the six divisions of the Department which are as follows: Archives and History, Braille and Talking Book Library, Library Extension, Museum, Records Management, Research Library and State Law Library.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,519.0	6,993.4	7,122.2
Other Appropriated Funds	0.0	431.6	452.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	6,519.0	7,425.0	7,574.2
Capital Funds	0.0	0.0	0.0
Agency Total	6,519.0	7,425.0	7,574.2
FTE Positions	122.1	128.1	129.1

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide access to public information via in-person contacts, telephone contacts, fax, e-mail, and written requests.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Materials loaned	NA	738,748	750,014	771,670
● Records retrieved	NA	34,272	36,747	39,022

● Percent of collection in online catalog	NA	50	70	80
● Questions answered, consultations, and field work	NA	230,681	245,535	254,063
● Percent of satisfied customers	NA	85	90	90

- ◆ Goal 2 To preserve Arizona materials through cataloging, repair, digitization, microfilming and conserving and fragile documents and photographs

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Materials preserved	NA	665,015	732,762	804,446
● Materials digitized	NA	3,731	250,010	275,000
● Percent of Megargee collection conserved	NA	33	38	50
● Titles cataloged	NA	419,239	72,652	74,521
● Direct preservation assistance	NA	728	793	848
● Percent of satisfied customers	NA	85	90	95
● Percent of records meeting standard	NA	100	100	100

- ◆ Goal 3 To conduct activities that create and encourage collaboration among Arizona's cultural institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Institutions participating in collaborative activities	NA	1,268	1,336	1,408
● Number of programs conducted	NA	157	164	167
● Program attendees	NA	7,723	8,381	8,904
● Percent of customers satisfied	NA	80	90	95

- ◆ Goal 4 To provide information services for Legislators, legislative staff and Legislative agencies

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Questions answered and members consulted	NA	1,003	1,114	1,296
● Records stored (boxes)	NA	940	1,032	1,134
● In-service training and orientation sessions	NA	25	35	44
● Program attendees	NA	222	277	302
● Percent of customers satisfied with training sessions	NA	80	90	90



AGENCY/PROGRAM SUMMARY

LOTTERY

Geoffrey Gonsher, Executive Director
 Contact: Pam Scharon, Budget Administrator
 (480) 921-4489
 A.R.S. 5-501

LOA

Agency/Program Mission:

To maximize revenue through innovative and entertaining lottery products in order to support Arizona programs for the public benefit while maintaining the dignity of the State of Arizona.

Agency/Program Description:

The Arizona Lottery was established to maximize revenue dedicated to various beneficiaries through statutory formulas (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 and markets techniques to encourage players to participate in innovative, entertaining and rewarding games.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	1,500.0	0.0
Other Appropriated Funds	25,329.0	39,486.6	38,346.5
Other Non Appropriated Funds	144.4	134.0	134.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	25,473.4	41,120.6	38,480.5
Capital Funds	42.0	27.6	30.8
Agency Total	25,515.4	41,148.2	38,511.3
FTE Positions	121.0	123.0	125.0

Agency/Program Goals and Performance Measures:

◆ Goal 1 To maximize monies returned to the State.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Instant ticket sales (millions)	108.4	109.4	111.0	111.0
● On-line sales (millions)	142.3	158.8	134.0	134.0
● Sales all games (millions)	250.7	268.2	245.0	245.0
● Total dollars returned to the State (millions)	78.0	82.9	64.7	64.7
● Percent of sales put into prizes	53.3	53.7	54.5	54.5
● Total Instant Ticket Vending Machine (ITVM) sales (millions)	17.0	17.2	17.5	18.0
● Average sales per ITVM (\$)	76,923	77,828	79,185	81,448
● ITVM sales as a percent of instant ticket sales	15.7	15.7	15.8	16.2
● Number of winners all games (millions)	24.2	24.7	25.1	25.2

◆ Goal 2 To monitor and improve licensing, investigation and collection procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of retailers with delinquent accounts	11.2	5.7	4.5	3.8
● Value of delinquent accounts for active retailers (\$)	166,676	13,689	8,000	4,000
● Value of delinquent accounts for canceled retailers (\$)	505,333	451,442	340,000	280,000
● Total NSF's (non-sufficient funds) collected (\$)	425,000	305,736	225,000	150,000
● Percent of licensees with disciplinary action	NA	2.6	2.2	2.0
● Number of compliance inspections conducted	NA	NA	1,000	1,500

◆ Goal 3 To improve agency communication methods.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average "hits" per month on the Internet website	1,154,829	1,693,015	2,000,000	3,000,000
● Total public attendance at promotional events	NA	1,380,000	1,805,000	1,985,500
● Average number of calls received per month on automated winning numbers line	289,015	277,985	290,000	290,000
● Average number of call received per month on the compulsive gambling crisis hotline	NA	NA	150	200

◆ Goal 4 To improve agency efficiency through automation and technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of time on-line game system operates without error	99.1	99.2	99.3	99.3
● Percent of time instant ticket validation system operates without error	98.5	98.7	98.8	98.8

◆ Goal 5 To ensure that Lottery retailers, employees and the general public are given courteous, efficient and responsive service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of retailers expressing overall satisfaction with Lottery services	NA	NA	45	50
● Percent of lottery employees expressing overall job satisfaction	NA	NA	50	60
● Percent of general public indicating positive perception of the Lottery	NA	NA	50	55
● Number of individuals utilizing compulsive gambling treatment services funded by the Lottery	NA	NA	40	50



AGENCY/PROGRAM SUMMARY
OFFICE OF THE OMBUDSMAN-CITIZEN AIDE

Patrick Shannahan, Ombudsman-Citizens' Aide OBS
 Contact: Patrick Shannahan, Ombudsman-Citizens' Aide
 (602) 277-7292
 A.R.S. 41-1371 et. seq.

Agency/Program Mission:

To improve the effectiveness, efficiency and responsiveness of State government by receiving public complaints, investigating the administrative acts of State agencies and, when warranted, recommending fair and appropriate remedy.

Agency/Program Description:

The Office of the Ombudsman-Citizens' Aide is a five 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 resolve problems by providing information, referrals and other types of informal assistance. The Office provides reports of its activities to the legislature, governor and public.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	306.7	351.9	353.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	306.7	351.9	353.5
Capital Funds	0.0	0.0	0.0
Agency Total	306.7	351.9	353.5
FTE Positions	5.0	5.0	5.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To help more citizens redress their legitimate grievances with state agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals assisted	1,530	2,570	2,700	3,000

- ◆ Goal 2 To respond to citizen complainants in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of initial responses to requests for information made within two business days	98	99	97	97
● Percent of investigation notices to complainants within 30 days	100	100	100	100
● Percent of investigations completed within three months	57	67	70	70

- ◆ Goal 3 To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of recommendations accepted by agencies	97	100	95	95

- ◆ Goal 4 To provide courteous, accurate, timely and impartial service to citizens.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	NA	98	90	90
● Percent of citizens responding "agree" or "strongly agree" to accuracy question on survey	NA	92	90	90
● Percent of citizens responding "agree" or "strongly agree" to timeliness question on survey	NA	86	90	90
● Percent of citizens responding "agree" or "strongly agree" to impartiality question on survey	NA	97	90	90



AGENCY/PROGRAM SUMMARY
STATE PERSONNEL BOARD

Judy Henkel, Executive Director PBA
 Contact: Judy Henkel, Executive Director
 (602) 542-3888
 A.R.S. 41-782, 41-785, 38-531 et. seq.

Agency/Program Mission:

To provide an efficient and impartial hearing process while carrying out its statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals referenced in the statute.

Agency/Program 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 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	331.2	396.4	402.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	331.2	396.4	402.8
Capital Funds	0.0	0.0	0.0
Agency Total	331.2	396.4	402.8
FTE Positions	3.0	3.5	3.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Appeals/complaints filed	101	92	101	101
● Hearing days	149.5	141	155	155
● Average days from receipt of an appeal/complaint until the board issues a final order	250	207	100	80
● Average cost of an appeal/complaint (dollars)	1,165	1,097	1,165	1,235

- ◆ Goal 2 To ensure customer/client satisfaction with process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cases appealed to Superior Court	6	6	6	6
● Number of cases remanded from court	1	1	1	1
● Percent of customers rating service as satisfactory	NA	NA	95	97



AGENCY SUMMARY	
STATE RETIREMENT SYSTEM	
LeRoy Gilbertson, Director Contact: Anthony Guarino, Deputy Director (602) 240-2077	RTA

Agency Mission:

To contribute toward its members' long-term financial security by providing retirement, disability, survivors' and health insurance benefits; and by counseling and disseminating information to its members.

Agency Description:

The Arizona State Retirement System provides pension and other benefits for employees of most public employers in Arizona, including public schools, most local and county governments, and the State of Arizona. As of June 30, 1998, the ASRS had approximately 170,864 active (working and contributing) members, 58,857 inactive members, 53,583 retired members and 3,093 disabled retirees. The Arizona Retirement Fund has a market value of approximately \$20 billion.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ MEMBER SERVICES	4,190.4	4,920.9	5,043.0
➤ ADMINISTRATION AND SUPPORT	6,417.8	8,758.8	10,905.1
➤ INVESTMENT MANAGEMENT	14,153.7	15,370.5	16,557.0
Capital Funds	0.0	0.0	0.0
Agency Total	24,761.9	29,050.2	32,505.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	600.0	4,200.0
Other Appropriated Funds	9,097.7	13,619.4	12,287.8
Other Non Appropriated Funds	15,664.2	14,830.8	16,017.3
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	24,761.9	29,050.2	32,505.1
Capital Funds	0.0	0.0	0.0
Agency Total	24,761.9	29,050.2	32,505.1
FTE Positions	124.0	142.0	145.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To exceed customer expectations for benefit administration and counseling, education, information, and communication services through efficient and effective administrative practices.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of overall member satisfaction with ASRS telephone services	71	80	85	90

- Percent of overall member satisfaction with the benefit estimate process NA 80 85 90
- Percent of overall member satisfaction with pre-retirement counseling sessions NA 95 95 95
- Percent of overall member satisfaction with pre-retirement seminars NA 92 95 95
- Percent of overall member satisfaction with the service purchase process NA 81 85 90
- Percent of overall member satisfaction with the retirement application process NA 93 95 95
- Percent of overall member satisfaction with the retirement benefit payment process NA 95 95 95
- Percent of overall member satisfaction with the health insurance program NA 80 85 90
- Percent of overall member satisfaction with the ASRS quarterly newsletter 75 83 85 90

- ◆ Goal 2 To enhance the safety and security of retirement system assets, minimize risk and maximize investment return through prudent, efficient and effective investment management.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Actuarial investment return (percent)	16.2	>8	8	8
● Funded status (percent)	118.6	>100	100	100
● Excess earnings cost of living adjustment	Yes	Yes	Yes	Yes
● Percent increase in contribution rate	none	none	none	<.5

RTA.1	PROGRAM SUMMARY
MEMBER SERVICES	
Contact: Donna Buelow, Assistant Director Phone: (602) 240-2158 A.R.S. 38-755	

Program Mission:

To serve members through retirement, health insurance, long term disability benefit administration, and counseling and education services.

Program Description:

The Member Services Program administers ASRS benefits, responds to member inquiries pertaining to benefits, counsels members regarding their benefits and status, and communicates with members on retirement issues.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,258.3	4,920.9	5,043.0
Other Non Appropriated Funds	1,932.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,190.4	4,920.9	5,043.0
FTE Positions	50.0	56.0	59.0

This Program Contains the Following Subprograms:

- ▶ Benefit Services
- ▶ Advisory Services
- ▶ Health Insurance
- ▶ Long-term Disability
- ▶ External Affairs

RTA.1.1 SUBPROGRAM SUMMARY
BENEFIT SERVICES
 Contact: Donna Buelow, Assistant Director
 Phone: (602) 240-2158
 A.R.S. 38-755 et. seq.

Subprogram Mission:

To administer ASRS benefits in an accurate and timely manner.

Subprogram Description:

The Benefit Services subprogram is responsible for administering ASRS benefits, including retirement and survivors' benefits, and forfeitures of ASRS contributions. Approximately 3,000 members retire annually, and an additional 9,000 apply for survivors' benefits or withdrawal of contributions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	473.6	606.2	606.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	473.6	606.2	606.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and exceed member expectations and provide timely and quality benefits payable services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of initial retirement benefit checks distributed within 60 calendar days of retirement date	NA	91	95	95

RTA.1.2 SUBPROGRAM SUMMARY
ADVISORY SERVICES
 Contact: Donna Buelow, Assistant Director
 Phone: (602) 240-2158
 A.R.S. 38-756

Subprogram Mission:

To counsel and coordinate service transactions on behalf of members regarding retirement and related matters.

Subprogram Description:

The Advisory Services subprogram provides counseling for members at various locations in two forums. Educational seminars are held in various locations throughout Arizona. Topics in this full-day seminar include: the ASRS organization and functions; benefits available through the ASRS; and social, psychological, and legal aspects of retirement and aging. ASRS benefit advisors are available at the Phoenix and Tucson ASRS locations to meet with members on an individual basis in order to provide specific benefit information and to assist in the retirement process. Benefit Advisors also travel throughout the state to serve locations that are convenient for the membership. Benefit Advisors respond to telephone inquiries and coordinate service transactions, such as the re-purchase of forfeited service credit, on behalf of members.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	910.8	1,165.8	1,165.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	910.8	1,165.8	1,165.8
FTE Positions	45.0	52.0	55.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and exceed member expectations for timely and quality responses to inquiries, benefit service requests, individual counseling, off-site seminars, and annual benefit statements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Response time (seconds) to telephone inquiries	45	45	45	45
● Business days to acknowledge service requests	5	5	5	5
● Percent of time scheduled service commitments are met	80	80	90	100

RTA.1.3 SUBPROGRAM SUMMARY
HEALTH INSURANCE
 Contact: Donna Buelow, Assistant Director
 Phone: (602) 240-2158
 A.R.S. 38-782

Subprogram Mission:

To administer a health insurance program for retired and disabled members in a manner that provides a framework to offer affordable coverage.

Subprogram Description:

The Health Insurance subprogram has established contractual

relationships with medical and dental insurance carriers to provide health insurance coverage for retired and disabled members of the several state retirement plans. The Health Insurance subprogram is designed to provide coverage that is both coordinated and not coordinated with Medicare.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	386.5	494.7	494.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	386.5	494.7	494.7
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To extend the availability of both managed care and freedom of choice options.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Counties where managed care is available	11	13	8	8

RTA.1.4 SUBPROGRAM SUMMARY
LONG-TERM DISABILITY
Contact: Donna Buelow, Assistant Director
Phone: (602) 240-2158
A.R.S. 38-781

Subprogram Mission:

To administer a long-term disability (LTD) program for active members in a manner that provides the framework to offer disabled members financial protection, rehabilitation, and a plan for re-employment.

Subprogram Description:

The LTD subprogram provides two-thirds of a member's salary in the event of disability. This amount is subject to reduction based on the recipient's workers' compensation and social security benefits.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,035.2	2,157.3
Other Non Appropriated Funds	1,932.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,932.1	2,035.2	2,157.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and exceed member requirements for timely and quality LTD services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of months needed to determine eligibility	6	6	6	6

RTA.1.5 SUBPROGRAM SUMMARY
EXTERNAL AFFAIRS
Contact: Tom Aughterton, Deputy Director External Operations
Phone: (602) 240-2028
A.R.S. 38-755 et. seq.

Subprogram Mission:

To provide communication and education services to members, employers, legislators, and other interested parties with regard to retirement issues.

Subprogram Description:

The External Affairs Division is responsible for establishing effective lines of communication with the ASRS's 400+ employers, its nearly 250,000 employee members, other constituent groups, the state legislature and other outside entities. The services provided by the External Operations Division include: 1. Education and communication (preparation and distribution of quarterly member and employer newsletters, member benefit handbook, employer instructions manual, updated excerpts from the Arizona Revised Statutes, ASRS Board rules, member services information brochures, and annual member benefit statement and the annual ASRS financial statement); 2. Cooperative relations (coordination between the ASRS and its constituent groups); 3. Legislative agenda and regulatory (federal and state lobbying activities and legislative and regulatory review for compliance).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	487.4	619.0	619.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	487.4	619.0	619.0
FTE Positions	5.0	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and exceed user requirements for timely and quality publication services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Timeliness in printing and distributing the quarterly member newsletter	Yes	Yes	Yes	Yes

RTA.2 PROGRAM SUMMARY
ADMINISTRATION AND SUPPORT
Contact: Anthony Guarino, Deputy Director
Phone: (602) 240-2077
A.R.S. 38-711 et. seq.

Program Mission:

To establish and maintain an administrative framework to carry out the Retirement Code and directives of the Retirement Board.

Program Description:

The Administration and Support Program contains the various support functions needed to fulfill the Retirement System's statutory responsibilities. The support functions include the director's office, human resources, budget, accounting, data processing, internal

audit, and legal.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	600.0	4,200.0
Other Appropriated Funds	6,417.8	8,158.8	6,705.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,417.8	8,758.8	10,905.1
FTE Positions	69.0	80.0	80.0

This Program Contains the Following Subprograms:

- ▶ Director's Office
- ▶ Financial Services
- ▶ Information Services

RTA.2.1 SUBPROGRAM SUMMARY
DIRECTOR'S OFFICE
 Contact: Anthony Guarino, Deputy Director
 Phone: (602) 240-2077
 A.R.S. 38-715

Subprogram Mission:

To provide administrative and managerial support that assures the accurate, timely, and efficient execution of ASRS statutes and Retirement Board directives.

Subprogram Description:

This subprogram contains the activities and functions necessary to administer and support ASRS statutes and Board directives, including the offices of the director and deputy director; support staff; legal counsel; human resources; internal audit; and budget, planning, and procurement.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	670.5	858.2	858.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	670.5	858.2	858.2
FTE Positions	10.0	9.0	9.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To exceed standards for ASRS operational integrity and compliance with relevant laws, rules, policies and procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of external audit findings addressed	100	100	100	100
● Completion of annual risk assessment	Yes	Yes	Yes	Yes
● Completion of annual audit work plan based on the risk assessment	Yes	Yes	Yes	Yes
● Completion of annual audits	Yes	Yes	Yes	Yes

RTA.2.2 SUBPROGRAM SUMMARY
FINANCIAL SERVICES
 Contact: Richard Beissel, Assistant Director
 Phone: (602) 240-2120
 A.R.S. 38-720

Subprogram Mission:

To deliver sound accounting and financial-related services for the ASRS.

Subprogram Description:

The Financial Services subprogram performs all accounting functions for the ASRS, including receivables of more than \$350 million annually from 400+ employers and 170,000 active employees; support and validation of ASRS investment activities; payables, and staff payroll.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	600.0	4,200.0
Other Appropriated Funds	3,531.3	4,486.3	4,486.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,531.3	5,086.3	8,686.3
FTE Positions	35.0	43.0	43.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and exceed user requirements for timely and quality comptroller services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Business days to pay liabilities	3	3	3	3
● Complete annual reconciliation of cash by August 31	Yes	Yes	Yes	Yes

- ◆ Goal 2 To identify and exceed expectations for timely and quality membership accounting.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Business days to post contributions	5	5	5	5

RTA.2.3 SUBPROGRAM SUMMARY
INFORMATION SERVICES
 Contact: Kent Smith, Assistant Director
 Phone: (602) 240-2078
 A.R.S. 38-715

Subprogram Mission:

To support all ASRS divisions in the administration of the Retirement Code through the establishment of automated systems that support agency programs by providing accurate and timely dissemination of information to users, members, and other interested entities.

Subprogram Description:

The Information Services subprogram provides all services pertaining to the development, implementation, and maintenance of the Retirement System's computer systems. This subprogram also maintains records for the ASRS's nearly 250,000 active, inactive, and retired members, and oversees the ASRS Mail Center, from

which thousands of mailings are distributed.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,216.0	2,814.3	1,360.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,216.0	2,814.3	1,360.6
FTE Positions	24.0	28.0	28.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop and maintain business applications and a database system that provide procedures and programs to collect, organize, maintain, and present the data required to meet the informational needs of the agency and its constituents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Respond to business application development requests within scheduled commitments	Yes	Yes	Yes	Yes

- ◆ Goal 2 To provide a stable and secure computer system environment capable of supporting present ASRS needs and flexible enough to support future requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Respond to requests for network support within scheduled commitments	Yes	Yes	Yes	Yes

RTA.3 PROGRAM SUMMARY

INVESTMENT MANAGEMENT

Contact: Paul Matson, Senior Investment Manager
 Phone: (602) 240-2180
 A.R.S. 38-719 et. seq.

Program Mission:

To manage Arizona Retirement Fund assets in a manner consistent with the goals and objectives of the Arizona Retirement Board.

Program Description:

The Investment Management program is responsible for overseeing the investment of Retirement Fund assets. The market value of these assets is approximately \$20 billion as of June 30, 1998. Arizona Revised Statutes (ARS) establishes limitations on the investment of these assets, including no more than 80% in equities and 20% in international equities. Up to one percent may be invested in economic development projects in Arizona. As of June 30, 1998, ARS permits up to 40 percent of the assets to be invested internally by the ASRS Staff. As of June 30, 1999, the amount increases to 50 percent. The ASRS historically has relied on external investment managers to manage Retirement Fund assets. The ASRS currently manages approximately 30 percent of the fund internally.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	421.6	539.7	539.7
Other Non Appropriated Funds	13,732.1	14,830.8	16,017.3
Federal Funds	0.0	0.0	0.0
Program Total	14,153.7	15,370.5	16,557.0
FTE Positions	5.0	6.0	6.0

This Program Contains the Following Subprograms:

- ▶ Internal Management
- ▶ External Management
- ▶ Asset Allocation

RTA.3.1 SUBPROGRAM SUMMARY

INTERNAL MANAGEMENT

Contact: Paul Matson, Senior Investment Manager
 Phone: (602) 240-2180
 A.R.S. 38-718

Subprogram Mission:

To manage the internal ASRS portfolios so as to achieve designated investment performance levels at minimal cost.

Subprogram Description:

Historically, the ASRS has relied entirely on external investment managers, at an average cost of approximately \$1 million annually for every \$1 billion invested. The ASRS currently has an internal investment program which manages approximately 30 percent of the total fund. The investments made through this program are consistent with indexed or enhanced index portfolios, in which most investments are part of a recognized market index, such as the Standard & Poor's 500. The goal of this strategy is to achieve investment returns that are consistent with the market as a whole (as measured by market indexes) but at a much lower cost. The ASRS expects to maintain its internal investment program for approximately one-tenth the cost of the externally managed portfolio.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	421.6	539.7	539.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	421.6	539.7	539.7
FTE Positions	5.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To generate investment returns that are consistent with the relevant benchmark.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Achievement of annual investment returns within fifty basis points of benchmark	N/A	Yes	Yes	Yes

RTA.3.2 SUBPROGRAM SUMMARY
EXTERNAL MANAGEMENT
 Contact: Paul Matson, Senior Investment Manager
 Phone: (602) 240-2180
 A.R.S. 38-718

Subprogram Mission:

To monitor external manager compliance and performance.

Subprogram Description:

The External Management subprogram is responsible for monitoring the performance of the approximately 15 different investment managers entrusted with Retirement Fund assets. This includes working with the ASRS performance investment consultant to measure manager performance relative to established benchmarks and interpreting directives of the Retirement Board for external managers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,732.1	14,830.8	16,017.3
Federal Funds	0.0	0.0	0.0
Program Total	<u>13,732.1</u>	<u>14,830.8</u>	<u>16,017.3</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To generate investment returns that are consistent with the relevant benchmark.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of managers achieving relevant benchmark	N/A	100	100	100

RTA.3.3 SUBPROGRAM SUMMARY
ASSET ALLOCATION
 Contact: Paul Matson, Senior Investment Manager
 Phone: (602) 240-2180
 A.R.S. 38-755 et. seq.

Subprogram Mission:

To ensure the Retirement Fund is invested in an optimal asset mix.

Subprogram Description:

Asset allocation refers to the mix of Retirement Fund investments among various classes of assets including bonds, equities, cash, international equities, real estate, etc. This subprogram conducts formal and informal reviews of the asset mix, relying on ASRS Staff and outside consultants, to ensure the portfolio remains within the optimal allocation. The optimal asset mix is determined through periodic asset/liability review which contains a recommendation for the optimal mix to meet current and future liabilities. (NOTE: The funding and FTE for this subprogram has been combined with the other subprograms.)

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To review and implement the ASRS asset allocation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Completion/implementation of asset mix review	Yes	No	Yes	No



AGENCY SUMMARY	
DEPARTMENT OF REVENUE	
Mark W. Killian, Director Contact: Chris Montañó, Strategic Planner (602) 542-3062	RVA

Agency Mission:

To promote voluntary compliance with state tax laws through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

Agency Description:

Pursuant to A.R.S. Title 42, the Department of Revenue (DOR) administers and enforces the collection of personal and corporate income, transaction privilege, withholding, luxury and estate taxes. The Department administers state property tax laws through the 15 county assessors. The Department is organized along functional lines.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ DIRECTOR'S OFFICE	4,737.0	4,686.4	4,794.4
➤ ADMINISTRATIVE SERVICES	13,039.2	12,104.8	12,154.6
➤ INFORMATION TECHNOLOGY	9,405.7	9,721.6	9,288.0
➤ DATA MANAGEMENT	4,842.3	5,362.9	5,450.6
➤ PROPERTY TAX	2,981.9	3,546.9	3,394.7
➤ COMPLIANCE	7,816.0	8,286.4	8,474.7
➤ TAXPAYER SUPPORT	3,643.6	4,219.0	4,235.3
➤ TAXATION	5,906.2	5,865.8	5,999.4
➤ TRANSACTION PRIVILEGE TAX	6,166.7	6,374.7	6,516.0
Capital Funds	0.0	0.0	0.0
Agency Total	58,538.6	60,168.5	60,307.7

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	56,657.7	58,077.0	58,276.7
Other Appropriated Funds	1,401.4	1,965.8	1,902.3
Other Non Appropriated Funds	479.5	125.7	128.7
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	58,538.6	60,168.5	60,307.7
Capital Funds	0.0	0.0	0.0
Agency Total	58,538.6	60,168.5	60,307.7
FTE Positions	1,247.0	1,247.0	1,247.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To make quality service a FACT (fair, accurate, courteous, and timely).

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of private taxpayer rulings completed within 45 days of receipt	95	86	95	95
● Percent of collections initial contact within 30 days of assignment	92.6	84.3	90	90
● Taxpayers served by Taxpayer Information Services - Walk-ins	21,191	21,408	23,600	23,700
● Taxpayers served by Taxpayer Information Services - Correspondence	37,565	34,888	33,300	33,400
● Taxpayers served by Taxpayer Information Services - Telephone calls	382,073	391,508	421,000	422,000

- ◆ Goal 2 To efficiently process the state tax revenues.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Income tax refunds processed (in millions)	1.25	1.31	1.37	1.44
● Average calendar days to refund income tax	13.2	13.5	14.1	14.8
● Income tax returns processed per calendar year (in millions)	1.97	1.99	2.09	2.19
● Documents processed in Tax Processing (in millions) (includes e-file)	5.84	5.54	5.56	5.59
● Average days to deposit taxpayer remittances	1.4	1.2	2.0	2.0
● Electronic Funds Transfer filings (not same as e-file)	173,373	222,681	397,848	942,076

- ◆ Goal 3 To help each taxpayer comply with Arizona Tax laws.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Business tax license applications processed	46,606	42,968	45,000	46,000
● Business tax license application turnaround days	4.8	4.4	3.0	3.0
● Percent of non-audit revenue to total revenue (ratio of DOR revenues less audit sub-program impact/total revenue collected by department)	97.4	NA	96.8	97.0
● Property valuation guidelines and updates issued	8	8	24	24
● Tax Research & Analysis information letters issued	1,348	1,356	1,650	1,700
● Percent of offers in compromise closed within 60 days	55.4	49.7	80	80

- ◆ Goal 4 To provide employees with tools and working environment to perform their job with integrity, pride and satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Trainee hours of service received per year	30,900	23,655	27,200	27,700
● Average cost per trainee hour per course	13.34	15.30	14.25	14.50
● Property appraisers certified at provisional level	60	53	60	60
● Property appraisers certified at Level 1	28	30	40	40
● Property appraisers certified at Level 2	23	18	30	30

- ◆ Goal 5 To use technology and other resources effectively.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
• DP 156 requests received/completed	308/300	142/97	150/150	150/150
• Percent of scheduled activity completed to upgrade LAN/WAN, operating systems and hardware	100	100	100	NA

RVA.1	PROGRAM SUMMARY
DIRECTOR'S OFFICE	
Contact: Mark W. Killian, Director	
Phone: (602) 542-3572	
A.R.S. 43-102, 42-111	

Program Mission:

To demonstrate to all agency employees a commitment to leadership, upholding and communicating the values of integrity, high ethical standards, accountability, continuous improvement and courteous service to the taxpayers.

Program Description:

The office reviews and approves all responses to controlled correspondence for the Department; provides the liaison function between the Legislature, the Department and the public; is responsible for public information services in the area of media contact; provides problem resolution services for taxpayers; develops and monitors the Department's strategic plan and annual operating budget; conducts hearings and issues decisions on taxpayers' petitions for review of tax assessments and refund denials made by DOR; provides internal operation support to the Department's programs through a management analysis function; oversees the Department's training programs, tax policy and legal support, and special support units.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,580.6	4,498.2	4,603.3
Other Appropriated Funds	156.4	188.2	191.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,737.0	4,686.4	4,794.4
FTE Positions	99.0	93.0	93.0

This Program Contains the Following Subprograms:

- ▶ Director's Office
- ▶ Special Mandated Programs
- ▶ Tax Policy and Legal Support
- ▶ Special Support

RVA.1.1	SUBPROGRAM SUMMARY
DIRECTOR'S OFFICE	
Contact: Chris Montaña, Strategic Planner	
Phone: (602) 542-3062	
A.R.S. 43-102, 42-111	

Subprogram Mission:

To demonstrate to all agency employees a commitment to leadership, upholding and communicating the values of integrity,

high ethical standards, accountability, continuous improvement and courteous service to the taxpayers and coordinate the intergovernmental relations for the department.

Subprogram Description:

The office reviews and approves all responses to controlled correspondence for the Department; is responsible for public information services in the area of media contact; coordinate the analysis and research of pending tax legislation and represent the Department before the Legislature in all testimony; prepares and oversees the implementation of legislation; provides problem resolution services for taxpayers; develops and monitors the Department's strategic plan and annual operating budget; provides internal operation support to the Department's program through a management analysis function; oversees the Department's training programs; conducts hearings and issues decisions on taxpayers' petitions for review of tax assessments and refund denials made by DOR.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,792.4	1,930.2	1,975.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,792.4	1,930.2	1,975.6
FTE Positions	32.0	32.0	32.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To demonstrate leadership in accountability and responsiveness to the taxpayer.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent change in complaint letter (FY 99 is base year)	NA	NA	-2	-2
• Percent change in complimentary letters (FY 99 is base year)	NA	NA	+3	+3
• Cases resolved through Taxpayer Assistance Office	548	562	600	650
• Percent of legislative constituent requests handled within prescribed timeframes	86	85	85	85

- ◆ Goal 2 To maximize the potential and job satisfaction of each employee.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Trainee hours received	30,900	23,655	27,200	27,700
• Average score on DOR survey (scale 1-5, 5 being high)	2.93	3.27	3.30	3.40
• Average cost/trainee hour/course	13.34	15.30	14.25	14.50

- ◆ Goal 3 To set and hear cases and issue hearing officer decisions in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Cases set for hearing within 10 days of receipt	272	248	340	360
• Percent of hearings set within 10 days of receipt	100	100	100	100
• Decisions issued	240	241	310	325
• Percent of decisions issued within 90 days	100	100	100	100

RVA.1.2 SUBPROGRAM SUMMARY
SPECIAL MANDATED PROGRAMS

Contact: Chris Montano, Strategic Planner
 Phone: (602) 542-3062
 A.R.S. 42-104, 42-222

Subprogram Mission:

To design, track and report on the progress of the legislatively mandated programs.

Subprogram Description:

Laws 1994, Chapter 347 required the Department to create a central building permits data base in order to allow the county assessors access to the information; enable the Department and county assessors to identify property that has escaped assessment; and provide a cross check to determine the accuracy of the county assessment rolls. Laws 1994, Chapter 348, requires the Department in cooperation with the Secretary of State to mail voter registration forms at least 6 months prior to each general election to individual income taxpayers who have not registered to vote, beginning with the November 1996 election. This bill was passed in response to the National Voter Registration Act. In 1997 the Legislature suspended the mailing for the 1998 General Election.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	200.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	200.1	0.0	0.0
FTE Positions	6.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To report to the Legislature on the effectiveness of legislatively mandated programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of reports submitted timely	100	100	100	100

RVA.1.3 SUBPROGRAM SUMMARY
TAX POLICY AND LEGAL SUPPORT

Contact: Sharon Seedall, Chief Tax Policy Officer
 Phone: (602) 542-3572
 A.R.S. 43-102, 42-111

Subprogram Mission:

To integrate the various legal interpretations and functions within the department to ensure the interdivisional coordination of policy; administer the agency wide network of legal support and analysis; coordinate the intergovernmental relations for the department; and reduce or eliminate confusion between external and internal policy interpretations.

Subprogram Description:

The unit will provide legal guidance to the Director, his staff and employees within DOR; review litigation strategy, policy decisions, draft rulings and other tax or audit policy position documents; review policy documents, including private taxpayer rulings, general information letters and administrative rules, as well as

assisting in the policy analysis discussion for the Director; analyze legislative proposals, bills, amendments and comments on their impact or language concerns; provide research for the implementation of legislation; compile the policies, procedures and tax positions of the Department; handle all criminal investigations with pursuit through the courts; investigate civil actions for prosecution; investigate and prosecute for contraband tobacco products, educate retailers and wholesalers, verify luxury tax stamp, conduct internal investigations of employees; provide econometric technical service resources to DOR, Governor's Office, legislature, public and private sectors in the area of tax revenue projections, activities, impacts and current trends; maintain the individual income tax and property tax models; provide legal support within DOR in administrative hearings at the Office of Administrative Hearings or the Department's Hearing Office.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,249.7	2,224.4	2,275.7
Other Appropriated Funds	156.4	188.2	191.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,406.1	2,412.6	2,466.8
FTE Positions	53.0	53.0	53.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To timely respond to customer inquiries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of information letters completed within 30 days of receipt	95.5	95	90	90
● Percent of private taxpayer rulings completed within 45 days of receipt	95	86	95	95

- ◆ Goal 2 To ensure that retailers of tobacco products are selling tax-paid tobacco products and are properly educated in the tobacco statutes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of tobacco retailers inspected	2,455	1,203	1,000	1,200
● Percent of retailers in compliance	95	97	95	95

- ◆ Goal 3 To provide a high-quality monthly newsletter (Arizona Tax News) to our customers. (The number of subscribers should decline due to increases in use of Internet.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Tax News subscribers	1,669	1,196	1,000	800

RVA.1.4 SUBPROGRAM SUMMARY
SPECIAL SUPPORT

Contact: Lisa Cross, Special Support Executive
 Phone: (602) 542-3572
 A.R.S. 43-102, 42-111

Subprogram Mission:

To provide agency-wide support in the areas of Personnel, Affirmative Action and Employee Relations while improving employee morale and productivity to ensure quality customer service.

Subprogram Description:

The program provides personnel, affirmative action and employee relations services. Employee relations services include several employee-related committees/activities such as the Employee Suggestion Committee, Special Support Committee, Community Awareness and Activities by Revenue Employees Committee (C.A.R.E.), Director's Advisory Committee (for non-supervisory and supervisory employees), and employee retreats.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	338.4	343.6	352.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	338.4	343.6	352.0
FTE Positions	8.0	8.0	8.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve communication and maintain integrity within the agency through employee relations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Affirmative action complaints received	41	38	40	40
● Percent of complaints resolved internally	97	100	85	85

RVA.2 PROGRAM SUMMARY

ADMINISTRATIVE SERVICES

Contact: Lynette States, Assistant Director
Phone: (602) 542-4643
A.R.S. 42-102, 42-111

Program Mission:

To provide courteous, efficient and quality service to internal and external customers.

Program Description:

The program provides internal operations support of the Department's programs including records management, facilities management, purchasing and the Comptroller's Office; administers the luxury tax, flight property tax and private car tax programs, and manages estate tax programs; provides locator services for unclaimed and escheated property owners; conducts audits of holders of unclaimed property and luxury taxpayers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,794.2	10,765.1	10,808.3
Other Appropriated Funds	1,245.0	1,339.7	1,346.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	13,039.2	12,104.8	12,154.6
FTE Positions	82.0	81.0	81.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management

- ▶ Financial Services and Special Taxes
- ▶ Facilities and Records Management

RVA.2.1 SUBPROGRAM SUMMARY

ADMINISTRATIVE/MANAGEMENT

Contact: Lynette States, Assistant Director
Phone: (602) 542-4643
A.R.S. 42-102, 42-111

Subprogram Mission:

To oversee and coordinate the activities and operation of the entire Administrative Services Division.

Subprogram Description:

The Administration staff is responsible for ensuring that the division provides efficient, quality and courteous service to its customers. The staff is also responsible for ensuring all projects assigned to the division are completed within prescribed time frames. The subprogram also includes operating costs that cross program lines, such as rent, postage, printing of tax forms and general printing, telecommunications, Risk Management (insurance), and maintenance on office equipment.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,752.6	8,612.8	8,616.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,752.6	8,612.8	8,616.7
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	100	99	100	100

- ◆ Goal 2 To provide each employee with tools and working environment to perform their job with integrity, pride, and satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● DOR industrial injuries reported	43	52	25	25

RVA.2.2 SUBPROGRAM SUMMARY

FINANCIAL SERVICES AND SPECIAL TAXES

Contact: Lynette States, Assistant Director
Phone: (602) 542-4643
A.R.S. 42-102, 42-111

Subprogram Mission:

To provide efficient, quality, and courteous accounting and purchasing services to our customers and to effectively and efficiently administer special taxes and unclaimed property.

Subprogram Description:

The subprogram maintains the financial accounting and reporting of

processed tax receipts; administration of special taxes (luxury, private car and airline tax); collects and processes estate tax returns and reports; issues income tax certificates and letters of good standing for estates; manages Unclaimed Property; and provides payroll, expenditure tracking and payables and receivables management services. Purchasing oversees all contract and maintenance agreements in addition to purchasing all services, goods and supplies along with the printing of tax booklets and forms for the department. Special Taxes unit conducts audits of holders of unclaimed property and luxury taxpayers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,252.7	1,349.4	1,375.6
Other Appropriated Funds	1,245.0	1,339.7	1,346.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,497.7	2,689.1	2,721.9
FTE Positions	52.0	50.0	50.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure efficient collection and processing of estate taxes and returns.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to process an estate tax return or report	74	103	90	90

- ◆ Goal 2 To continuously improve the quality of services we provide to Arizona taxpayers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to process unclaimed property claims	47	63	60	60
● Average days to process a purchase requisition	3	3	3	3
● Average days to process a deposit	1	1	1	1
● Average days to process a refund warrant	2	3	4	4

- ◆ Goal 3 To improve each taxpayer's ability to voluntarily comply with Arizona tax laws by providing clear and accurate information.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of unclaimed property audits completed	26	21	50	75
● Average number of days to completed unclaimed property audits	67	63	60	60
● Number of tobacco tax audits completed	5	10	25	25
● Average number of days to complete tobacco tax audits	120	120	90	90

RVA.2.3 SUBPROGRAM SUMMARY
FACILITIES AND RECORDS MANAGEMENT
 Contact: Lynette States, Assistant Director
 Phone: (602) 542-4643
 A.R.S. 42-102, 42-111

Subprogram Mission:

To effectively coordinate maintenance of all DOR facilities; to provide customers with a quality central supply service; to provide access to the statutorily mandated archival files of department

records; and to provide efficient microfilming service to all customers.

Subprogram Description:

The subprogram maintains all DOR building facilities, telecommunications support services and the central supply storeroom; distributes supplies; maintains and provides access to the statutorily mandated archival files of department records and tax returns filed with DOR; microfilms income and corporate documents and records; and operates the warehouse.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	788.9	802.9	816.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	788.9	802.9	816.0
FTE Positions	27.0	28.0	28.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To continuously improve the quality of services we provide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to complete requests for warehouse orders	1	2	5	5
● Average days to fill all file pull requests from Library and Archives	2	2	2	2
● Average days to fill file pull requests from warehouse	1	1	2	2
● Individual tax documents (pages) filmed (in millions)	1.93	1.63	2.50	2.37
● Corporate tax documents (pages) filmed	70,823	119,491	190,000	195,000
● Percent of batches refilmed	1	1	1	1

RVA.3 PROGRAM SUMMARY
INFORMATION TECHNOLOGY
 Contact: Sharon Wilson, Assistant Director
 Phone: (602) 542-3141
 A.R.S. 42-102, 42-111, 42-133

Program Mission:

To provide information technology services that support the strategic direction of the agency and comply with GITA standards.

Program Description:

Information Technology is responsible for planning, acquiring, installing, supporting and enhancing mainframe, desktop, LAN/WAN network, distributed and telecommunication hardware/software systems, and the safekeeping and integrity of user information and taxpayer data.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,405.7	9,721.6	9,288.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,405.7	9,721.6	9,288.0
FTE Positions	121.0	123.0	123.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Applications/operations Support and Planning

RVA.3.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE/MANAGEMENT
 Contact: Sharon Wilson, Assistant Director
 Phone: (602) 542-3141
 A.R.S. 42-102, 42-111, 42-133

Subprogram Mission:

To provide leadership and support services to maximize divisional resources.

Subprogram Description:

Administrative/Management provides planning, budgeting, and managerial oversight necessary to coordinate division activities, and oversee programs of the division to ensure that they have sufficient resources and that projects are completed as scheduled.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	270.2	262.0	267.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	270.2	262.0	267.3
FTE Positions	6.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	100	99.5	100	100

RVA.3.2 SUBPROGRAM SUMMARY
APPLICATIONS/OPERATIONS SUPPORT AND PLANNING
 Contact: Sharon Wilson, Assistant Director
 Phone: (602) 542-3141
 A.R.S. 42-102, 42-111, 42-133

Subprogram Mission:

To provide efficient and accurate information technology services for our customer divisions which support their strategic direction.

Subprogram Description:

The subprogram designs, acquires/develops, installs and supports all systems, software, and telecommunications for mainframe, PC's, LAN/WAN systems and applications. This program is responsible for processing, security and integrity of agency and divisional level information and taxpayer data.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,135.5	9,459.6	9,020.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,135.5	9,459.6	9,020.7
FTE Positions	115.0	117.0	117.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain sufficient mainframe computer service levels for DOR customers' needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of time system is available (actual vs. planned up time)	99	99	99	99
● Percent of user accounts established within 3 days of request	100	100	100	100

- ◆ Goal 2 To provide Information Technology customers with mainframe programming for development, enhancement and support of automated tax systems. (Request for Services (RFS) received to completed may not balance from year to year due to carry forward from prior year(s) and deleting of RFSs in any given year.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● RFSs received/completed for program enhancements	43/58	56/29	150/100	150/100
● RFSs received/completed for internally requested program changes	6/9	2/2	50/20	50/20
● RFSs received/completed for legislative changes	18/17	18/12	50/41	50/41
● RFSs received/completed for system problems	194/166	123/75	250/161	225/145

- ◆ Goal 3 To provide Information Technology customers with sufficient LAN/WAN PC connectivity, processing capabilities and desktop tools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to complete DP 156 requests	45	64	85	90
● DP 156 requests received completed	308/300	142/97	150/150	150/150
● Percent of time server is available (actual vs. planned up time for LAN)	99.7	100	99.3	99.3

- ◆ Goal 4 To bring all system and software into Y2K compliance by October 1999.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of scheduled activity completed to upgrade LAN/WAN, operating systems, and hardware	100	100	100	NA
● Percent of scheduled activity completed to upgrade desktop software	100	100	100	NA

● Percent of scheduled activity completed for yearly enhancements to Fed/State and on-line filing of individual and business income tax returns	100	100	100	100
● Percent of scheduled activity completed to replace remittance system	100	100	100	100
● Percent of scheduled activity completed to replace data entry system	100	50	100	100

RVA.4 PROGRAM SUMMARY DATA MANAGEMENT Contact: Karen Mortimer, Assistant Director Phone: (602) 542-3141 A.R.S. 42-102, 42-111, 42-133

Program Mission:

To perform timely and accurate processing of tax revenues for the state and tax refunds for Arizona taxpayers.

Program Description:

Data Management is responsible for performing batch processing of tax documents, preparing remittances for deposit, entering information into various tax systems, generating tax refunds and receiving and dispersing mail for the agency.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,842.3	5,362.9	5,450.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,842.3	5,362.9	5,450.6
FTE Positions	145.0	144.0	144.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Tax Processing

RVA.4.1 SUBPROGRAM SUMMARY ADMINISTRATIVE/MANAGEMENT Contact: Karen Mortimer, Assistant Director Phone: (602) 542-3141 A.R.S. 42-102, 42-111, 42-133
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Subprogram Mission:

To establish objectives for the subprograms and provide on-going measures for each.

Subprogram Description:

The administrative staff is responsible for providing leadership and administrative services which support the activities of the Data Management division.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	256.7	191.0	195.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	256.7	191.0	195.5
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	100	100	100	100

RVA.4.2 SUBPROGRAM SUMMARY TAX PROCESSING Contact: Karen Mortimer, Assistant Director Phone: (602) 542-3141 A.R.S. 42-102, 42-111, 42-133

Subprogram Mission:

To process all incoming tax documents and associated revenues; and, process tax refunds and execute the mailing of tax documents to Arizona taxpayers in a timely and efficient manner.

Subprogram Description:

Tax Processing is responsible for opening, editing and distributing taxpayer generated documents to processing units. The subprogram is also responsible for: 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 and generating tax refunds and correction notices.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,585.6	5,171.9	5,255.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,585.6	5,171.9	5,255.1
FTE Positions	142.0	141.0	141.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To process all income tax returns and refunds within departmental time frames and guidelines with an efficiency level proportionate to available resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to turnaround refunds	13.2	13.5	14.1	14.8
● Number of income tax refunds processed (in millions)	1.25	1.31	1.37	1.44
● Number of income tax returns processed per calendar year (in millions)	1.97	1.99	2.09	2.19

- ◆ Goal 2 To maximize the state's revenues by minimizing deposit turnaround times through the use of more efficient technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average turnaround days for deposits	1.4	1.2	2.0	2.0
● Documents processed (in millions) (includes e-file)	5.84	5.54	5.56	5.59
● Number of Electronic Funds Transfers (not same as E-file)	173,373	222,681	397,848	942,076

- ◆ Goal 3 To efficiently process Transaction Privilege Tax (TPT) documents and remittances to ensure distribution to General Fund cities and counties.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● TPT documents processed (in millions)	1.59	1.40	1.29	1.19

RVA.5 PROGRAM SUMMARY PROPERTY TAX Contact: Steve Partridge, Assistant Director Phone: (602) 542-3529 A.R.S. 42-104, 42-141
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Program Mission:

To ensure fair, accurate and uniform property valuations as prescribed by Arizona statutes.

Program Description:

The program exercises general supervision over county assessors to ensure that all property is uniformly valued for property tax purposes; prescribes guidelines for applying standard appraisal methods and techniques; performs and issues the results of sales ratio studies; prescribes forms to be used by county assessors; administers intergovernmental agreements with eleven counties to furnish data processing services; furnishes assistance to county assessors to assure uniform values; appraises all mines, utilities, railroads and telecommunications properties, and administers training and certification of county and department appraisers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,981.9	3,543.9	3,394.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	3.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,981.9	3,546.9	3,394.7
FTE Positions	71.0	78.0	78.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Property Valuation
- ▶ Assessment Standards and Equalization

RVA.5.1 SUBPROGRAM SUMMARY ADMINISTRATIVE/MANAGEMENT Contact: Steve Partridge, Assistant Director Phone: (602) 542-3529 A.R.S. 42-104, 42-141
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Subprogram Mission:

To provide effective administration, project management and coordination with other subprograms.

Subprogram Description:

To coordinate division activities and oversee programs of the division to ensure that they have sufficient resources and are completed timely.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	222.7	195.6	200.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	222.7	195.6	200.1
FTE Positions	4.0	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	100	100	100	100

RVA.5.2 SUBPROGRAM SUMMARY PROPERTY VALUATION Contact: Steve Partridge, Assistant Director Phone: (602) 542-3529 A.R.S. 42-104, 42-141

Subprogram Mission:

To ensure fair, accurate and uniform property valuation as prescribed by Arizona statutes.

Subprogram Description:

The subprogram oversees and ensures application of uniform appraisal methods and techniques for Department of Revenue (DOR) staff and County Assessors; assists assessors in the appraisal of residential, commercial, industrial, and agricultural properties including personal property; researches valuation policy matters and drafts valuation guidelines; provides valuation workshops for County Assessors; conducts audits of personal property as needed; annually determines the full cash value of all utilities, railroads, airlines, mines and other complex or geographically dispersed properties and allocates such values to the appropriate taxing jurisdiction. Through the Central Information Services section, the Division administers intergovernmental agreements between 11 Arizona counties and coordinates the data processing requirements of county assessors and treasurers.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,593.5	1,687.2	1,720.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,593.5	1,687.2	1,720.4
FTE Positions	37.0	37.0	37.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure accurate, timely values of centrally valued properties (CVP) and to correctly distribute values among the various counties, cities, school districts, and other jurisdictions in which the properties are located.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CVP taxpayers valued	814	852	861	879
● Corrections to allocated values after 8/31	3	7	5	5

- ◆ Goal 2 To ensure fair and accurate values of locally assessed properties.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Guidelines drafted	8	6	6	6
● County Assessor properties reviewed	125	310	360	360
● Visits to County Assessor offices	40	38	36	36
● Workshops conducted	8	6	8	8
● Appraisal tools developed	7	3	2	2

- ◆ Goal 3 To ensure compliance with county contractual agreements and all statutory responsibilities assigned.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Analysis of property annexation resulting in adjusted tax distribution to taxing authorities	1,040	912	1,200	1,200

RVA.5.3 SUBPROGRAM SUMMARY
ASSESSMENT STANDARDS AND EQUALIZATION
 Contact: Steve Partridge, Assistant Director
 Phone: (602) 542-3529
 A.R.S. 42-104, 42-141

Subprogram Mission:

To ensure that properties are equitably valued statewide.

Subprogram Description:

The subprogram ensures that all property in the state is appraised for tax purposes at its full cash value; periodically performs studies to evaluate County Assessor's appraisal performance; annually develops mass appraisal models for residential properties in the state; reviews and screens sales information; compiles and updates appraisal manuals and guidelines annually; develops appraiser certification standards; provides appraiser certification program and field training to DOR and county assessors appraisal staff; provide construction cost system; and annually maintain and update the construction cost manual.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,165.7	1,661.1	1,474.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	3.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,165.7	1,664.1	1,474.2
FTE Positions	30.0	37.0	37.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain fair and equal sales ratios statewide for each property type.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sales Ratio: (Assessor's values divided by sales prices) - Residential	74.9	79.2	77.0	77.0
● Sales Ratio: (Assessor's values divided by sales prices) - Commercial	80.8	80.9	78.0	78.0
● Sales Ratio: (Assessor's values divided by sales prices) - Vacant Land	70.3	79.2	70.0	70.0
● Coefficient of Dispersion (COD) (Measures of uniformity or consistency of sales ratio) - Residential	11.5	10.6	13.0	13.0
● Coefficient of Dispersion - Commercial	33.4	33.0	28.0	28.0
● Coefficient of Dispersion - Vacant Land	31.8	27.7	30.0	30.0

- ◆ Goal 2 To provide training and appraisal certification courses to county and state appraisal staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Appraisers certified at: Provisional Level	60	53	60	60
● Appraisers certified at: Level 1	28	30	40	40
● Appraisers certified at: Level 2	23	18	30	30

- ◆ Goal 3 To provide current information and appraisal methodology to appraisal staff and the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Guidelines and updates issued	8	8	24	24

RVA.6 PROGRAM SUMMARY
COMPLIANCE
 Contact: Richard Milanese, Assistant Director
 Phone: (602) 542-3432
 A.R.S. 42-102, 42-111

Program Mission:

To ensure compliance with Arizona tax laws and Department regulations and policies.

Program Description:

Compliance is responsible for collecting delinquent returns and accounts receivable and for license/registration compliance programs. In this role it manages the Accounts Receivable; uses collection tools such as phone and field contact, lien and levy filings and bankruptcy court actions; and uses on-site and computerized license compliance checks.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,816.0	8,286.4	8,474.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,816.0</u>	<u>8,286.4</u>	<u>8,474.7</u>
FTE Positions	<u>278.0</u>	<u>274.0</u>	<u>274.0</u>

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Compliance and Receivables

RVA.6.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE/MANAGEMENT
 Contact: Richard Milanese, Assistant Director
 Phone: (602) 542-3432
 A.R.S. 42-102, 42-111

Subprogram Mission:

To provide leadership and support services that enhance the division's activities.

Subprogram Description:

Administrative/Management oversees project management of the various collections programs, efficiently coordinates support and reporting functions, and insures that programs undertaken are consistent with agency directives.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	252.3	253.0	258.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>252.3</u>	<u>253.0</u>	<u>258.5</u>
FTE Positions	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To meet taxpayer expectations in our compliance efforts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction (scale of 1-5, 5 being high)	4.03	3.77	4.00	4.00

- ◆ Goal 2 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	92.3	94.0	100	100

RVA.6.2 SUBPROGRAM SUMMARY
COMPLIANCE AND RECEIVABLES
 Contact: Richard Milanese, Assistant Director
 Phone: (602) 542-3432
 A.R.S. 42-102, 42-111

Subprogram Mission:

To conduct on-site and electronic license checks to identify and then license unlicensed businesses; to secure delinquent business tax returns; to collect accounts receivable; and to ensure the accuracy and quality of accounts in the receivable system.

Subprogram Description:

Performs activities to identify and license previously unlicensed businesses; secures the payment of delinquent taxes and filing of delinquent returns through contact with taxpayers; and maintains the automated accounts receivable system which interfaces with the automated systems for Licensing, Audit and Collections.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,563.7	8,033.4	8,216.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,563.7</u>	<u>8,033.4</u>	<u>8,216.2</u>
FTE Positions	<u>273.0</u>	<u>269.0</u>	<u>269.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To fairly and efficiently manage accounts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of taxpayers contacted within 30 days of assignment to a collector work list	92.6	84.3	90	90
● Percent of offers in compromise closed within 60 days	55.4	49.7	80	80

- ◆ Goal 2 To ensure business compliance with licensing requirements through careful monitoring of businesses' activity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Compliance licenses issued	6,221	4,848	5,000	5,000
● Compliance checks conducted	282,702	204,606	230,000	230,000

RVA.7 PROGRAM SUMMARY
TAXPAYER SUPPORT
 Contact: Marquette White, Assistant Director
 Phone: (602) 542-2076
 A.R.S. 42-102, 42-111, 42-104

Program Mission:

To meet the needs of each individual customer through tax education, information and assistance, in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity. The emphasis for the division is to be customer-friendly and to exceed the customer's expectations.

Program Description:

The Taxpayer Support program provides taxpayers with education and general information concerning taxes administered by the Department; resolves taxpayer account problems and disputes; answers billing inquiries; reviews and evaluates penalty abatement requests; administers the debt setoff function; processes license applications for transaction privilege, withholding, use, tobacco, and bingo. It also provides cashiering and form distribution services, as well as the Department's outreach program through seminars and publications.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,164.1	3,658.4	3,741.7
Other Appropriated Funds	0.0	437.9	364.9
Other Non Appropriated Funds	479.5	122.7	128.7
Federal Funds	0.0	0.0	0.0
Program Total	3,643.6	4,219.0	4,235.3
FTE Positions	117.0	121.0	121.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Licensing
- ▶ Taxpayer Services

RVA.7.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE/MANAGEMENT
 Contact: Marquetta White, Assistant Director
 Phone: (602) 542-2076
 A.R.S. 42-102, 42-111

Subprogram Mission:

To provide administrators with the leadership and support they need to best serve our customers. To monitor the effectiveness of taxpayer service programs.

Subprogram Description:

The administrative staff is responsible for ensuring the division provides leadership and administrative services to support the sections toward the objective of achieving the best practices in delivering services to the taxpayer. The staff is also responsible for ensuring all projects assigned to the division are completed within prescribed time frames and according to agency policies.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	172.7	233.0	238.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	172.7	233.0	238.4
FTE Positions	3.0	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To annually attain acceptable customer service levels as evidenced by aggregate customer survey scores of 4.2 or more.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (survey scale 1-5)	4.51	4.72	4.75	4.75

- ◆ Goal 2 To update and review policy and procedures on a regular basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of procedures revised to existing policies and procedures	NA	NA	6	4

RVA.7.2 SUBPROGRAM SUMMARY
LICENSING
 Contact: Marquetta White, Assistant Director
 Phone: (602) 542-2076
 A.R.S. 42-102, 42-111

Subprogram Mission:

To ensure taxpayers are properly licensed to conduct business in Arizona, and all bingo operations are licensed and in compliance with State law and Department regulations. To provide efficient, quality and courteous service to customers.

Subprogram Description:

The License and Registration section processes license applications for transaction privilege, use and withholding taxes; sells luxury stamps for tobacco; registers tire sellers and retailers of contractors selling tax-exempt solar energy devices; administers DOR's bonding program; oversees the licensee database by continual collecting and updating of taxpayer records; provides assistance to the public through dissemination of general license information; distributes tax forms; cashiering services; and issues transaction privilege tax licenses for 75 contract cities. The Bingo section licenses bingo operations (except those on Indian reservations); ensures compliance with all prescribed statutes and rules, and provides assistance to the public through pertinent license information.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,065.2	1,260.2	1,289.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12.9	20.2	20.2
Federal Funds	0.0	0.0	0.0
Program Total	1,078.1	1,280.4	1,310.0
FTE Positions	39.0	41.0	41.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To process business tax licenses and updates in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications processed	46,606	42,968	45,000	46,000
● Maintenance updates processed	120,129	107,888	110,000	115,000
● Applications turnaround (days)	4.8	4.4	3.0	3.0
● Maintenance updates turnaround (days)	4.0	4.9	5.0	5.1

◆ Goal 2 To encourage voluntary compliance with Bingo tax laws.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to issue new licenses	2.3	2.25	3	3
● Average days to issue renewals	4.5	4.0	4	4
● Percent of bingo licensees currently filing in compliance - Class A	NA	78	79	80
● Percent of bingo licensees currently filing in compliance - Class B	NA	88	89	89.5
● Percent of bingo licensees currently filing in compliance - Class C	NA	92	92.5	93.0

RVA.7.3 SUBPROGRAM SUMMARY
TAXPAYER SERVICES
 Contact: Marquetta White, Assistant Director
 Phone: (602) 542-2076
 A.R.S. 42-102, 42-111

Subprogram Mission:

To provide taxpayers with the most current tax information.

Subprogram Description:

Taxpayer Services provides general information concerning business and individual income taxes administered by the Department through telephone contact, tax tapes, correspondence and walk-in assistance. It resolves accounting problems, billing inquiries and disputes; responds to requests for abatement of penalties in non-audit cases; administers outreach education program for tax practitioners; provides graphics support and information services through publications. It also coordinates the Department's speaker's bureau, and in conjunction with the Internal Revenue Service and State universities, offers tax seminars state-wide. The Debt Setoff program is responsible for offsetting tax refunds to participating agencies, courts, and various department and branches of state government.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,926.2	2,165.2	2,213.5
Other Appropriated Funds	0.0	437.9	364.9
Other Non Appropriated Funds	466.6	102.5	108.5
Federal Funds	0.0	0.0	0.0
Program Total	2,392.8	2,705.6	2,686.9
FTE Positions	75.0	75.0	75.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To monitor the outreach/educational programs to enhance voluntary compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Tax education seminars conducted	207	279	295	310
● Outreach opportunities to assist taxpayers or speak in community venues	381	457	480	504

◆ Goal 2 To provide high quality information to the public via the Internet.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Internet site hits (in thousands)	3,914	9,291	11,150	13,380

● Internet site downloads (in thousands)	329	1,315	1,578	1,894
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◆ Goal 3 To respond to all taxpayer inquiries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Taxpayers served - Walk-ins	26,191	21,408	23,600	23,700
● Taxpayers served - Correspondence	37,565	34,888	33,300	33,400
● Taxpayers served - Telephone calls	382,073	391,508	421,000	422,000

◆ Goal 4 To ensure prompt response to taxpayers written inquiries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to turnaround correspondence	22.8	32	16	16

◆ Goal 5 To process and maintain all requests for penalty/interest abatements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases reviewed	7,595	7,425	7,600	7,800
● Cases - abatement approved	6,069	6,359	NA	NA
● Cases - abatement denied	640	404	NA	NA

◆ Goal 6 To process debt setoff match notifications, agency/court responses and warrants within legislative time frames.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days to distribute match notifications to participants	1.8	1	1	1

RVA.8 PROGRAM SUMMARY
TAXATION
 Contact: Stephen B. Shiffrin, Assistant Director
 Phone: (602) 542-4542
 A.R.S. 42-102, 42-111

Program Mission:

To ensure compliance with Arizona tax laws and Department regulations and policies

Program Description:

Taxation is responsible for the Department's audit compliance programs in corporate and personal income, including resolution attempts, internal contests on taxpayer protests, and oversight at audit litigation.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,906.2	5,865.8	5,999.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,906.2	5,865.8	5,999.4
FTE Positions	173.0	168.0	168.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management

► Income Tax Audit

RVA.8.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE/MANAGEMENT
 Contact: Stephen B. Shiffirin, Assistant Director
 Phone: (602) 542-4542
 A.R.S. 42-102, 42-111

Subprogram Mission:

To provide leadership and support services that enhance the division's activities

Subprogram Description:

Administrative/Management oversees project management of various audit programs, efficiently coordinates support and reporting functions, and insures that programs undertaken are consistent with agency directives.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	250.3	233.1	238.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	250.3	233.1	238.5
FTE Positions	4.0	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of objectives met as scheduled	67	67	80	100

RVA.8.2 SUBPROGRAM SUMMARY
INCOME TAX AUDIT
 Contact: Stephen B. Shiffirin, Assistant Director
 Phone: (602) 542-4542
 A.R.S. 42-102, 42-111

Subprogram Mission:

To run an effective audit program which encourages taxpayers to file accurate returns.

Subprogram Description:

The subprogram conducts field and office audits of income tax returns filed with the state. The subprogram also adjusts state income returns for impact of Internal Revenue Service audits and examines and corrects withholding tax returns. For FY1998 and FY 1999, this subprogram contains funding for the Federal Employee Retirement Contributions refund project.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,655.9	5,632.7	5,760.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,655.9	5,632.7	5,760.9
FTE Positions	169.0	164.0	164.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the accuracy of tax returns filed by taxpayers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Non-audit revenue to total revenue (ratio of DOR revenues less audit sub-program impact/total revenue collected by department)	97.4	98.6	96.8	97.0

- ◆ Goal 2 To provide quality audit product to taxpayers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (scale 1-5) - Individual Tax Audit	3.93	3.69	4.00	4.00
● Customer satisfaction level (% of favorable responses) - Corporate Tax Audit	95	100	82	83

RVA.9 PROGRAM SUMMARY
TRANSACTION PRIVILEGE TAX
 Contact: Terry Trost, Assistant Director
 Phone: (602) 542-4656
 A.R.S. 42-102, 42-111

Program Mission:

Transaction Privilege and Use Tax Division represents the interest of the taxpayers of Arizona by promoting compliance with Arizona tax laws and Department of Revenue regulations and policies through the auditing of transaction privilege, use, and severance tax returns

Program Description:

The program is responsible for ensuring compliance with the statutes and regulations set forth by the State of Arizona for businesses doing business in or with the state and oversees the cities program, issuance of refunds, processing of protested audits and quality control.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,166.7	6,374.7	6,516.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,166.7	6,374.7	6,516.0
FTE Positions	161.0	165.0	165.0

This Program Contains the Following Subprograms:

- ▶ Administrative/management
- ▶ Transaction Privilege Tax Audit

RVA.9.1 SUBPROGRAM SUMMARY
ADMINISTRATIVE/MANAGEMENT
 Contact: Terry Trost, Assistant Director
 Phone: (602) 542-4656
 A.R.S. 42-102, 42-111

Subprogram Mission:

To provide efficient and timely leadership in the audit programs and for staff management.

Subprogram Description:

The subprogram oversees project management of the transaction privilege and use tax program and insures that programs and personnel actions undertaken are consistent with agency directives.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	239.6	274.1	280.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	239.6	274.1	280.3
FTE Positions	5.0	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify common misunderstandings in the guidelines for filing of transaction privilege tax, and use this information to improve the instructions for filing to help reduce the amount of audit assessments for the taxpayers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Suggestions submitted	NA	4	4	4

RVA.9.2 SUBPROGRAM SUMMARY
TRANSACTION PRIVILEGE TAX AUDIT
 Contact: Terry Trost, Assistant Director
 Phone: (602) 542-4656
 A.R.S. 42-102, 42-111

Subprogram Mission:

To ensure fair and efficient assessments to the taxpayers while following statute and internal policy with regards to audits.

Subprogram Description:

The subprogram audits and assesses the taxpayers of Arizona in a fair and efficient manner, coordinates the administration and collection of transaction privilege tax for cities that have contracted with the Department, conducts accurate audits of refund claims for transaction privilege and use tax and cities.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,927.1	6,100.6	6,235.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,927.1	6,100.6	6,235.7
FTE Positions	156.0	160.0	160.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality, customer services that meet customer expectations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (survey scale 1-5)	NA	4.13	4.72	4.75

- ◆ Goal 2 To meet annual goal of number of audit units (% of goal).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Audit unit goal (in percent)	NA	97.1	100	100



AGENCY SUMMARY	
SECRETARY OF STATE - DEPARTMENT OF STATE	
Betsey Bayless, Secretary of State	STA
Contact: Warren Whitney, Asst. Secretary of State (602) 542-4919	

Agency Mission:

To receive and record filings from governmental bodies and the general public; to provide election services to counties and candidates for office; to coordinate the statewide voter registration; to register and certify business transactions; to publish the official acts of the state of Arizona including its chapter laws, rules and regulations; to appoint notaries public and to carry out these mandates in a manner compatible with the requirements and expectations of the constituencies the office serves.

Agency 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, 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 National Voter Registration Act of 1993. It 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; appoints notaries public and applies apostilles to all international transactions. In accordance with A.R.S §§ 41-121 et seq.; 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.; 44-6551 et seq.; 47-9401 et seq.; 41-311 et seq.; 41-1001 et seq.; 16-101 et seq.; 19-101 et seq.; 38-541 et seq.; 41-1231 et seq.; 16-142 et seq.; and 16-112 et seq.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	704.9	739.1	757.4
➤ BUSINESS SERVICES	465.4	599.9	598.7
➤ PUBLIC SERVICES	752.8	811.1	799.6
➤ ELECTION SERVICES	2,490.4	3,972.9	3,889.1
Capital Funds	0.0	0.0	0.0
Agency Total	4,413.5	6,123.0	6,044.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,394.4	6,097.2	6,014.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19.1	25.8	30.8
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	4,413.5	6,123.0	6,044.8
Capital Funds	0.0	0.0	0.0
Agency Total	4,413.5	6,123.0	6,044.8
FTE Positions	38.0	39.0	39.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To work with the Director of the Department of Motor Vehicles to permit the transfer of driver's license applications to allow voter registration in the conformity with the confidentiality requirements of the National Voter Registration Act 1993 in accordance to A.R.S. §16-142 and A.R.S. §16-112.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Implement progressive programs, in conjunction with the Motor Vehicle Division and Arizona's 15 County Recorders, to use electronic resources to clean up the voter registration rolls and re-register voters at their new addresses if the records show they have moved within Arizona.	Baseline	NA	NA	NA
● Percent of counties to coordinate electronic resource project to receive information on felony convictions in the 15 Arizona counties and transmit that information to the County Recorders for use in maintaining of accurate voter registration rolls.	Baseline	Baseline	50	100

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
◆ Goal 2 To provide the public, business community and governmental bodies with printed materials and on-line information and service.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of technology upgrade projects completed	100	100	100	100
● Percent of forms provided on line for electronic filing by the public and the business community	NA	NA	Baseline	50
● Percent of transaction categories this office conducts	25	100	100	100
● Percent of forms provided on-line service and expanded Web Site with forms available for download	NA	NA	40	100
● Percent of all state agencies filing electronically to reduce the turn-around time for document filings	100	100	100	100
● Percent of all state agencies filing rules electronically through the Internet.	NA	NA	100	100
● Percent of printed materials accurately and expeditiously provided to the public	100	100	100	100

<p>STA.1 PROGRAM SUMMARY</p> <p>ADMINISTRATION</p> <p>Contact: Warren Whitney, Asst. Secretary of State Phone: (602) 542-4919 Constitution & A.R.S. § 41-121 et seq.</p>

Program Mission:

To provide guidance, leadership and support to the staff of the Secretary of State's Office.

Program Description:

The Administration anticipates the increasing expectations of the public, candidates, elected officials, media and business community in order to provide timely and efficient filing and retrieval of information through advanced automation. The Administration provides technology support to all divisions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	686.7	719.1	732.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18.2	20.0	25.0
Federal Funds	0.0	0.0	0.0
Program Total	704.9	739.1	757.4
FTE Positions	9.0	9.0	9.0

Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of forms available via Internet	0	50	75	100
● Percent of Blue Book published on-line	0	0	100	100
● Percent of people accessing on-line order forms for the Blue Books	NA	NA	Baseline	50
● Percent of people accessing the Arizona Administrative Register on-line	NA	NA	Baseline	50
● Percent of Arizona Administrative Code published on-line	65	90	100	100

<p>STA.2 PROGRAM SUMMARY</p> <p>BUSINESS SERVICES</p> <p>Contact: Connie Copeland, Director Phone: (602) 542-5561 A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.</p>

Program Mission:

To support and provide resources to the business community through timely and accurate filings. To provide public information in an easy accessible format.

Program 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

filings for the general public and to register charities, telemarketers and fundraisers for charities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	465.4	599.9	598.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	465.4	599.9	598.7
FTE Positions	12.0	12.0	12.0

Program Goals and Performance Measures:

- ◆ Goal 1 To improve customer protection and service through timely and accurate filings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of documents returned in 48 hours	NA	60	70	100

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of conversion project of charitable organization information on-line	100	100	100	100
● Percent of partnerships data converted from microfiche to electronic format	NA	NA	Baseline	50
● Percent of UCC - Microfiche converted to electronic format	NA	50	100	100
● Percent of conversion project of Trade name/Trademarks converted from microfiche to electronic format	NA	NA	Baseline	50
● Percent of conversion project of electronic filing for "Limited Telephone Solicitation Registration" on-line	NA	NA	100	100

<p>STA.3 PROGRAM SUMMARY</p> <p>PUBLIC SERVICES</p> <p>Contact: Mimi Griffiths, Director Phone: (602) 542-0223 A.R.S. §§ 41-311 et seq.; 41-1001 et seq.</p>

Program 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, serving the public efficiently and professionally.

Program Description:

The Public Services Division files and publishes quarterly the rules of the state's agencies in the Arizona Administrative Code, and weekly in the Arizona Administrative Register; publishes most of the documents for the Office of the Secretary of State including the State Constitution, the Residential and the Mobile Home Park Residential Landlord and Tenant Acts, the Arizona Notary Public Handbook, the legislative directory, the Arizona Blue Book and numerous other documents, pamphlets, booklets, etc.; reproduces for public distribution the Chapter Laws as passed by the legislature and signed by the Governor; files the notices of the Governor's

appointments to the state's boards and commissions; commissions notaries public and certifies notarizations, rules, and laws.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	751.9	805.3	793.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.9	5.8	5.8
Federal Funds	0.0	0.0	0.0
Program Total	752.8	811.1	799.6
FTE Positions	10.0	10.0	10.0

Program Goals and Performance Measures:

◆ Goal 1 To serve the public by providing printed materials accurately and expeditiously.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Landlord-tenant Acts distributed	43,091	52,651	55,000	60,000
● AZ Blue Books distributed	2,100	3,400	6,500	7,500
● Number of pages printed per year per subscriber to the AZ Administrative Code (one set per supplement) (in thousands)	1,271.9	1,625.3	1,512.5	1,650.0
● Rules filed	2,752	3,716	3,700	4,000

◆ Goal 2 To develop new brochures, booklets and other publications as mandated by law or requested by the public; to print them in-house as required with 30-35% using the four-color process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of brochures, booklets, and flyers completed in color printed in-house	5	5	30	100

◆ Goal 3 To allow agencies filing rules to do so electronically over the Internet.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of agencies filing rules over the Internet	0	0	20	80

◆ Goal 4 To create a user-friendly database of notary public applications to enable the public to renew notary commissions over the Internet.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of notaries who renew over the Internet	NA	NA	NA	Baseline
● Number of Notary applications processed	19,621	19,000	20,000	21,000

<p>STA.4 PROGRAM SUMMARY</p> <p>ELECTION SERVICES</p> <p>Contact: Jessica Funkhouser, Director Phone: (602) 542-6167 A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.</p>
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Program Mission:

To provide professional, courteous service in the administration of campaign finance and lobbyist laws; candidate and ballot filings; training and certification of county recorders and election officials; develop and implement coordination of statewide voter

registration; review and certification of election equipment used by the counties; conducting logic and accuracy tests prior to each election on counties' vote counting devices; conducting a voter outreach program; providing information to the public on ballot measures through publication of the publicity pamphlet and town halls; and retrieval of filings for the public upon request.

Program 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 and 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; creating and implementing a voter outreach program. All filings and data mentioned above are available for use and copying by the public.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,490.4	3,972.9	3,889.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,490.4	3,972.9	3,889.1
FTE Positions	7.0	8.0	8.0

Program Goals and Performance Measures:

◆ Goal 1 To increase the ability of the Secretary of State's Office to make information filed in the Office accessible to the public in electronic format and via Internet access.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Campaign Committees using electronic filing	40	50	75	100
● Percent of campaign finance data available for on-line retrieval	100	100	100	100
● Percent of lobbyists using electronic filing	NA	NA	Baseline	50
● Percent of candidate's committees utilizing diskette filing of campaign finance reports	75	80	100	100

◆ Goal 2 To coordinate statewide voter registration as provided under the National Voter registration Act of 1993.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● To maintain the integrity of the voter registration rolls through the use of electronics and information provided by county offices and MVD (percent completed)	NA	NA	Baseline	100



AGENCY/PROGRAM SUMMARY

SENATE

Senator Brenda Burns, President of the Senate SNA
 Contact: Rob Dalager, Director of Operations
 (602) 542-5418
 Constitution Art. 4, Part 1, Section 1

Agency/Program Mission:

To serve the Arizona constituency through policy development and enactment of legislation in support of the public health, safety and welfare.

Agency/Program 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 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,922.7	7,366.9	7,461.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	5,922.7	7,366.9	7,461.2
Capital Funds	0.0	0.0	0.0
Agency Total	5,922.7	7,366.9	7,461.2
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To conduct legislative business in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days in regular session	129	116	85	100
● Special sessions	3	4	2	3
● Days in special sessions	4	12	6	10
● Days to complete the budget	9	8	NA	4

- ◆ Goal 2 To respond to constituents in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals assisted through the constituent services office	772	1,190	1,500	1,500
● Percent of initial phone responses made within 48 hours (legislators and staff respond to hundreds of additional concerns that do not go through the Constituent Services Office	NA	NA	85	90



AGENCY/PROGRAM SUMMARY
STATE BOARD OF TAX APPEALS

Ruben M. Medina, Executive Director TXA
 Contact: Ruben M. Medina, Executive Director
 (602) 528-3966
 A.R.S. 42-1252

Agency/Program 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.

Agency/Program Description:

The State Board of Tax Appeals hears and decides appeals filed by taxpayers and Arizona municipalities concerning income, transaction privilege, use, luxury, and estate taxes.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	286.3	301.9	309.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>286.3</u>	<u>301.9</u>	<u>309.2</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u><u>286.3</u></u>	<u><u>301.9</u></u>	<u><u>309.2</u></u>
FTE Positions	<u>4.5</u>	<u>5.0</u>	<u>5.0</u>

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To receive and process tax appeals expeditiously to prevent any delays in the appeals process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Tax appeals caseload processing	412	309	350	375
● Tax appeals resolved	138	123	125	130
● Backlog requiring written decision	29	22	20	20
● Number of months to process appeal	10.5	8.5	7.5	7.5



AGENCY SUMMARY	
OFFICE OF TOURISM	
Mark McDermott, Director	TOA
Contact: Robert E. McCracken Jr., Dir of Bus. Affairs (602) 248-1493	

Agency Mission:

To expand the volume of tourism activity and related expenditures in the state in order to enhance the economy, the stability of the work force, and the standard of living for all Arizonans.

Agency Description:

The Office of Tourism (AOT) employs a marketing and customer-service orientation in performing its statutory duties as follows: planning and developing a comprehensive 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)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ TOURISM PROMOTION	6,418.8	6,425.9	6,425.9
➤ TOURISM DEVELOPMENT AND FUNDS SHARING	789.6	790.0	790.0
➤ WELCOME CENTER OPERATIONS	326.2	332.8	338.3
➤ BUSINESS ADMINISTRATION	1,281.4	1,300.6	1,321.0
Capital Funds	0.0	0.0	0.0
Agency Total	8,816.0	8,849.3	8,875.2

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	8,805.3	8,849.3	8,875.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	8,816.0	8,849.3	8,875.2
Capital Funds	0.0	0.0	0.0
Agency Total	8,816.0	8,849.3	8,875.2
FTE Positions	22.0	23.0	23.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To stimulate significant economic impact and track AOT's contribution to the travel and tourism sectors of the Arizona economy.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Economic impact for AZ economy related to AOT efforts in media advertising and direct mail marketing (in thousands)	193,000	209,000	255,000	255,000
● Economic impact per \$1 expended by AOT in media advertising and direct mail marketing	42.42	41.37	51.70	51.70
● Tax revenues for AZ related to AOT efforts in media advertising and direct mail marketing (in thousands)	7,100	7,700	9,400	9,400
● Economic development for AZ economy related to AOT operation of Lupton Welcome Center (in thousands)	2,100	2,100	2,200	2,200
● Economic impact per \$1 expended by AOT in efforts at the Lupton Welcome Center	6.54	6.41	6.61	6.50
● Tax revenues for AZ related to AOT efforts at the Welcome Center at Lupton (in thousands)	78	78	81	81

- ◆ Goal 2 To leverage AOT's budget through contributions by the Arizona travel and tourism industry to participate in the Office's marketing initiatives.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Value of media advertising placed cooperatively by the travel and tourism industry in support of AOT's placements for every \$1 of media advertising costs incurred by AOT	0.52	0.74	0.60	0.60
● Value of media familiarization tour services contributed for every \$1 of such costs incurred by AOT	3.60	3.00	2.00	2.00
● Contributions from travel and tourism industry participants in AOT sponsored trade initiatives for every \$1 of such costs incurred by AOT	1.00	1.00	1.00	1.00
● Contributions by the travel and tourism industry for every \$1 of such costs incurred by AOT in the Tourism Development and Funds Sharing Program	1.00	1.00	1.00	1.00
● Value of dollars contributed by travel and tourism industry in support of AOT marketing initiatives (in thousands)	2,239.5	3,136.4	3,234.1	3,234.1

TOA.1	PROGRAM SUMMARY
TOURISM PROMOTION	
Contact: Gary A. Vrabel, Dir of Marketing	
Phone: (602) 248-1510	
A.R.S. 41-2302, 41-2305	

Program Mission:

To coordinate all of AOT's primary marketing efforts (i.e. advertising, travel counseling and direct mailings, media communications, trade marketing, and market research) to ensure the maximum impact in motivating targeted traveler segments to visit Arizona.

Program 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 marketing efforts that facilitate the supply of available Arizona travel product in consumer marketing channels.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,408.1	6,425.9	6,425.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,418.8	6,425.9	6,425.9
FTE Positions	10.8	11.8	11.8

This Program Contains the Following Subprograms:

- ▶ Media Advertising
- ▶ Travel Counseling and Direct Marketing
- ▶ Trade Marketing
- ▶ Media Promotion and Communications
- ▶ Research and Data Repository

TOA.1.1 SUBPROGRAM SUMMARY
MEDIA ADVERTISING
 Contact: Lisa Maksym Schmidt, Dir of Advertising
 Phone: (602) 248-1494
 A.R.S. 41-2302, 41-2305

Subprogram Mission:

To create awareness of Arizona as well as stimulate interest and motivation levels of travelers in key target markets, demographic groups, geographic regions, and interest categories regarding travel to and throughout Arizona.

Subprogram Description:

This subprogram provides a comprehensive program of paid media placements (e.g., television, print, etc.) in targeted markets to promote Arizona as a travel destination. The program researches and tracks advertising efforts to ensure that the advertising program is targeted, effective and progressive.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,616.8	3,731.9	3,731.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,627.5	3,731.9	3,731.9
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To shape a positive image of Arizona which affirmatively motivates travelers to experience the diversity of the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected

● Advertising cost per inquiry for Arizona travel planning materials	4.91	5.83	6.00	6.00
● Inquiries for Arizona travel planning materials (in thousands)	562.7	571.6	600.0	600.0
● Inquiries leading to Arizona travel parties within a year (in thousands)	242.0	246.0	300.0	300.0
● Average incremental expenditure by travel party receiving AOT materials over average expenditure by all AZ travel parties	800	850	850	850
● Economic impact for Arizona economy related to AOT efforts in media advertising and direct mail marketing (in thousands)	193,000	209,000	255,000	255,000
● Tax revenues for the State of Arizona stimulated by AOT efforts (in thousands)	7,100	7,700	9,400	9,400

TOA.1.2 SUBPROGRAM SUMMARY
TRAVEL COUNSELING AND DIRECT MARKETING

Contact: Kathy Dahnk, Dir of Visitor Services
 Phone: (602) 248-1500
 A.R.S. 41-2302, 41-2305

Subprogram Mission:

To convert awareness generated by the Domestic Media Advertising program into interest and motivation to travel to Arizona.

Subprogram Description:

This subprogram responds in a customer service oriented manner to inquiries for travel planning assistance and direct mail travel planning materials aimed at encouraging new and repeat travelers to spend more time in Arizona. Travel planning materials include The Arizona Journeys (state travel guide), the Accommodations Guide, the Visitor Map and destination brochures.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,421.5	1,200.0	1,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,421.5	1,200.0	1,200.0
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To efficiently and effectively assist travelers in making plans to visit Arizona by providing compelling information to induce extended length of stay throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of toll-free calls abandoned per 100 toll free calls received	.5	.5	5	5
● Percent of travel kits received within the time frame indicated to the caller	99	99	95	95
● Percent of callers expressing satisfaction with information in travel kits	99	99	95	95

TOA.1.3 SUBPROGRAM SUMMARY
TRADE MARKETING

Contact: Don Prince, Dir of Travel Industry Marketing
 Phone: (602) 248-1487
 A.R.S. 41-2302, 41-2305

Subprogram Mission:

To direct and coordinate Arizona's public and private sector tourism entities in an effort to inform and motivate travel agents, tour operators, and air and ground transportation companies regarding opportunities to create and market individual and group tour packages for vacations throughout Arizona.

Subprogram Description:

This subprogram includes participation in trade shows and trade marketing organizations in order to identify tour operators needs for new or expanded Arizona travel products and to educate operators on the range and extent of destinations and attractions in Arizona. The program provides direct assistance to tour operators to facilitate the development and promotion of pre-packaged tours for groups and individual travelers.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	891.0	800.0	800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	891.0	800.0	800.0
FTE Positions	4.0	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To create a well-informed travel industry (i.e. agents, operators, and wholesalers) that actively promotes Arizona to domestic and international tourists and travelers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Dollars contributed from participants in AOT trade initiatives for every \$1 of such costs incurred by AOT.	1.2	1.0	1.0	1.0

**TOA.1.4 SUBPROGRAM SUMMARY
MEDIA PROMOTION AND COMMUNICATIONS**

Contact: Leia James, Dir of Communications
Phone: (602) 248-1505
A.R.S. 41-2302, 41-2305

Subprogram Mission:

To generate positive media coverage of Arizona (e.g. printed articles and broadcast features on travel destinations and tourism attractions) in an effort to increase public interest in the state and enhance Arizona's overall image as a premier tourist destination.

Subprogram Description:

This subprogram develops media publicity for Arizona (i.e. magazine and newspaper articles and broadcast programs) domestically and internationally to leverage AOT's advertising campaign, to increase public awareness and interest in the state, and to position Arizona's image as a premier year-round tourism destination. Activities include assisting key media contacts, conducting publicity development missions, coordinating media tours throughout the state and serving as a central resource for in-state tourism promoters.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	286.0	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	286.0	500.0	500.0
FTE Positions	3.5	3.5	3.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop extensive media contacts and foster relationships between representatives of print and broadcast media and Arizona tourism partners to stimulate positive media coverage for Arizona destinations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Dollar value of Familiarization Tour services contributed for every \$1 of such costs incurred by AOT	3.60	3.00	2.00	2.00
• Value of media coverage generated by AOT's efforts for every \$1 expended on media promotions	24.20	17.10	15.00	15.00

**TOA.1.5 SUBPROGRAM SUMMARY
RESEARCH AND DATA REPOSITORY**

Contact: Robert McCracken, Dir of Business Affairs
Phone: (602) 248-1493
A.R.S. 41-2302, 41-2305

Subprogram Mission:

To provide relevant and credible information to the tourism industry, governmental policy makers, and the public concerning the status of the tourism related sectors of the economy (e.g. economic impact generated, governmental revenue collected, and residents employed) and the impact of AOT's programs on those sectors of the Arizona economy.

Subprogram Description:

This subprogram acquires, analyzes, and communicates results from research to enhance AOT's marketing efforts, monitor performance of the tourism sectors of the economy, track AOT's contribution to the performance of Arizona's economy, and to act as the central clearinghouse and data repository for Arizona tourism research information. Additionally, this subprogram evaluates emerging marketing and communication channels (e.g. web sites, e-mail, direct marketing, etc.) to identify more effective or efficient means of executing the marketing plan for the tourism promotion programs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	192.8	194.0	194.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	192.8	194.0	194.0
FTE Positions	0.3	1.3	1.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To respond in a timely manner to requests for

information from the tourism industry, governmental policy makers, and the public with relevant and credible tourism research.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Number of responses to requests for information from the AOT/NAU tourism library	377	309	350	350
• Personnel cost per response to information request	29	36	31	20

TOA.2 PROGRAM SUMMARY

TOURISM DEVELOPMENT AND FUNDS SHARING

Contact: Gary A. Vrabel, Dir of Marketing
 Phone: (602) 248-1510
 A.R.S. 41-2302, 41-2305

Program Mission:

To create a cooperative, image-consistent campaign of statewide tourism marketing promotions through developmental assistance and financial support of local tourism efforts.

Program Description:

The program assists Arizona communities, regions and non-profit entities in the development and promotion of their travel destinations and tourism attractions.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	789.6	790.0	790.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	789.6	790.0	790.0
FTE Positions	1.0	1.0	1.0

Program Goals and Performance Measures:

- ◆ Goal 1 To induce both out-of-state and intra-state travelers to spend more time in Arizona and increase their travel related expenditures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Awareness demonstrated through applications for available program funds (in thousands)	1,390	1,350	1,400	1,400
• Community satisfaction with development programs (on a scale of 1 to 5)	3.5	3.6	3.6	3.7

TOA.3 PROGRAM SUMMARY

WELCOME CENTER OPERATIONS

Contact: Kathy Dahnk, Dir of Visitor Services
 Phone: (602) 248-1500
 A.R.S. 41-2302, 41-2305

Program Mission:

To manage the Arizona Office of Tourism (AOT) welcome center operations at Lupton, AZ to stimulate visitors to the center to

extend their stay in the state and generate additional tourism-related expenditures.

Program Description:

The Welcome Center at Lupton enhances the traveling public's perception and experience of Arizona as a travel destination by providing a positive first image of the state to visitors entering the state through the Interstate 40-West gateway. The Welcome Center provides AOT the opportunity to offer up-to-date travel information, personalized assistance, and welcoming customer service in an effort to influence tourists activities, length of stay, and expenditures. The Welcome Center also coordinates with Arizona communities and state designated local Visitor Centers to standardize operating procedures, ensure availability of statewide materials, and coordinate and communicate the development of new travel product throughout Arizona.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	326.2	332.8	338.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	326.2	332.8	338.3
FTE Positions	4.0	4.0	4.0

Program Goals and Performance Measures:

- ◆ Goal 1 To increase the level of their tourism related expenditures throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Number of visitors stopping for information or materials at the Lupton welcome center (in thousands)	101.3	103.2	107.0	110.0
• Ratio of total program costs to each visitor to the Lupton Welcome Center	3.17	3.17	3.11	3.07
• Average incremental expenditure related to Welcome Center visits and materials	20.45	20.45	20.45	20.45
• Economic development throughout Arizona related to Welcome Center efforts (in thousands)	2,100	2,100	2,200	2,200
• Tax revenues for AZ stimulated by AOT efforts at the Welcome Center at Lupton (in thousands)	78.0	78.0	81.0	81.0

TOA.4 PROGRAM SUMMARY

BUSINESS ADMINISTRATION

Contact: Robert E. McCracken Jr., Dir of Business Affairs
 Phone: (602) 248-1493
 A.R.S. 41-2302, 41-2305

Program Mission:

To provide effective support of all Arizona Office of Tourism (AOT) functions through development and maintenance of efficient, comprehensive, and innovative management information systems.

Program Description:

Business administration includes the Agency Director and his administrative assistant and supports the leadership and policy making duties of the Director's office. The program is responsible for the budget cycle including research, strategic planning, budget

request, financial administration, and performance measurement. 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.) and human resources. 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 Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,281.4	1,300.6	1,321.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,281.4	1,300.6	1,321.0
FTE Positions	6.2	6.2	6.2

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to process vendor payables	6	9	10	10
● Average number of days to process employee travel claims	6	9	10	10



AGENCY SUMMARY
STATE TREASURER

Carol Springer, State Treasurer
Contact: Richard J. Petrenka, Deputy State Treasurer
(602) 542-1448

TRA

Agency Mission:

To provide banking, custody and investment services for all state agencies and public entities in a timely, prudent, and cost-effective manner.

Agency 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.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ BANKING AND INVESTMENT SERVICES	2,083.6	2,201.4	2,244.2
➤ JUSTICE OF THE PEACE SALARIES-SLI	2,250.6	2,893.7	3,125.2
➤ URBAN REVENUE SHARING - SLI	0.0	0.0	2,000.0
Capital Funds	0.0	0.0	0.0
Agency Total	4,334.2	5,095.1	7,369.4

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,334.2	5,095.1	7,369.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	4,334.2	5,095.1	7,369.4
Capital Funds	0.0	0.0	0.0
Agency Total	4,334.2	5,095.1	7,369.4
FTE Positions	36.0	36.0	36.0

TRA.1 PROGRAM SUMMARY
BANKING AND INVESTMENT SERVICES

Contact: Richard J. Petrenka, Deputy State Treasurer
Phone: (602) 542-1448
A.R.S. 35-312, et. seq., 41-172

Program Mission:

To receipt, invest, and disburse public dollars in a manner that follows all applicable laws and professional standards.

Program Description:

The following three duties comprise the nucleus of the Treasurer's banking services: 1) to receive and keep custody over all monies belonging to the state not required to be kept by some other person; 2) to pay warrants of the Department of Administration; and 3) to keep an account of all monies received and disbursed. The Treasurer's investment duties include the authority to invest operating monies, trust monies, and a local government investment pool.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,083.6	2,201.4	2,244.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,083.6	2,201.4	2,244.2
FTE Positions	36.0	36.0	36.0

Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Deposits with the State Treasurer	48,458	51,202	54,000	56,000
● Deposits/releases of state agency pledged securities	1,200	822	1,300	1,000
● Book value of state agency pledged securities(in billions)	2,944	3,007	3,100	3,100
● Non-sufficient funds (NSF) checks processed	10,121	9,811	10,000	10,000

- ◆ Goal 2 To operate, in real-time, an investment tracking and portfolio management system that allows greater flexibility and enhances management as well as trade/position reporting. The result should be increased rates of return compared to our benchmarks.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Ratio of yield of LGIP to S&P LGIP Index	1.08	1.09	1.10	1.11
● Ratio of yield of LGIP - GOV to 3 month Treasury Bill	1.07	1.07	1.08	1.09
● Ratio of yield of Endowment Pools to Salomon Big Bond Index	1.12	1.08	1.09	1.10
● Market Capitalization weighting error on Standard & Poor's 500 Index Fund (percent)	NA	NA	0.00	0.00

- ◆ Goal 3 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Wire transfers in and out of the servicing bank	26,136	22,651	24,000	22,000
● ACH transfers out of the servicing bank	0	4,140	8,200	9,000
● Distributions to local governments (in billions)	4,251	4,656	5,000	5,400
● Distributions to others (in billions)	1,222	1,249	1,275	.500

TRA.2 PROGRAM SUMMARY
JUSTICE OF THE PEACE SALARIES-SLI
 Contact: Richard J. Petrenka, Deputy State Treasurer
 Phone: (602) 542-1448
 A.R.S. 22-117

Program Mission:

To reimburse the counties for the State's portion of justice of the peace salaries as required by law.

Program Description:

Per ARS 22-117, the State is responsible for paying a portion of the salaries and employee-related expenditures (ERE) for Justices of the Peace. The salaries are determined by a calculation of judicial productivity credits as defined in ARS 22-125, and Justice of the Peace salaries range from 25% to 70% of Superior Court Judge salaries. The State Treasurer reimburses the counties for the 40 % of the allowable costs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,250.6	2,893.7	3,125.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,250.6	2,893.7	3,125.2
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To reimburse the counties for all accurate, valid claims as allowed by A.R.S. 22-117.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims processed	75	75	75	75

TRA.3 PROGRAM SUMMARY
URBAN REVENUE SHARING - SLI
 Contact: Richard J. Petrenka, Deputy State Treasurer
 Phone: (602) 542-1448
 Laws 1999, Ch. 325

Program Mission:

To disburse funds to cities and towns as prescribed by law.

Program Description:

Two million dollars was appropriated for FY 2001 from the General Fund to the State Treasurer for distribution to cities and towns having populations not exceeding 60,000 persons according to the most recent United States decennial census or special census. The Treasurer shall pay the appropriated monies in twelve equal monthly installments to the qualifying cities and towns in the proportion that the population of each qualifying city or town bears to the population of all qualifying cities and towns.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	2,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	2,000.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To disburse funds as required by law.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● ACH Transfers to recipient cities and towns	0	0	0	924



AGENCY/PROGRAM SUMMARY
**COMMISSION ON UNIFORM STATE
 LAWS**

James M. Bush, Commissioner ULA
 Contact: Edward F. Lowry, Jr., Attorney
 (602) 241-9600
 A.R.S. 41-1306

Agency/Program Mission:

To establish and maintain uniformity in state laws.

Agency/Program Description:

The Arizona Commission on Uniform State Laws investigates subjects concerning which uniform legislation throughout the United States is desirable and works with like commissions in other states. The commissioners are, by virtue of their appointment, also members of the National Conference on Commissioners on Uniform State Laws and work in committees with commissioners from other states in drafting legislation where uniformity is desirable. It recommends to the Governor and Legislature such proposed uniform laws promulgated by the National Conference as are deemed appropriate for Arizona.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	32.8	34.8	35.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	32.8	34.8	35.9
Capital Funds	0.0	0.0	0.0
Agency Total	32.8	34.8	35.9
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To represent Arizona's interests in uniform state laws.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Committees staffed	NA	7	7	6
● Uniform laws introduced in Arizona	NA	4	4	4
● Uniform laws enacted in Arizona	NA	1	3	3
● Acts approved and adopted by Conference	NA	6	5	4



Health & Welfare

AGENCY SUMMARY	
AHCCCS	
Phyllis Biedess, Director	HCA
Contact: Lynn Dunton, Assistant Director (602) 417-4534	

Agency Mission:

Reaching across Arizona to provide comprehensive, quality health care for those in need.

Agency Description:

The Arizona Health Care Cost Containment System (AHCCCS) program 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. At the state level, the program is administered by the Arizona Health Care Cost Containment System Administration. The Administration's basic responsibility is to plan, develop, implement, and administer a health care program for low income Arizonans, based on competitively bid prepaid capitated contracts designed to provide quality health care while containing costs. The Administration's main responsibilities are quality assurance of medical care, provider and plan oversight, and procurement of contract providers. The major medical programs are acute care, behavioral health services, and long term care. The Administration determines eligibility for the Arizona Long Term Care System, Children's Health Insurance Program (KidsCare), Qualified Medicare Beneficiaries, and for other SSI related Medical Assistance Only programs. Federal funding through Title XIX of the Social Security Act is provided to AHCCCS by the Health Care Financing Administration, which is under the Department of Health and Human Services.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ACUTE MEDICAL SERVICES (SLI)	1,252,413.0	1,402,756.0	1,496,920.0
➤ LONG-TERM CARE	461,941.2	517,044.3	568,248.8
➤ ADVISORY COUNCIL ON INDIAN HEALTH CARE (SLI)	204.3	213.1	216.7
➤ ADMINISTRATION	103,372.9	107,626.8	109,024.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,817,931.4	2,027,639.8	2,174,410.2

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	465,988.1	493,585.2	528,533.6
Other Appropriated Funds	19,002.6	69,683.6	88,724.3
Other Non Appropriated Funds	267,703.1	296,798.0	303,946.2
Federal Funds	1,065,237.6	1,167,573.0	1,253,206.1
Operating Funds Subtotal	1,817,931.4	2,027,639.8	2,174,410.2
Capital Funds	0.0	0.0	0.0
Agency Total	1,817,931.4	2,027,639.8	2,174,410.2
FTE Positions	2,332.7	2,407.5	2,424.5

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To focus on the need for AHCCCS to improve relations with communities, constituencies, special interest groups and the public at large.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Grievances received per 10,000 members	NA	67.4	70	70
● Member satisfaction: percent of choice exercised in moving from current health plan	3.0	3.5	4.0	4.0

- ◆ Goal 2 To alter the existing AHCCCS medical care delivery system to accommodate new concepts in managed care and new as well as special populations, within the context of welfare reform.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of two year old children enrolled in AHCCCS who have received age appropriate immunizations	70	85	90	90
● KidsCare enrollment	NA	18,167	35,100	37,500
● Premium Sharing Program enrollment	NA	2,828	7,500	7,400
● Percent of children receiving preventive well child care (EPSDT)	65	70	75	80
● Percent of children receiving at least one annual dental visit	35	40	45	50

- ◆ Goal 3 To continue to focus on emerging public policy in health care; its implications for the AHCCCS program and its impact on the AHCCCS desire for permanency.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of women initiating prenatal care within 6 weeks of enrollment	47.8	49	51	52
● Percent of nursing facility residents who receive their influenza immunizations	97	96	95	95
● Percent of children with access to primary care provider	75.7	77.0	79.0	80.0

- ◆ Goal 4 To improve AHCCCS' core business processes to prepare the agency to efficiently deal with fluctuations in Arizona's economy while still providing cost effective quality health care to those in need.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of claims electronically submitted	30	50	55	60
● Percent of ALTCS applications processed timely	92	94	94	94
◆ Goal 5 To ensure our human resources are encouraged, developed, and provided opportunities for future growth creating a culture where people want to be innovative and make improvements.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of AHCCCS employees' with positive job satisfaction	78	78	85	85
● Percent of AHCCCS work force that surpasses community labor force diversity demographics	100	100	100	100
● Percent of AHCCCS' employee turnover	11.6	11.4	11.0	11.0
● Quality recognition awards (AQA, SOE) submitted	1	5	5	5

HCA.1 PROGRAM SUMMARY
ACUTE MEDICAL SERVICES (SLI)
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. Title 36; Title XIX, SSA

Program Mission:

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

Program Description:

Health plans receive a monthly capitation payment to cover the full range of approved services for AHCCCS enrollees. In addition to capitation, health plans also receive funding to pay for certain services needed by members prior to enrollment in a health plan. AHCCCS also maintains some populations in a fee for service environment. The largest is the Native American population served by or through the Indian Health Service. Undocumented aliens, non qualified aliens and some qualified aliens who entered the country on or after August 22, 1996, are covered for emergency services only, with those services reimbursed on a fee-for-service basis. AHCCCS pays Medicare premiums for qualified low-income Medicare beneficiaries and special low-income Medicare beneficiaries, allowing for the federal Medicare program to serve as a source of payment for a share of AHCCCS costs. Disproportionate Share Hospital Payments provide supplementary payments to hospitals serving large numbers of low-income patients.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	403,586.2	421,122.8	440,670.5
Other Appropriated Funds	19,002.6	69,683.6	88,724.3
Other Non Appropriated Funds	122,047.6	142,210.0	146,531.0
Federal Funds	707,776.6	769,739.2	820,994.5
Program Total	1,252,413.0	1,402,756.0	1,496,920.0
FTE Positions	76.0	142.0	159.0

This Program Contains the Following Subprograms:

- ▶ 1931(b) Eligibility Family Assistance
- ▶ Supplemental Security Income (ssi)
- ▶ Sobra Women
- ▶ Sobra Children
- ▶ Medically Needy/medically Indigent
- ▶ Eligible Assistance Children (eac)
- ▶ Eligible Low-income Children (elic)
- ▶ Federal Emergency Services
- ▶ State Emergency Services
- ▶ Medicare Premiums
- ▶ Disproportionate Share Payments
- ▶ Premium Sharing
- ▶ Children's Health Insurance
- ▶ Family Planning Services
- ▶ Adoption Subsidy/foster Care
- ▶ Graduate Medical Education
- ▶ Healthcare Group

HCA.1.1 SUBPROGRAM SUMMARY
1931(B) ELIGIBILITY FAMILY ASSISTANCE
 Contact: Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. 36-2901.4(b)

Subprogram Mission:

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

Subprogram Description:

When the Personal Responsibility and Work Opportunities Reconciliation Act was enacted, it delinked 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 in place on July 1996, and the requirements in Section 1931 of the Social Security Act. This coverage category includes parents 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 tri-mester of pregnancy and have no other children. When these persons become ineligible due to excess income from employment they qualify for up to twenty-four months of transitional medical assistance. If they become ineligible due to receipt of child support income, they qualify for four consecutive months of continued medical coverage.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	63,639.7	55,287.1	56,896.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,141.8	13,877.2	12,854.9
Federal Funds	171,857.7	167,337.8	169,086.4
Program Total	242,639.2	236,502.1	238,837.5
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● 1931 (b) Eligibility Family Assistance monthly enrollment	104,813	82,951	103,688	104,000

HCA.1.2 SUBPROGRAM SUMMARY
SUPPLEMENTAL SECURITY INCOME (SSI)
 Contact: Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. 36-2901

Subprogram Mission:

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

Subprogram Description:

The SSI 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 are 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 eligibility criteria and eligibility is determined by the AHCCCS Administration.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	69,864.7	71,162.6	73,840.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,809.3	16,220.9	17,453.3
Federal Funds	179,643.8	191,548.2	201,757.2
Program Total	259,317.8	278,931.7	293,051.1
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supplemental Security Income monthly enrollment	70,287	72,975	75,490	77,435

HCA.1.3 SUBPROGRAM SUMMARY
SOBRA WOMEN
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to eligible pregnant women.

Subprogram 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. Based on changes included in the Omnibus Budget Reconciliation Act of 1989, the federal government currently requires states to provide care to pregnant women and their infants (under 1 year old) whose family income does not exceed 140 percent of the Federal Poverty Level (\$23,388 for a family of four in FY 2000). AHCCCS commonly refers to these individuals as "SOBRA Women and Infants", after the Sixth Omnibus Budget Reconciliation Act took effect in 1987. DES determines eligibility for this program. The federal government also allows states the option to increase the income limit to 185 percent of the Federal Poverty Level.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	29,751.1	30,492.1	48,748.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,067.5	9,222.6	7,951.5
Federal Funds	82,098.9	84,523.7	73,477.6
Program Total	120,917.5	124,238.4	130,177.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● SOBRA Women monthly enrollment	12,210	12,864	13,247	13,580

HCA.1.4 SUBPROGRAM SUMMARY
SOBRA CHILDREN
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to eligible children.

Subprogram Description:

Under the provisions of the federal Sixth Omnibus Budget Reconciliation Act (SOBRA), the state provides care to children born after September 30, 1983, 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 three children's groups: children under age 1 at 140% FPL, children under age 6 at 133% FPL, and children age 6 or over born after September 30, 1983 at 100% FPL. DES determines eligibility for this program. The federal government also allows states the option to increase the income limit to 185 percent of the Federal Poverty Income Level.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	61,706.5	67,937.6	55,064.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,898.6	13,404.6	17,697.5
Federal Funds	149,548.1	174,748.6	204,076.9
Program Total	218,153.2	256,090.8	276,838.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• SOBRA Children monthly enrollment	111,547	125,405	152,579	167,435

HCA.1.5 SUBPROGRAM SUMMARY
MEDICALLY NEEDED/MEDICALLY INDIGENT
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to eligible Medically Needy/Medically Indigent (MN/MI) individuals.

Subprogram Description:

Arizona law provides AHCCCS acute care eligibility to individuals meeting specified resource limits and income criteria (as specified in A.R.S. Titles 11 and 36). MN/MI eligible persons are either low income individuals or persons with sufficient medical expenses to "spend-down" to the qualifying income level for the state-funded program. Unlike the criteria for eligibility in other groups, the Medically Needy statutes allow medical expenses to be used to reduce the applicant's total annual income; this is referred to as allowing the applicant to "spend down" to the eligible income limit. The spend-down provisions, however, do not apply to the calculation of the applicant's net worth of resources. The counties determine MN/MI eligibility. Any pregnant woman or child applying is screened to determine their potential eligibility for AHCCCS under the SOBRA program before they can be approved for MN/MI. An exception is made for hospitalized Medically Needy applicants who are screened by the counties as potentially eligible for federal coverage. They are required to complete and submit a federal application to the Department of Economic Security within three days of the county screening, but may be approved for MI/MN pending the DES eligibility determination. The Department of Economic Security has 45 days in which to determine if the applicant is eligible for a federal group, such as 1931 (b) Eligibility or the Sixth Omnibus Budget Reconciliation

Act (SOBRA). DES tries to determine eligibility within ten days from the date they receive a completed application and verification from the county. If they are unable to complete the eligibility within this period of time, the applicant may still enroll as an MN/MI; but, applicants who refuse to cooperate with this federal application process will be denied AHCCCS acute care coverage.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	105,582.9	105,851.5	113,358.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	46,969.6	36,949.7	34,321.2
Federal Funds	2,391.2	0.0	0.0
Program Total	154,943.7	142,801.2	147,679.8
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Medically Needy/Medically Indigent monthly enrollment	23,815	21,300	20,995	20,630

HCA.1.6 SUBPROGRAM SUMMARY
ELIGIBLE ASSISTANCE CHILDREN (EAC)
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to Eligible Assistance Children.

Subprogram Description:

These children, ages 0 through 13 years, are recipients certified by the Department of Economic Security (DES) to be eligible for the Federal Food Stamp Program, but financially ineligible for Title XIX. A six-month guaranteed enrollment period is provided to Eligible Assistance Children who have been determined AHCCCS-eligible for the first time. This guaranteed enrollment period is a one time only benefit. Eligibility for the Eligible Assistance Children program, which is determined after the guarantee period has expired, will correspond to the Food Stamp certification period of the household. DES determines eligibility for this program.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	474.2	33.7	30.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28.2	84.5	7.2
Federal Funds	10.1	0.0	0.0
Program Total	512.5	118.1	37.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Eligible Assistance Children monthly enrollment	1,376	468	242	240

HCA.1.7 SUBPROGRAM SUMMARY
ELIGIBLE LOW-INCOME CHILDREN (ELIC)
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2905

Subprogram Mission:

To provide comprehensive quality health care to Eligible Low-Income Children.

Subprogram Description:

These are children, ages 0 through 13, who belong to families whose annual income exceeds financial eligibility for the Medically Indigent program; however, the family income cannot exceed 100% of the Federal Poverty Level for the appropriate family size. Eligible Low-Income Children program participants are generally determined eligible for six-month periods. The county of residence will determine eligibility for this program.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	640.0	191.8	334.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38.0	114.4	61.5
Federal Funds	12.3	0.0	0.0
Program Total	690.3	306.2	396.1
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Eligibility Low-Income Children monthly enrollment	423	280	201	200

HCA.1.8 SUBPROGRAM SUMMARY
FEDERAL EMERGENCY SERVICES
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to individuals eligible for the Federal Emergency Services Program (FES).

Subprogram Description:

The Federal Emergency Services Program (FES) is available to individuals who, except for their citizenship/alien status, meet Federal Title XIX income and resource eligibility requirements. The program provides emergency services to three general categories: persons not qualifying for full Medicaid services because they are non-qualified aliens who entered the U.S. prior to August 22, 1996; qualified aliens who entered the country on or

after August 22, 1996, but not yet entitled to full services; and illegal immigrants. This program only covers 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 one to three months, except for pregnant women who are eligible through their pregnancy and may be retroactively eligible for up to three months before date of application.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,621.5	13,296.0	14,471.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,606.7	3,652.4	4,357.9
Federal Funds	27,167.1	33,311.6	37,192.5
Program Total	41,395.3	50,260.0	56,021.7
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Federal Emergency Services monthly enrollment	4,161	4,748	5,674	6,461

HCA.1.9 SUBPROGRAM SUMMARY
STATE EMERGENCY SERVICES
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide comprehensive quality health care to individuals eligible for the State Emergency Services Program.

Subprogram Description:

Beginning July 1, 1993, individuals who do not meet Federal Title XIX requirements, but who do meet state Medically Needy/Medically Indigent or Eligible Low-Income Children eligibility requirements, except for their citizenship/alien status, may be eligible for emergency services under the State Emergency Services Program (SES). Services are available only if an individual is receiving or in need of emergency services. Pregnant women that lawfully entered the United States before August 22, 1996, may receive prenatal care in addition to emergency services. Eligibility for SES is determined by the county of residence. The length of eligibility normally is one to two months, and it is retroactive for two days prior to the date of county notification to AHCCCS of the individual's eligibility. Services are reimbursed on a fee-for-service basis only.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	14,703.9	15,603.0	15,895.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	873.4	2,573.1	2,839.2
Federal Funds	282.2	0.0	0.0
Program Total	15,859.5	18,176.1	18,734.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● State Emergency Services monthly enrollment	220	249	264	290

HCA.1.10 SUBPROGRAM SUMMARY
MEDICARE PREMIUMS
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2911

Subprogram Mission:

To provide for quality health care to individuals eligible for both Medicare and AHCCCS, acute care and ALTCS programs.

Subprogram Description:

AHCCCS pays Medicare Part A premiums (hospital insurance) 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 workers. The state's financial responsibility is reduced for AHCCCS-eligible members who 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. Other programs under the Medicare Premiums are the QMB Onlys and QMB Duals. QMB Onlys are 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. QMB Onlys do not receive any other AHCCCS benefits, where QMB Duals meet requirements for this category but also meet one of the federal categorical requirements and are entitled to AHCCCS benefits. The specified low income medicare beneficiary (income between 100-120% of the FPL) are also included within this program. The 1997 Federal Balanced Budget Act requires that states expand the Medicare Part B buy-in program for certain qualified individuals (QI-1s 120-135% of FPL and QI 2s 135-175% of FPL). The QI-1s and 2s are not entitled to receive Medicaid services but are eligible to receive payment of their Medicare Part B premiums.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	8,396.8	9,203.3	9,886.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	151.0	151.0
Federal Funds	16,072.6	21,698.3	38,686.8
Program Total	24,469.4	31,052.6	48,724.1
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Members enrolled monthly in the Medicare Premiums programs	58,499	60,380	62,360	64,882

HCA.1.11 SUBPROGRAM SUMMARY
DISPROPORTIONATE SHARE PAYMENTS
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2903.01(R)

Subprogram Mission:

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

Subprogram Description:

Disproportionate share payments (DSH) will be made to provide additional reimbursement to aid 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, county-operated hospitals in Maricopa and Pima counties, and a number of private hospitals throughout Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	36,392.9	43,891.5	43,891.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	65,977.2	81,000.0	81,000.0
Program Total	102,370.1	124,891.5	124,891.5
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure disproportionate share (DSH) payments are correctly made to proper hospitals by consultation with the Governor's Office and the Legislature.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of dollars recouped after distribution	.03	0	0	0

HCA.1.12 SUBPROGRAM SUMMARY
PREMIUM SHARING
 Contact: Leigh Cheatham, PSA Executive Director
 Phone: (602) 417-6755
 A.R.S. 36-2912

Subprogram Mission:

To provide comprehensive quality health care to individuals eligible for Premium Sharing.

Subprogram Description:

As of February 1, 1998, a limited number of families and individuals with incomes at or below 200% of the Federal Poverty Level (400% for chronically ill people) have been able to purchase and receive subsidized health care with one of AHCCCS' Healthcare Group plans operating in Cochise, Maricopa, Pima, and Pinal counties. Premiums are billed and collected through Premium Sharing Administration (PSA). The PSA will determine when the maximum number of enrollees have been reached based on the available funding.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,261.3	23,851.1	23,833.0
Federal Funds	0.0	0.0	0.0
Program Total	8,261.3	23,851.1	23,833.0
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce the number of uninsured by offering quality health care coverage to 7,000 eligible members with a gross annual household income of less than 200% FPL (400% FPL for chronically ill) in the four pilot counties.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Premium Sharing monthly enrollment	NA	2,828	7,500	7,400

HCA.1.13 SUBPROGRAM SUMMARY
CHILDREN'S HEALTH INSURANCE
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2982

Subprogram Mission:

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

Subprogram Description:

This Title XXI program (KidsCare) was implemented November 1, 1998, for uninsured eligible children up to the age of 19 with gross household income up to 150% of the Federal Poverty Level (FPL) for the first year and 200% of FPL for the second year of this program, starting October 1, 1999. Eligibility was streamlined and the KidsCare benefit package is delivered by AHCCCS health plans.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,083.8	60,427.4	79,452.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	10,083.8	60,427.4	79,452.4
FTE Positions	59.0	125.0	142.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce the number of uninsured children up to age 19 within FPL limitations, and to provide efficient eligibility processes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● KidsCare monthly enrollment	NA	18,167	35,100	37,500

HCA.1.14 SUBPROGRAM SUMMARY
FAMILY PLANNING SERVICES
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

To provide 24 months of voluntary family planning to women whose SOBRA eligibility has terminated.

Subprogram Description:

SOBRA Family Planning Services Extension Program is a capitated program which provides 24 months of voluntary family planning to women whose SOBRA eligibility has terminated. Women who receive services through the Family Planning Services Extension Program are not eligible for full health care coverage.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	390.9	538.5	523.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	39.8	77.4	108.9
Federal Funds	4,109.8	5,716.8	5,860.1
Program Total	4,540.5	6,332.7	6,492.9
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the management and delivery of quality acute care family planning services are provided.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Family Planning Services monthly enrollment	22,473	22,489	23,000	23,000

HCA.1.15 SUBPROGRAM SUMMARY
ADOPTION SUBSIDY/FOSTER CARE
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901.4(b)

Subprogram Mission:

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

Subprogram 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, whether or not adoption assistance is being provided or judicial decree of adoption has been issued or for whom foster care maintenance payments are made under Title IV-E of the Act.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	231.5	231.5	231.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	439.4	439.4	439.4
Program Total	670.9	670.9	670.9
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Adoption Subsidy/Foster Care monthly enrollment	4,880	5,493	6,182	6,958

HCA.1.16 SUBPROGRAM SUMMARY
GRADUATE MEDICAL EDUCATION
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2903.01

Subprogram Mission:

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

Subprogram Description:

In FY1998 AHCCCS established a separate Graduate Medical Education program to reimburse direct costs of the hospitals with graduate medical education programs. The Graduate Medical Education allocation, when appropriated, is to be adjusted annually by the increase or decrease in the Data Resources Incorporated hospital market index for prospective hospital reimbursement.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,189.6	7,388.9	7,484.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	934.0	1,814.9	1,714.6
Federal Funds	8,166.2	9,414.8	9,417.7
Program Total	18,289.8	18,618.6	18,617.1
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure Graduate Medical Education (GME) direct cost reimbursements are made timely.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of timely payments made to hospitals with GME	100	100	100	100

HCA.1.17 SUBPROGRAM SUMMARY
HEALTHCARE GROUP
 Contact: Leigh Cheatham, HCG Executive Director
 Phone: (602) 417-6755
 A.R.S. 36-2912

Subprogram Mission:

To administer an alternative health care system which provides affordable, accessible, quality health care to small businesses and political subdivisions within the state.

Subprogram Description:

Healthcare Group of Arizona (HCG) is a prepaid medical coverage product marketed to small uninsured businesses with 1-50 employees and employees of political subdivisions, such as 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. Several national and state studies note that the majority (85%) 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. Healthcare Group is designed to be a safety net for the employed uninsured.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	13.8	13.8
Other Appropriated Funds	8,918.8	9,256.2	9,271.9
Other Non Appropriated Funds	20,379.4	20,216.3	23,179.3
Federal Funds	0.0	0.0	0.0
Program Total	29,298.2	29,486.3	32,465.0
FTE Positions	14.0	14.0	14.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop strategies to increase enrollment in the Healthcare Group program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Healthcare Group monthly enrollment	20,315	13,989	12,527	13,327

HCA.2 PROGRAM SUMMARY
LONG-TERM CARE
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. Title 36; Title XIX, SSA

Program Mission:

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

Program 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. Behavioral health services were added for Early Periodic Screening, Diagnostic and Treatment (EPSDT) ALTCS children under age 21 on October 1, 1992. The remaining populations were phased-in until October 1, 1995, when all Title XIX members became eligible for behavioral health services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12,759.5	20,397.8	35,014.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	145,655.5	154,588.0	157,415.2
Federal Funds	303,526.1	342,058.5	375,819.0
Program Total	461,941.2	517,044.3	568,248.8
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure the management and delivery of quality ALTCS services to AHCCCS members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of nursing facility residents who receive their influenza immunization	97	96	95	95
● Percent of members whose sacral/coccygeal pressure ulcer improves	74	77	78	79
● ALTCS monthly enrollment	24,237	25,827	27,634	29,569

HCA.3 PROGRAM SUMMARY

ADVISORY COUNCIL ON INDIAN HEALTH CARE (SLI)

Contact: Maryetta Patch, IHC Exec Dir.
Phone: (602) 995-1400
A.R.S. 36-2902; Title XIX, SSA

Program Mission:

To develop a comprehensive health care delivery and financing system for Arizona's American Indians, specific to each Arizona Indian tribe, with a focus on creating Indian health care demonstration projects.

Program Description:

Established in fiscal year 1990, the Advisory Council on Indian Health Care (ACIHC) consists of 23 members who serve staggered two year terms. Twenty members, appointed by the Governor of Arizona, represent five health care agencies, five social services 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 the Arizona Health Care Cost Containment System (AHCCCS), the Arizona Department of Health Services (ADHS), and the Department of Economic Security (DES) 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	103.6	108.2	110.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	100.7	104.9	106.5
Program Total	204.3	213.1	216.7
FTE Positions	4.0	4.0	4.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of tribes provided health care operational support and services	100	100	100	100

HCA.4 PROGRAM SUMMARY

ADMINISTRATION

Contact: Phyllis Biedess, Director
Phone: (602) 417-4680
A.R.S. Title 36; Title XIX, SSA

Program Mission:

Reaching across Arizona to provide comprehensive quality health care for those in need.

Program Description:

The Administration contracts with program contractors and health plans, which agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Administration responsibilities related to health plan and program contractor contracting include rate negotiations, financial and operational oversight of health plans and program contractors, and quality of care assessment. The Administration also manages a fee-for-service payment system that covers medical bills for IHS enrolled members and emergency services for undocumented aliens and other non-qualified aliens. Additional Administration responsibilities include the development and maintenance of the management information system; coordination of provider or eligibility grievances; policy development and research; agency financing and accounting; agency development and monitoring; third party liability recovery and performing eligibility determinations for the Arizona Long-Term Care System. Eligibility for the Acute Care program is conducted by the Department of Economic Security, counties, and the Social Security Administration.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	49,538.8	51,956.4	52,738.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	53,834.1	55,670.4	56,286.1
Program Total	103,372.9	107,626.8	109,024.4
FTE Positions	2,252.7	2,261.5	2,261.5

This Program Contains the Following Subprograms:

- ▶ Central Administration
- ▶ Pass-thru To Other State Agencies
- ▶ Office of Managed Care
- ▶ Office of The Medical Director
- ▶ Division of Member Services

HCA.4.1 SUBPROGRAM SUMMARY
CENTRAL ADMINISTRATION
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. 36-2901

Subprogram Mission:

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

Subprogram Description:

Central Administration consists of five operating divisions, which provide the following services: Office of the Director provides the overall policy direction for the agency with specific staff dedicated to the Public Information Office, Human Resources, Office of Program Integrity, and coordinating the agency Quality Program/Strategic Plan. Office of Policy Analysis and Coordination drafts and monitors legislation and rules; serves as liaison to the Health Care Financing Administration, tribes, tribal organizations and the Indian Health Service, advocacy groups, and maintains the AHCCCS federal waiver and State Plan. Information Services Division develops, maintains and acquires automation for the agency. The Division of Business and Finance oversees internal financial operations, third party liability, contracts, budget development and monitoring, claims processing, provider assistance, purchasing, and facilities management. The Office of Legal Assistance provides legal counsel for AHCCCS; manages contracted legal services; and provides members, contractors and providers a fair, expeditious, and cost effective process to informally adjudicate grievances.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,707.6	13,742.5	13,992.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	14,858.4	14,212.9	14,276.7
Program Total	28,566.0	27,955.4	28,269.1
FTE Positions	376.2	357.0	357.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To oversee the development and implementation of the AHCCCS Quality Initiative (AQI) with an emphasis on enhancing teamwork and improving customer relations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff trained in AQI within one year of employment	95	95	95	95

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of preliminary fraud and abuse investigations completed within 45 days	90	90	90	90

- ◆ Goal 3 To provide information to the general public, minority communities, and organizations, and liaison with the media and government officials.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied	90	90	90	90

- ◆ Goal 4 To monitor the status of the AHCCCS program waiver and coordinate submission of required deliverables to HCFA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of timely submissions of "Waiver and Special Terms and Conditions" documents and reports and State Plan Amendments to HCFA	100	100	100	100

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of inquiries responded to within three days regarding client service issues	95	95	95	95

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of time the PMMIS is available to our users	99	99	99	99

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of claims adjudicated within 30 days	94	97	97	97
● Percent of available discounts realized	96	97	96	96
● Percent of claims electronically submitted	30	50	55	60

- ◆ Goal 8 To develop a quality agency administrative and programmatic budget that is submitted timely and accurate.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Budget performance executive scorecard rating	NA	Baseline	4.5	4.5

HCA.4.2 SUBPROGRAM SUMMARY
PASS-THRU TO OTHER STATE AGENCIES
 Contact: Lynn Dunton, Assistant Director
 Phone: (602) 417-4534
 A.R.S. Title 36, Title XIX, SSA

Subprogram Mission:

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

Subprogram Description:

The Department of Economic Security (DES), Department of Health Services (DHS), 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 two thirds of the AHCCCS members, which include 1931 (b) Eligibility (TANF), SOBRA pregnant women and children, Eligible Assistance Children (EAC) and other "medical assistance only" groups for families with minor children. AHCCCS passes through state and federal funds to DES to cover the cost 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. The 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	21,708.2	23,736.7	24,105.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	22,705.8	25,109.7	25,477.8
Program Total	44,414.0	48,846.4	49,583.7
FTE Positions	1,097.5	1,127.9	1,127.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To monitor DES compliance with the eligibility Intergovernmental Agreement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Eligibility determination enrollment error percent	<3	<3	<3	<3

- ◆ Goal 2 To monitor DES compliance with the PASARR Intergovernmental Agreement with AHCCCS.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of federal (HCFA) reviews that identify problems requiring corrective action plans	<3	<3	<3	<3

- ◆ Goal 3 To monitor DHS compliance with PASARR Intergovernmental Agreement with AHCCCS.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of federal (HCFA) reviews that identify problems requiring corrective action plans	<3	<3	<3	<3

- ◆ Goal 4 To monitor DES' timely determinations of disability status to allow timely ALTCS eligibility determinations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of eligibility determinations for disabled applicants that meet federally required time frames	96	96	96	96

- ◆ Goal 5 To monitor the DHS licensure Intergovernmental Agreement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of DHS proposed changes to rules, statute, survey process, etc. that are responded to by AHCCCS on time	100	100	100	100

HCA.4.3 SUBPROGRAM SUMMARY
OFFICE OF MANAGED CARE
 Contact: Branch McNeal, Deputy Director
 Phone: (602) 417-4104
 A.R.S. Title 36; Title XIX, SSA

Subprogram Mission:

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

Subprogram Description:

This office is the main contact with AHCCCS health plans and program contractors. It ensures that the health plans and program contractors continue to be viable economic entities while providing health care to members. In addition to regular on-site audits, health plans and program contractors are required to provide periodic reports to the Office of Managed Care such as utilization of service of members, financial statements, network participants and grievance and appeals. This office, with the assistance of research and actuaries, is responsible for developing and negotiating contracts with the health plans and program contractors as well as rate setting and encounter reporting. The OMC coordinates oversight of the delivery of behavioral health services through the ALTCS program contractors and through a contract with the Department of Health Services for acute care members. The OMC is also responsible for health plans and program contractors' eligibility quality control activities and the investigation and prosecution of member fraud.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,311.4	2,409.7	2,436.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,418.2	1,464.0	1,480.5
Program Total	<u>3,729.6</u>	<u>3,873.7</u>	<u>3,917.3</u>
FTE Positions	<u>88.0</u>	<u>92.0</u>	<u>92.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure compliance with federal Medicaid Eligibility Quality Control (MEQC) requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cases reviewed	850	1,000	1,650	1,650
● ALTCS eligibility case error percent	4.6	2.8	3.0	3.0

- ◆ Goal 2 To identify erroneous county eligibility certifications to determine if a county's error rate exceeds 3% and to initiate corrective action plan to reduce the overall error rate.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cases reviewed	3,169	2,572	1,784	1,784
● Number of Arizona counties below 3% error rate	11	11	12	12

- ◆ Goal 3 To ensure Acute Care health plans and ALTCS program contractors (collectively referred to as health plans) comply with AHCCCS contract provisions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of acute and ALTCS health plan on-site operational and financial reviews completed on time	100	100	100	100
● Percent of financial viability issues detected prior to an impact on contract	100	100	100	100

- ◆ Goal 4 To ensure the availability and accessibility of AHCCCS health plan providers throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Rural counties with at least two competitive risk health plans available	13	13	13	13

- ◆ Goal 5 To improve the completeness and quality of encounter data collected from health plans, program contractors, and behavioral health.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● The number of encounters per member month	1.81	1.91	2.0	2.16
● Omission error percent	11.3	12.7	11.9	10.0
● Correctness error percent	9.0	11.8	11.0	10.0

HCA.4.4 SUBPROGRAM SUMMARY
OFFICE OF THE MEDICAL DIRECTOR
 Contact: Leonard Jasinski, M.D., Medical Director
 Phone: (602) 417-4241
 A.R.S. Title 36; Title XIX, SSA

Subprogram Mission:

To define, interpret and monitor AHCCCS health care services and the quality management system used to continuously improve those services.

Subprogram Description:

This office is responsible for ensuring that AHCCCS members are provided the quality of care to which they are entitled, in the most cost-effective manner. This involves evaluating health provider practices in providing health care, prior authorization, quality assurance, and utilization review. The prior authorization unit assures that proposed services are medically necessary and provided in the most appropriate setting, and within the scope of AHCCCS coverage. Utilization management in health plans and program contractors is monitored. This program looks for trends in both over and under utilization of services by providers. Oversight of the ALTCS and Acute programs ensure medical services are provided, including ventilator dependent, pre-admission screening and annual resident review, nurse aid training, competency evaluation, EPSDT, maternity, and family planning.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,053.4	1,117.3	1,129.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,946.6	2,001.3	2,023.8
Program Total	<u>3,000.0</u>	<u>3,118.6</u>	<u>3,153.7</u>
FTE Positions	<u>49.0</u>	<u>49.0</u>	<u>49.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop provider standards for provider registration and provider network standards to measure availability and accessibility of services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of provider registration standards maintained	100	100	100	100

- ◆ Goal 2 To improve the health status for children.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of two year old children enrolled in AHCCCS who have received age appropriate immunizations	70	85	90	90
● Children's access to primary care provider	75.7	77	79	80

- ◆ Goal 3 To improve the health status of AHCCCS enrolled women.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of women receiving annual cervical screening	31.6	32	34	35
● Percent of women initiating prenatal care within 6 weeks of enrollment	47.8	49	51	52
● Percent of pregnant women receiving prenatal care in the first trimester	52.7	54	56	57
● Percent of women receiving recommended mammography screening	57	58	59	60

HCA.4.5 SUBPROGRAM SUMMARY
DIVISION OF MEMBER SERVICES
 Contact: Diane Ross, Assistant Director
 Phone: (602) 417-4322
 A.R.S. Title 36; Title XIX, SSA

Subprogram Mission:

To assist AHCCCS eligible members access health care.

Subprogram Description:

This division 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; for enrolling eligible acute care and ALTCS members; for oversight of the Children's Health Insurance program; and for providing member eligibility and enrollment information. The division maintains day-to-day liaison with, and oversight of, the Department of Economic Security and the counties that perform AHCCCS eligibility determinations.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	10,758.1	10,950.2	11,073.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	12,905.2	12,882.5	13,027.3
Program Total	<u>23,663.2</u>	<u>23,832.7</u>	<u>24,100.6</u>
FTE Positions	<u>642.0</u>	<u>635.6</u>	<u>635.6</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To administer eligibility processes for ALTCS and SSI-MAO in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● All SSI related eligibility applications (including ALTCS, QMB, SLMB, QI I & II, & SSI-MAO)	30,048	41,322	43,566	43,566
● Percent of applications processed on time	93	93	93	93
● Percent of financial redeterminations processed on time	96	96	96	96

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of quality control samples meeting eligibility accuracy	97	97	97	97

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Member File Integrity System average number of days to complete emergency referrals	3	1.3	1	1
● Member File Integrity System average number of days to complete priority referrals	5	3.4	3	3
● Member File Integrity System percent of timely reconciliation of AHCCCS data with other governmental data bases	100	100	100	100
● Member File Integrity System average number of days to complete regular referrals	15	5.8	5.5	5.5

- Member File Integrity System percent of accuracy as measured by internal quality review NA NA 100 100

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of telephone calls abandoned due to client or provider unwillingness to wait for operator's assistance.	10	10	10	10
● Percent of quality control samples meeting verification accuracy	98	98	98	98



AGENCY SUMMARY	
DEPARTMENT OF ECONOMIC SECURITY	
John Clayton, Director Contact: Karen McLaughlin, Administrator (602) 542-3786	DEA

Agency Mission:

To work with the people we serve to achieve their self-sufficiency.

Agency Description:

DES combines a broad range of Arizona's human service programs within a single agency. Each month, DES' services are sought by more than one million Arizona children, adults, and families. These services range from employment assistance and job training to child and adult protection, child support enforcement, cash assistance, and services for the developmentally disabled. DES works closely with several other state agencies in its delivery of services to the citizens of Arizona. Among the entities DES works with are AHCCCS, DHS, and the juvenile justice system.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ CENTRAL ADMINISTRATION	111,718.9	114,344.7	119,248.6
➤ ADMINISTRATION-AGING AND ADULT SERVICES	14,788.1	6,916.5	7,005.2
➤ AAA HOME AND COMMUNITY BASED SERVICES	7,241.1	16,657.3	16,657.3
➤ ELDER RIGHTS	751.5	739.3	739.3
➤ OLDER WORKERS	11,938.3	14,454.0	15,020.4
➤ ADMINISTRATION-COMMUNITY SERVICES	2,901.0	2,602.1	2,617.8
➤ COMMUNITY ACTION PROGRAM	13,864.3	17,276.3	16,949.9
➤ COORDINATED HUNGER PROGRAMS	2,330.0	2,282.8	2,282.8
➤ COORDINATED HOMELESS PROGRAMS	3,528.3	4,168.7	4,168.7
➤ DOMESTIC VIOLENCE PROGRAM	4,539.2	6,391.2	6,391.2
➤ REFUGEE RESETTLEMENT PROGRAM	5,292.2	7,004.7	7,004.7
➤ INFORMATION AND REFERRAL (SLI)	448.5	409.4	409.4
➤ DISABILITY DETERMINATION SERVICES ADMINISTRATION	16,610.9	21,122.6	21,122.6
➤ FAMILY ASSISTANCE	449,790.9	465,295.0	475,232.1
➤ ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES	66,588.5	65,476.4	67,030.9
➤ CHILD ABUSE PREVENTION	7,947.0	7,660.4	8,661.5

➤ CHILD PROTECTION SERVICES	111,977.9	124,156.6	132,842.5
➤ ADOPTION SERVICES	23,839.9	27,700.1	29,622.0
➤ COMPREHENSIVE CHILD CARE	100,629.2	134,256.4	141,233.9
➤ COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	12,932.2	14,591.4	15,671.9
➤ CHILD SUPPORT	69,448.9	49,015.4	49,513.7
➤ ADMINISTRATION-DEVELOPMENTAL DISABILITIES	16,714.4	15,078.3	15,430.2
➤ DDD CASE MANAGEMENT SERVICES	16,093.3	18,529.1	19,968.6
➤ DDD HOME AND COMMUNITY BASED SERVICES	218,201.0	240,371.5	263,100.3
➤ INSTITUTIONAL SERVICES	10,424.7	10,725.4	11,082.7
➤ ARIZONA TRAINING PROGRAM AT COOLIDGE	16,158.1	15,569.3	15,909.8
➤ MEDICAL SERVICES	34,527.4	43,468.2	46,696.6
➤ REHABILITATION SERVICES	66,832.5	72,280.5	72,771.1
➤ EMPLOYMENT SECURITY	186,147.1	209,270.9	209,274.4
➤ JOB TRAINING PARTNERSHIP ACT	48,478.3	97,532.2	61,575.0
➤ JOB OPPORTUNITIES AND BASIC SKILLS	23,448.3	47,789.7	56,160.7
Capital Funds	<u>375,000.0</u>	<u>1,638,300.0</u>	<u>700,000.0</u>
Agency Total	<u>2,051,131.9</u>	<u>3,511,436.4</u>	<u>2,611,395.8</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	416,013.0	433,272.6	448,032.8
Other Appropriated Funds	48,325.9	27,545.2	28,452.5
Other Non Appropriated Funds	396,600.3	437,976.2	457,892.0
Federal Funds	815,192.7	974,342.4	977,018.5
Operating Funds Subtotal	<u>1,676,131.9</u>	<u>1,873,136.4</u>	<u>1,911,395.8</u>
Capital Funds	<u>375,000.0</u>	<u>1,638,300.0</u>	<u>700,000.0</u>
Agency Total	<u>2,051,131.9</u>	<u>3,511,436.4</u>	<u>2,611,395.8</u>
FTE Positions	<u>9,754.4</u>	<u>9,565.4</u>	<u>9,627.2</u>

Agency Goals and Key Performance Measures:

◆ Goal 1 To increase client self-sufficiency and well being.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of DES clients placed into employment	69,146	68,019	67,315	66,860
● Average hourly wage of DES clients being employed	6.21	6.48	6.29	6.41
● Number of investigation/referral/assessment services provided	42,623	40,128	41,697	43,430
● Number of prevention services provided	16,053	18,750	19,384	19,484

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of families referred to CPS within 6 months after receiving Family Builders services	NA	NA	10	9
● Total child support (i.e., IV-D) collections (in millions)	159.8	189.2	208.0	228.8

◆ Goal 2 To improve DES performance.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Benefit payment average timeliness percent	94.0	93.4	94.8	95.3
● Benefit payment average payment accuracy percent	95.9	96.2	95.5	95.6
● Total child support (i.e., IV-D) dollars collected for each child support (i.e., IV-D) dollar expended (cost-effectiveness ratio)	2.98	3.03	3.25	3.44
● Percent of field investigation cases completed	100	100	100	100
● Dollar cost avoidance of field investigation cases (in thousands)	24,325	14,540	14,540	14,540

◆ Goal 3 To increase and improve stakeholder involvement.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of collaboration as measured on surveys	NA	NA	Baseline	NA
● Number of community public forums	NA	NA	20	25

◆ Goal 4 To increase customer satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Agency-wide customer satisfaction rating	NA	NA	Baseline	NA

◆ Goal 5 To increase employee satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Employee satisfaction rating	NA	NA	NA	Baseline
● Percent of employee retention (does not include transfers or promotions between State merit system agencies)	85	NA	NA	NA

◆ Goal 6 To provide leadership for human services in Arizona and the nation.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of program client databases in data warehouse	NA	NA	33	67

DEA.1	PROGRAM SUMMARY
CENTRAL ADMINISTRATION	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 41-1954	

Program Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.

Program Description:

The Central Administration of the DES consists of the Office of the Director, Governor's Advisory Council on Aging (GACA), Governor's Council on Developmental Disabilities (GCDD),

Interagency Coordinating Council for Infants and Toddlers (ICC), Employee Services and Support, Business and Finance, Technology Services, and Public Assistance Collections (PAC).

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	31,597.2	34,533.8	34,166.4
Other Appropriated Funds	268.1	795.9	805.2
Other Non Appropriated Funds	18,633.1	16,922.9	17,923.8
Federal Funds	61,220.5	62,092.1	66,353.2
Program Total	<u>111,718.9</u>	<u>114,344.7</u>	<u>119,248.6</u>
FTE Positions	<u>1,160.0</u>	<u>1,150.0</u>	<u>1,155.0</u>

This Program Contains the Following Subprograms:

- ▶ Office of The Director
- ▶ Governor's Advisory Council On Aging
- ▶ Governor's Council On Developmental Disabilities
- ▶ Interagency Coordinating Council For Infants and Toddlers
- ▶ Employee Services and Support
- ▶ Business and Finance
- ▶ Technology Services
- ▶ Public Assistance Collections

DEA.1.1	SUBPROGRAM SUMMARY
OFFICE OF THE DIRECTOR	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 41-1954	

Subprogram Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.

Subprogram Description:

The Director's Office of the DES consists of the director, deputy director for Protective, Social and Community Services, deputy director for Employment, Economic Assistance, and Operations, and the Office of Communications. Note: The Office of the Director coordinates and supports department-wide and division goals and objectives.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,158.9	890.0	917.9
Other Appropriated Funds	68.0	76.5	78.5
Other Non Appropriated Funds	1,164.8	1,251.9	1,251.9
Federal Funds	3,950.8	5,104.4	5,109.7
Program Total	<u>7,342.5</u>	<u>7,322.8</u>	<u>7,358.0</u>
FTE Positions	<u>75.0</u>	<u>76.0</u>	<u>79.0</u>

DEA.1.2 SUBPROGRAM SUMMARY
GOVERNOR'S ADVISORY COUNCIL ON AGING
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-183

Subprogram Mission:

To advise the Governor, Legislature, and all state departments which the Council deems necessary on all matters and issues relating to the aging population, including the administration of the State Plan on Aging.

Subprogram 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 Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	105.6	282.3	287.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29.8	25.0	25.0
Federal Funds	0.0	0.0	0.0
Program Total	135.4	307.3	312.5
FTE Positions	4.5	4.5	4.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To continue to find legislative avenues when appropriate to resolve aging problems or needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Legislative bills passed on aging issues	4	5	5	5

- ◆ Goal 2 To improve the efficacy of the aging services system through the development of public/private partnerships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Educational, training, special topic forums, workshops, focus groups, or task force participants	600	1,000	1,500	1,000

DEA.1.3 SUBPROGRAM SUMMARY
GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-2451 to 41-2454

Subprogram Mission:

To bring together persons with disabilities representing Arizona's cultural diversity, their families, and other community members to protect rights; eliminate barriers; jointly promote equal opportunities and self determination; and increase options through statewide planning, advocacy, monitoring, and community action for public policy change.

Subprogram Description:

The Governor's Council on Developmental Disabilities (GCDD) is a planning and advocacy body. It was established in 1974 and organized to meet the responsibilities and duties prescribed in A.R.S. 41-2451 to 41-2454, as amended in 1989, and Public Law 98-527, amended by Public Law 104-183 in 1996.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	555.8	548.6	548.6
Program Total	555.8	548.6	548.6
FTE Positions	7.0	7.0	7.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To actively support and promote self determination activities and leadership development of persons with disabilities and their families.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of graduates in Partners Policymaking	26	28	29	32

- ◆ Goal 2 To assist individuals with disabilities to gain employment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reduction of individuals on ESS waiting list	NA	20	20	20

- ◆ Goal 3 To promote a free, appropriate public education for all students with disabilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Special Education funding for students with moderate and severe disabilities (in millions)	326,000	338,000	352,000	367,000

- ◆ Goal 4 To partner with state service systems that cater to individuals with disabilities and assist them in becoming truly family friendly and family/consumer driven, by increasing the families' control of services, choices/options, and flexibility of services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of family support groups	26	26	30	32

DEA.1.4 SUBPROGRAM SUMMARY
INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 PL 105-17

Subprogram Mission:

To optimize the developmental potential of Arizona children (birth to age three who have developmental delays) and their families through the development and implementation of a comprehensive, coordinated, community based service delivery system that is

family-focused and culturally appropriate.

Subprogram Description:

As defined in Section 1431 of Public Law 105-17, the Individuals with Disabilities Education (IDEA) Part C, Infant and Toddlers with Disabilities, the Congress finds that there is an urgent and substantial need to enhance the development of infants and toddlers with disabilities and to minimize their potential for developmental delay; 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; to minimize the likelihood of institutionalization of individuals with disabilities and maximize the potential for their independently living in society; to enhance the capacity of families to meet the special needs of their infants and toddlers with disabilities; and to enhance the capacity of State and local agencies and service providers to identify, evaluate, and meet the needs of historically underrepresented populations, particularly minority, low-income, inner-city and rural populations. It is therefore, the policy of the United States to provide financial assistance to States to develop and implement a statewide, comprehensive, coordinated, multidisciplinary, interagency system that provides early intervention services for infants and toddlers with disabilities and their families; to facilitate the coordination of payment for early intervention services from Federal, State, local, and private sources (including public and private insurance coverage); to enhance their 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 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,327.5	4,530.2	4,530.2
Program Total	2,327.5	4,530.2	4,530.2
FTE Positions	9.0	9.0	9.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To implement a credentialing process for early interventions personnel, contracted or employed with any of the participating state agencies, based on standards adopted by the Arizona Early Intervention Program (AzEIP).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of personnel, contracted or employed with any of the participating state agencies, that demonstrated knowledge and skills	NA	NA	NA	NA
● Percent of personnel, contracted or employed with any of the participating state agencies, that demonstrated their knowledge and skills in Child Development, Developmental Risk, and Variation	NA	NA	NA	60

- Percent of personnel, contracted or employed with any of the participating state agencies, that demonstrated their knowledge and skills in the AzEIP Credential System Knowledge Content Areas

- ◆ Goal 2 To improve, through the Arizona Early Intervention Program, the family centered model for Arizona's children birth to age three who have developmental delays and their families.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of districts that the strategic planning model has been implemented	NA	NA	1	3
● Overall percent of districts that are satisfied with the strategic planning model	NA	NA	75	78

- ◆ Goal 3 The Arizona Early Intervention Program will develop and implement the evaluation and monitoring system to enhance the quality improvement activities statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of the Management Information System implemented statewide	NA	NA	NA	30
● Percent of the monitoring system model implemented statewide	NA	NA	NA	30
● Percent of programs that indicate evaluation and monitoring activities support quality improvement	NA	NA	NA	NA

DEA.1.5 SUBPROGRAM SUMMARY
EMPLOYEE SERVICES AND SUPPORT

Contact: Karen McLaughlin, Administrator
Phone: (602) 542-3786
A.R.S. 41-1954(A)(1)(e)

Subprogram Mission:

To assist employees to capably perform their jobs and to help ensure the Department of Economic Security provides services in an accountable, responsive, and effective manner.

Subprogram Description:

The Employee Services and Support subprogram provides support services to all employees and programs in the department in support of the agency's mission. These services include appellate services, internal audit and risk management, internal and special investigations, data security, loss control, evaluation, research, training, total quality management services, volunteer services and personnel management.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	8,061.4	3,967.5	4,044.5
Other Appropriated Funds	0.0	510.7	516.1
Other Non Appropriated Funds	1,744.5	1,445.9	1,445.9
Federal Funds	9,817.3	9,719.1	9,728.0
Program Total	19,623.2	15,643.2	15,734.5
FTE Positions	343.5	340.5	340.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the efficiency and quality of service delivery to customers.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of audit reports produced within 15 days from end of field work	25	22	23	24
● Number of significant audit findings	44	28	30	32
● Percent of significant audit findings implemented	50	50	50	50

◆ Goal 2 To improve customer satisfaction with the services and products we provide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase of Office of Personnel Management customer satisfaction rating	NA	Baseline	3	3
● Percent increase of Office of Management Development customer satisfaction rating	NA	Baseline	5	5
● Percent increase of Appellate Services Administration customer satisfaction rating	NA	Baseline	5	5

DEA.1.6 SUBPROGRAM SUMMARY
BUSINESS AND FINANCE

Contact: Karen McLaughlin, Administrator
Phone: (602) 542-3786
A.R.S. 41-1954(A)(1)(e)

Subprogram Mission:

To meet our customers' business demands through progressive leadership and technology.

Subprogram Description:

The subprogram provides business services to the department for its program divisions to facilitate and support the agency's mission. These services include policy, planning and project management; accounting services; financial management services; budget services; purchasing, equipment management and contract administration; accounts receivable and collections support; financial systems management and analysis; operations support (i.e., printing services, mail [via contracted/privatized provider], supply services, and forms and manual development); and facilities planning and property management. In addition, the division coordinates financial funding and audit issues with state and federal entities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,206.3	19,209.2	18,927.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,607.2	8,193.3	8,193.3
Federal Funds	25,110.5	21,487.9	21,444.3
Program Total	43,924.0	48,890.4	48,565.5
FTE Positions	350.0	349.0	340.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the quality of key business services delivered to the division's customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost per dollar collected	.10	.10	.10	.10
● Vehicle cost per mile	.317	.314	.308	.302

◆ Goal 2 To improve customer satisfaction with the services and processes the division provides.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with OPPPC	80.3	80.3	80.8	81.3

DEA.1.7 SUBPROGRAM SUMMARY
TECHNOLOGY SERVICES

Contact: Karen McLaughlin, Administrator
Phone: (602) 542-3786
A.R.S. 41-1954(A)(1)(e)

Subprogram Mission:

To meet our customers' business demands through progressive leadership and technology.

Subprogram Description:

The Office of Technology Services (OTS) supports the information processing needs of the Department of Economic Security through the use of electronic data processing facilities. OTS provides technical and systems design support to all DES divisions and is responsible for the development, maintenance, and enhancement of all systems. In addition, OTS works to ensure that these systems are compatible, designed with agency standards, interchangeable, and not redundant where technically and economically feasible.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12,065.0	10,184.8	9,988.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,086.8	6,006.8	7,007.7
Federal Funds	19,304.3	20,542.1	24,829.6
Program Total	37,456.1	36,733.7	41,825.9
FTE Positions	364.0	357.0	368.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the quality of key business services delivered to OTS customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent decrease in average cycle time (hours) for open repair calls	NA	Baseline	5	5
● Percent decrease in average configuration days for open ARTS requests	NA	Baseline	5	5

◆ Goal 2 To improve customer satisfaction with the services and processes OTS provides.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of increase in customers satisfied with S&P services	NA	Baseline	5	5

◆ Goal 3 To provide IT leadership and direction to the Department to support its business needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of ITSP management recommendations	NA	NA	6	3

DEA.1.8 SUBPROGRAM SUMMARY
PUBLIC ASSISTANCE COLLECTIONS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-295

Subprogram Mission:

To utilize Public Assistance Collection (PAC) monies in an effective, efficient manner so as to enhance the collection of PAC programs.

Subprogram Description:

The subprogram is used to improve public assistance collection activities. Collection activities resulting from this fund will focus on Temporary Assistance for Needy Families (TANF), Aid to Families with Dependent Children (AFDC), General Assistance and Foster Care programs.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	200.1	208.7	210.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	154.3	159.8	162.8
Program Total	354.4	368.5	373.4
FTE Positions	7.0	7.0	7.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase efficiency of collections in TANF, AFDC, General Assistance and Foster Care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost per PAC dollar collected	.17	.15	.16	.17

DEA.2 PROGRAM SUMMARY
ADMINISTRATION-AGING AND ADULT SERVICES
Division of Aging and Community Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)

Program 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.

Program Description:

The Aging and Adult Administration (A&AA), within the Division of Aging and Community 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-chore, home health aid, personal care and home nursing), home repair/adaptation/renovation, transportation, Long Term Care Ombudsman, legal assistance, congregate meals, home delivered meals, socialization/recreation, counseling, subsidized employment,

volunteer opportunities and training, and adult day care.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12,171.9	4,337.6	4,426.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,616.2	2,578.9	2,578.9
Program Total	14,788.1	6,916.5	7,005.2
FTE Positions	155.5	160.5	160.5

Program Goals and Performance Measures:

- ◆ Goal 1 To enhance administrative and contract management procedures to improve the quality of services provided to customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average provider satisfaction rate (based on a scale of 1-5)	NA	3.9	4.1	4.2

DEA.3 PROGRAM SUMMARY
AAA HOME AND COMMUNITY BASED SERVICES
Division of Aging and Community Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A), 46-191(7), 46-192(A)(4), CFR 93-667

Program 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.

Program 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	303.2	8,561.2	8,561.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	6,937.9	8,096.1	8,096.1
Program Total	7,241.1	16,657.3	16,657.3
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To enhance the capabilities of the Area Agencies on Aging to accurately forecast the allocation of contract dollars per client.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of authorized units utilized 59 76 82 84

◆ Goal 2 To improve the ability of the Home and Community Based Services (HCBS) system to assure that clients, who would otherwise require institutionalization, are retaining independence by the provision of services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Combined average percent of survey respondents indicating provision of HCBS allowed retention of independence and avoidance of premature institutionalization	NA	82.8	83.5	84.5

● Average number of hours per day that counselors are available 7 9.2 9.5 10

◆ Goal 3 To improve the effectiveness of the Long-Term Care Ombudsman Program in assisting residents of Long-Term Care facilities to resolve complaints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of complaints resolved to the client/family's satisfaction	91	91	93	94

◆ Goal 4 To improve the provision of legal services assistance for vulnerable adults in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of respondents who indicated that training improved their ability to do their jobs	NA	67	75	100

DEA.4	PROGRAM SUMMARY
ELDER RIGHTS	
Division of Aging and Community Services	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 41-1954(A)(1)(b), 46-451; 46-452	

Program Mission:

To provide statewide leadership in the areas of planning, developing, and coordinating a comprehensive system of protection and advocacy programs that assists disabled and vulnerable elders to exercise their rights and choices promised by law.

Program Description:

Elder Rights, established as a result of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention, Legal Services Assistance, State Long Term Care Ombudsman, and the State Health Insurance Assistance Program for insurance and public benefits. 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	551.2	535.6	535.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	200.3	203.7	203.7
Program Total	751.5	739.3	739.3
FTE Positions	4.0	0.0	0.0

Program Goals and Performance Measures:

◆ Goal 1 To improve the Adult Protective Services (APS) investigation process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● APS investigation percent (FY 1999 decrease is due to the 1.01% increase of reports received)	77.42	76.37	80.00	83.00

◆ Goal 2 To enhance Medicare beneficiaries' knowledge and understanding of their health care coverage.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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DEA.5	PROGRAM SUMMARY
OLDER WORKERS	
Division of Aging and Community Services	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 46-192(A)(8) and (9)	

Program Mission:

To empower economically disadvantaged persons age 55 or older with job opportunities in training programs or stipend volunteer programs in order to enhance the participant's quality of life.

Program Description:

This unit includes Title V, the Senior Community Service Employment Program of the Older Americans Act, which provides subsidized part-time employment to older workers 55 years of age and older who are at or below 125% of poverty. The purpose of Title V is to train workers to enable them to move to unsubsidized positions in the public and private sectors. Provisions of the Title V program require that unsubsidized employment be for a minimum of any combination of hours worked and wage earned which results in an amount greater than 20 hours per week multiplied by the federal minimum wage. This unit also includes 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 Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	935.0	974.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	399.0	502.1	502.1
Federal Funds	11,539.3	13,016.9	13,543.8
Program Total	11,938.3	14,454.0	15,020.4
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

◆ Goal 1 To improve the quality of life of workers age 55 and over by moving them toward self-sufficiency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of participants transitioned from subsidized to unsubsidized positions	42	47	48	50
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- ◆ Goal 2 To improve the quality of life of low income persons age 60 and over while providing meaningful intergenerational contact with special needs children.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of respondents indicating satisfaction with the Foster Grandparent program	NA	65	68	71
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DEA.6 PROGRAM SUMMARY

ADMINISTRATION-COMMUNITY SERVICES

Division of Aging and Community Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(b)

Program Mission:

To assist people to move through and out of crisis situations.

Program Description:

Urgent, short-term basic needs are addressed by providing direct services and utilizing networks and partnerships. Working with partners throughout Arizona, programs and services include direct and indirect client assistance; solicitation, development, negotiation, implementation and monitoring of service contracts; fiscal review; contract compliance assessment; technical assistance to improve effectiveness and accountability; and identification of training needs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,113.3	592.4	603.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	199.0	228.0	228.0
Federal Funds	1,588.7	1,781.7	1,786.4
Program Total	2,901.0	2,602.1	2,617.8
FTE Positions	58.5	58.5	58.5

Program Goals and Performance Measures:

- ◆ Goal 1 To improve the effectiveness and efficiency of the Community Services Administration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of invoices processed within 7 days	83	92	93	94
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DEA.7 PROGRAM SUMMARY

COMMUNITY ACTION PROGRAM

Division of Aging and Community Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 PL 97-35, Title VI

Program Mission:

To provide the financial and technical assistance for local communities to identify priority problems and needs of persons in poverty and to fund priority services.

Program Description:

This program funds Community Action Agencies (CAAs) for services that assist with basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with poverty, homelessness, and hunger.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	970.8	983.5	983.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	532.0	736.0	736.0
Federal Funds	12,361.5	15,556.8	15,230.4
Program Total	13,864.3	17,276.3	16,949.9
FTE Positions	0.0	0.0	0.0

This Program Contains the Following Subprograms:

- ▶ Emergency Assistance
- ▶ Utility Assistance

DEA.7.1 SUBPROGRAM SUMMARY

EMERGENCY ASSISTANCE

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 46, Ch. 2, Art.2

Subprogram Mission:

To temporarily stabilize low income households having an urgent, basic need which cannot be met with their own or other resources.

Subprogram Description:

Through contracts with community agencies, federal and state funds are used to provide temporary financial assistance in emergency situations. Assistance is provided for utilities, shelter, repairs, and special needs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	970.8	983.5	983.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	8,399.5	10,890.3	10,890.3
Program Total	9,370.3	11,873.8	11,873.8
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of emergency assistance services for low income households.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Average provider of emergency assistance error percent (FY 99 increase is due to turnover of contractors)	18	22	10	5
● Average cycle time in days to process an emergency assistance application	45	3	3	3

- Average payment of emergency assistance issuance cycle in days 30 26 24 20

DEA.7.2 SUBPROGRAM SUMMARY
UTILITY ASSISTANCE
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-741:43-616

Subprogram Mission:

To assist low-income households obtain and maintain basic utility services.

Subprogram Description:

This subprogram provides utility benefits, deposits, repairs or replacement of appliances, discounts on utility bills or telephones to low-income households, as well as full payment of telephone services for medically needy individuals.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	532.0	736.0	736.0
Federal Funds	3,962.0	4,666.5	4,340.1
Program Total	<u>4,494.0</u>	<u>5,402.5</u>	<u>5,076.1</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the total number of customers served with the lowest income and highest utility rates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of households receiving at least 80% of the maximum allowable benefit (FY 99 program data is being reviewed for possible adjustments)	52	48	88	98

- ◆ Goal 2 To increase the level of participation by households in the utility and telephone discount, deposit, and repair programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of households served in the utility discount programs	72,126	88,650	96,000	100,800

DEA.8 PROGRAM SUMMARY
COORDINATED HUNGER PROGRAMS
Division of Aging and Community Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954, A.R.S. 17 and 41-1981.E. PL 97-35, Title VI

Program Mission:

To help eliminate hunger in Arizona.

Program Description:

The coordinated hunger program provides a focal point (as required in A.R.S. 41-1954, A.17 and 41-1981. E.) for addressing hunger issues in Arizona. In partnership with public and private

organizations, CSA serves as a hunger information clearinghouse and leverages resources to serve hungry people through a statewide food bank network.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,280.5	1,286.6	1,286.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,049.5	996.2	996.2
Program Total	<u>2,330.0</u>	<u>2,282.8</u>	<u>2,282.8</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

This Program Contains the Following Subprograms:

- ▶ Overall Coordinated Hunger
- ▶ Rural Food Bank Project (sli)

DEA.8.1 SUBPROGRAM SUMMARY
OVERALL COORDINATED HUNGER
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(18)(d) PL 97-35, Title VI

Subprogram Mission:

To help eliminate hunger in Arizona.

Subprogram Description:

The Office of Coordinated Hunger Programs (OCHP) provides a focal point (as required in A.R.S. 41-1954, A. 17 and 41-1981, E.) for addressing hunger issues in Arizona. In partnership with public and private organizations, OCHP develops and serves as a hunger information clearinghouse and leverages resources to serve hungry people through a statewide food bank network. As in prior years, the funding information for Overall Coordinated Hunger Subprogram, DEA.8.1.SUB, is displayed in the Rural Food Bank Project, DEA.8.2.SUB.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,086.6	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,086.6</u>	<u>0.0</u>	<u>0.0</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To facilitate the resolution of critical hunger issues identified by customers and stakeholders.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of priority issues addressed by the Council	4	4	4	4

DEA.8.2 SUBPROGRAM SUMMARY
RURAL FOOD BANK PROJECT (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(18)(d) PL 97-35, Title VI

Subprogram Mission:

To establish and support food banks and food distribution in rural areas of the state.

Subprogram Description:

This subprogram develops the capacity and capability in rural areas of the state to consolidate food gleaning, solicitation and transportation efforts, and to coordinate food distribution activities. Technical assistance is provided to rural communities developing local structures to administer food collection and distribution activities.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	193.9	1,286.6	1,286.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,049.5	996.2	996.2
Program Total	1,243.4	2,282.8	2,282.8
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To more effectively distribute food resources among counties in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total pounds of food distributed from an Arizona gleaning project (million of pounds)	41	48	50	52
● Cost per pound of food from gleaning project	NA	.02200	.02156	.02113

DEA.9 PROGRAM SUMMARY
COORDINATED HOMELESS PROGRAMS
Division of Aging and Community Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(19), PL 100-77, PL 100-628

Program Mission:

To assist homeless and near homeless individuals and families throughout the state.

Program Description:

The Coordinated Homeless Programs include planning and coordination activities and contracting of funds to community based organizations providing services for homeless and near homeless individuals and families.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,127.7	1,155.4	1,155.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	39.3	45.0	45.0
Federal Funds	2,361.3	2,968.3	2,968.3
Program Total	3,528.3	4,168.7	4,168.7
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To prevent homelessness by preventing eviction/mortgage foreclosures and assisting with move-in costs of low income households.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of households receiving homeless prevention services	2,646	5,190	5,300	5,400

- ◆ Goal 2 To improve the effectiveness of the homeless programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of unduplicated households receiving prevention/move-in/shelter services in two consecutive years	NA	NA	Baseline	NA

- ◆ Goal 3 To assist communities, outside of Pima and Maricopa Counties, to develop a continuum of care for homeless programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of communities developing continuum of care plans	3	6	11	17

DEA.10 PROGRAM SUMMARY
DOMESTIC VIOLENCE PROGRAM
Division of Aging and Community Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Program Mission:

To protect the victims of domestic violence and their children and to improve the comprehensive Domestic Violence Program in Arizona.

Program Description:

The Domestic Violence Program provides funding for shelter and supportive services for victims of domestic violence and their children utilizing a statewide network of private non-profit shelter facilities and safe houses. Technical assistance is provided to the domestic violence network members with the assistance of a statewide coalition against domestic violence.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,123.8	2,257.9	2,257.9
Other Appropriated Funds	1,294.9	1,509.1	1,509.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,120.5	2,624.2	2,624.2
Program Total	4,539.2	6,391.2	6,391.2
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide domestic violence program services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of women and children sheltered in crisis shelters	6,880	6,562	7,050	7,500
● Number of women and children sheltered in transitional shelters	291	494	600	600
● Number of residential counseling hours	66,727	73,886	79,000	84,000
● Number of non-residential counseling hours	7,092	4,404	4,500	5,000
● Average cost of shelter activities identified	NA	NA	Baseline	NA

- ◆ Goal 2 To assist the network of providers to improve the accessibility and quality of their services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of shelter beds available	443	434	470	510

DEA.11 PROGRAM SUMMARY

REFUGEE RESETTLEMENT PROGRAM

Division of Aging and Community Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 PL 96-212

Program Mission:

To assist refugees in their initial transition towards self-sufficiency and full membership in the mainstream community.

Program Description:

Through the coordination of direct and contracted services to eligible refugees, the program provides cash and medical assistance, social services, and protective services to unaccompanied minors.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,292.2	7,004.7	7,004.7
Program Total	5,292.2	7,004.7	7,004.7
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To assist newly arrived eligible refugees to meet their basic economic needs through the provision of

refugee cash assistance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of adult recipients in compliance with Job Search/ESL	89	96	92	92

- ◆ Goal 2 To provide health care benefits to newly arrived refugees through quality management of the Refugee Medical Assistance Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of eligibility determinations made within 48 hours	85	96	94	94

- ◆ Goal 3 To prepare all unaccompanied minors in protective care for a productive adulthood.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of unaccompanied minors enrolled in continuing education and/or employed	75	100	75	75

- ◆ Goal 4 To assist refugees individually and as families in becoming self-sufficient.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of refugees placed in employment	1,404	1,695	2,473	1,903
● Average hourly salary of refugees placed in employment	6.00	6.00	6.05	6.10

DEA.12 PROGRAM SUMMARY

INFORMATION AND REFERRAL (SLI)

Division of Aging and Community Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(18)(a)

Program Mission:

To provide accurate information on available services for all persons in Arizona and to direct people to those services.

Program Description:

This program provides for assistance, generally by telephone, to allow individuals to gain access to appropriate human services statewide by providing the name, address and eligibility criteria of potential service providers. A 1-800 toll free line is available.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	191.5	115.4	115.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	257.0	294.0	294.0
Program Total	448.5	409.4	409.4
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide information and referral services which assist households to access appropriate human services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients surveyed	NA	926	2,815	2,840
● Percent of clients surveyed who were accurately referred	NA	96	87	98

DEA.13 PROGRAM SUMMARY

DISABILITY DETERMINATION SERVICES ADMINISTRATION

Division of Benefits and Medical Eligibility

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 41, Ch. 14, Art. 1

Program Mission:

To provide timely and accurate disability determinations for the people we serve.

Program 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. The DDSA operates under federal statutes and regulations which 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, the DDSA reviews and determines entitlements for all referred initial and continuing Arizona Long Term Care System (ALTCS) claims. The applicant's potential for vocational rehabilitation is considered, with referrals made as appropriate.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	153.6	210.8	210.8
Federal Funds	16,457.3	20,911.8	20,911.8
Program Total	16,610.9	21,122.6	21,122.6
FTE Positions	233.3	233.3	233.3

Program Goals and Performance Measures:

◆ Goal 1 To improve DDSA performance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of correct cases	NA	93.4	93.9	94.4
● Average case processing time SSDI (days)	78.5	89.3	87.3	85.3
● Average case processing time SSI (days)	82.4	88.6	86.6	84.6
● Percent of production	NA	NA	NA	NA

◆ Goal 2 To improve customer satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied	NA	77	79	80

◆ Goal 3 To increase the effectiveness of relationships with business partners.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of rural vendors	NA	175	180	185
● Percent effectiveness with Consultative Examination vendors	NA	NA	Baseline	91
● Percent effectiveness with Medical Evidence of Record vendors	NA	NA	Baseline	91

◆ Goal 4 To increase job satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase of job satisfaction	NA	NA	Baseline	NA

DEA.14 PROGRAM SUMMARY

FAMILY ASSISTANCE

Division of Benefits and Medical Eligibility

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)©

Program Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Program Description:

The program ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (CA), General Assistance, Institutional Support Payments and Tuberculosis Control programs; coordinates eligibility determination for Medical Assistance Only programs; and provides Child Passenger Restraint seats. Appropriations were not received for the Full Employment Demonstration Project and Youth Support Research, both of which ended in state FY 1998.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	79,095.2	81,323.4	79,799.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,589.0	31,605.3	31,605.3
Federal Funds	340,106.7	352,366.3	363,827.7
Program Total	449,790.9	465,295.0	475,232.1
FTE Positions	2,636.0	2,320.0	2,323.3

This Program Contains the Following Subprograms:

- ▶ Family Assistance Administration
- ▶ Cash Assistance Under Temporary Assistance For Needy Families (sli)
- ▶ Child Passenger Restraint
- ▶ Eligibility Determination
- ▶ Food Stamps
- ▶ General Assistance (sli)
- ▶ Tuberculosis Control (sli)

- ▶ Institutional Support Payments (sli)
- ▶ Office of Program Evaluation

DEA.14.1 SUBPROGRAM SUMMARY
FAMILY ASSISTANCE ADMINISTRATION

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(C)

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram Description:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing, human resources and management information. The subprogram ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (CA), General Assistance, Institutional Support Payments and Tuberculosis Control programs; coordinates eligibility determination for Medical Assistance Only programs; and provides Child Passenger Restraint seats.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	36,925.3	35,705.2	34,180.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,771.3	30,579.4	30,579.4
Federal Funds	19,553.9	13,459.4	13,506.3
Program Total	86,250.5	79,744.0	78,266.6
FTE Positions	2,573.0	2,261.0	2,264.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mean number of days to process applications for all programs	26.9	25.9	24.9	23.9

- ◆ Goal 2 To improve staff retention.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff satisfied with job	90.4	90.1	90.6	91.1
● EI turnover percent	NA	28.3	27.3	26.3
● Staff turnover percent (other than EI)	NA	24.4	14.0	13.0

DEA.14.2 SUBPROGRAM SUMMARY
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (SLI)

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 46, Ch. 2, Art. 5 (41-1954)

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram Description:

Cash Assistance under Temporary Assistance for Needy Families (CA) provides for financial benefit payments to those individuals who meet the eligibility criteria of the federally matched program. The CA Program operates under the Welfare Reform Demonstration Project EMPOWER (Employing and Moving People Off Welfare and Encouraging Responsibility). EMPOWER provides temporary assistance to families who are seeking employment or completing an education or training program that enables them to move into the work force and leave the welfare system. The major provisions of EMPOWER include: Time Limited Assistance - adult household members can only receive CA cash assistance for 24 months during a five year period of time; Family Benefit Cap - CA cash benefits will not be increased for additional children; Unwed Minor Parents - eligibility of unwed minor parents is limited; Individual Development Account - allowing an educational/training savings account that will not count against the CA or food stamp (FS) resource limits; and Transitional Medical Assistance (TMA) - extending benefits from 12 to 24 months. In addition to the EMPOWER provisions, the CA Program operates under a grant diversion option. The diversion option offers a one-time payment up-front to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment may eliminate the applicant's need for on-going CA assistance. This option is subject to federal waiver approval.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	37,249.3	39,789.0	39,789.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	80,399.2	92,343.2	92,307.3
Program Total	117,648.5	132,132.2	132,096.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CA timeliness rate	98.5	98.7	98.0	98.0
● CA total payment accuracy rate	95.2	95.1	95.1	95.2
● Percent of CA households approved for TMA/month	13.09	12.76	17.76	22.76

DEA.14.3 SUBPROGRAM SUMMARY
CHILD PASSENGER RESTRAINT

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 28-907

Subprogram Mission:

To provide car seats to applicants who meet eligibility criteria.

Subprogram Description:

The subprogram provides car seats for distribution to requesting hospitals, health clinics, domestic violence shelters, and homeless shelters for loan to indigent applicants.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	143.1	154.2	154.2
Federal Funds	0.0	0.0	0.0
Program Total	143.1	154.2	154.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraints seats.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of car seats purchased and distributed	3,119	3,807	3,807	3,807
● Dollar cost per car seat	40.45	40.45	40.45	40.45

DEA.14.4 SUBPROGRAM SUMMARY
ELIGIBILITY DETERMINATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-204

Subprogram Mission:

To conduct eligibility determinations for subprograms of the Family Assistance Administration and determine eligibility for the Medical Assistance Only program (MAO).

Subprogram Description:

The subprogram ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (CA), General Assistance, Institutional Support Payments, and Tuberculosis Control programs. In addition, it conducts eligibility for Medical Assistance Only (MAO) programs.

** As in prior years, the funding information for the Eligibility Determination Subprogram, DEA 14.4.SUB, is displayed in the Family Assistance Administration Subprogram, DEA 14.1.SUB.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of clients satisfied with FAA	87.0	86.6	87.1	87.6

- ◆ Goal 2 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● MAO timeliness rate	94.5	93.5	94	94.5
● MAO case accuracy rate	97	97	97	97

DEA.14.5 SUBPROGRAM SUMMARY
FOOD STAMPS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-136

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram 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) and food stamp coupons.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	239,154.1	246,046.0	257,496.4
Program Total	239,154.1	246,046.0	257,496.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● FS timeliness rate	92.6	92.2	95	95.5
● FS total payment accuracy rate	94.1	94.7	92.6	92.7

DEA.14.6 SUBPROGRAM SUMMARY
GENERAL ASSISTANCE (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 46, Ch. 2, Art. 2

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram Description:

This 100 percent state funded subprogram provides financial assistance to individuals who are unemployable because of physical or mental disability.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,023.9	4,260.8	4,260.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>4,023.9</u>	<u>4,260.8</u>	<u>4,260.8</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● GA timeliness rate	96.8	95.7	95.9	96.1

DEA.14.7 SUBPROGRAM SUMMARY
TUBERCULOSIS CONTROL (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 36-716

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram Description:

This subprogram provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12.1	10.6	10.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>12.1</u>	<u>10.6</u>	<u>10.6</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● TC timeliness rate	91.7	83.9	100	100

DEA.14.8 SUBPROGRAM SUMMARY
INSTITUTIONAL SUPPORT PAYMENTS (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-252

Subprogram Mission:

To provide assistance to eligible families to meet their basic needs and promote self-sufficiency.

Subprogram Description:

The purpose of the Institutional Support Payments (ISP) subprogram is to certify payments to eligible aged, blind, or disabled persons in licensed supervisory care, adult foster care homes, residents of licensed 24-hour residential care behavioral health facilities, and other licensed long term care institutions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	288.0	288.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>0.0</u>	<u>288.0</u>	<u>288.0</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● ISP timeliness rate	99.3	99.3	99.0	99.0

DEA.14.9 SUBPROGRAM SUMMARY
OFFICE OF PROGRAM EVALUATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(3)(4), Ch. 14, Art. 1

Subprogram Mission:

To partner with the Family Assistance Administration in improving quality performance through evaluation of programs.

Subprogram Description:

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance (CA), Food Stamps (FS), General Assistance (GA), and Medical Assistance Only (MAO) program in the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved Quality Control (QC) and performance measurements. The OPE performs a management evaluation function by reviewing local office processes to determine Food Stamp and Cash Assistance Program accuracy and compliance with state and federal mandates.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	884.6	1,269.8	1,269.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	674.6	871.7	871.7
Federal Funds	999.5	517.7	517.7
Program Total	<u>2,558.7</u>	<u>2,659.2</u>	<u>2,659.2</u>
FTE Positions	<u>63.0</u>	<u>59.0</u>	<u>59.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve timeliness and quality.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of reviews completed within 75 days (Federal standards require 90% in the sample to be completed and sent by 75 days)	NA	90	90	90
● Percent of reviews completed within 95 days (Federal standards require 100% of the sample to be completed and sent by 95 days.)	NA	100	100	100
● Total dollar amount of federal differences in re-review cases	380	436	500	450
● Number of food stamp differences	6	7	3	3
● Number of Settlement Agreement Local Offices (SALO) ME reviews completed per year	NA	28	24	24
● Percent of SALO ME reviews completed timely per year	NA	100	100	100
● SALO offices accuracy rate	NA	NA	92.3	93.3
● Customer satisfaction rating for QC program	NA	NA	Baseline	NA
● Customer satisfaction rating for Management Evaluation unit (based on a scale of 1 to 5)	3.5	4.6	4.5	4.5

● Percent of newly hired Child Protective Services specialists completing training within seven months of hire date	37	41	93	93
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DEA.15 PROGRAM SUMMARY

ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES

Division of Children, Youth, and Families

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Program Mission:

To provide opportunities and services to families so that children at risk can grow in safe, caring environments, and to advocate for children's rights and needs.

Program Description:

This program provides centralized administrative support services for the programs provided in six geographic districts. Administrative operations include, but are not limited to staff training, policy and program development, federal programs and entitlements, district field support operations, and the child abuse hotline (centralized intake). This program also provides administrative support for the Office of Prevention and Family Support.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	25,816.2	35,997.3	37,085.9
Other Appropriated Funds	54.8	156.0	156.0
Other Non Appropriated Funds	4.0	271.4	275.6
Federal Funds	40,713.5	29,051.7	29,513.4
Program Total	<u>66,588.5</u>	<u>65,476.4</u>	<u>67,030.9</u>
FTE Positions	<u>1,439.5</u>	<u>1,507.5</u>	<u>1,523.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide timely and culturally diverse competency-based child welfare training to child protective services staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected

DEA.16 PROGRAM SUMMARY

CHILD ABUSE PREVENTION

Division of Children, Youth, and Families

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(b)

Program Mission:

To strengthen and stabilize families and to increase public awareness of child abuse prevention.

Program Description:

The program provides an array of community based services to families of newborns on a voluntary basis via its subprograms in various geographic locations. The program also provides methods for increasing public awareness regarding problems of child abuse and neglect; encourages professional groups and persons to recognize and deal with child abuse and its prevention; makes available information on child abuse and neglect prevention to agencies and groups that deal with this problem; and encourages development of community prevention programs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,933.4	4,000.0	5,000.0
Other Appropriated Funds	609.1	810.3	811.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,404.5	2,850.1	2,850.1
Program Total	<u>7,947.0</u>	<u>7,660.4</u>	<u>8,661.5</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

This Program Contains the Following Subprograms:

- ▶ Healthy Families Pilot (sli)
- ▶ Child Abuse Prevention
- ▶ Family Support and Family Preservation

DEA.16.1 SUBPROGRAM SUMMARY

HEALTHY FAMILIES PILOT (SLI)

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 8-701

Subprogram Mission:

To utilize home-based, family-centered services which promote health, prevent child abuse and neglect, and optimize child development.

Subprogram Description:

The Healthy Families Arizona subprogram is a community based multi-disciplinary program serving families of newborns and is designed to reduce stress, enhance family functioning, promote child development, and minimize the incidence of abuse and neglect within a multi-cultural environment. This voluntary home visitation

program provides a Family Support Specialist (FSS) who will assist the family in obtaining concrete services as well as provide emotional support, informal counseling, role modeling, effective life coping skills, bonding, and education on developmental assessments so that early identification of any learning disabilities, physical handicaps, or behavioral health needs are determined. The FSS will provide education on the importance of preventive health care, assistance and encouragement to assess comprehensive private and public preschool and other school readiness programs, assistance in applying for private and public financial assistance, including employment services, and parent-child interaction. The FSS works closely with the child's pediatrician in monitoring the child's health. Families may be visited anywhere from weekly to quarterly according to the family's level of need. Program services are available until the child reaches five years of age. The Healthy Families Arizona subprogram was funded from two separate funding sources. The funding is now combined. Two evaluations are conducted for the program by an independent evaluator and by the office of the Auditor General.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,933.4	4,000.0	5,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,933.4	4,000.0	5,000.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To prevent child abuse and neglect in families with children under the age of five years.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children receiving services	2,462	2,530	2,530	2,530
● Percent of program families not having a validated report of child abuse or neglect (Data for FY 1998 may be available by 1/2000 and FY 1999 may be available 1/2001)	NA	NA	96	96

- ◆ Goal 2 To promote child development and wellness in families with children under the age of five years.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of program children having developmental screens to identify delays at appropriate intervals	70	80	84	88

DEA.16.2 SUBPROGRAM SUMMARY
CHILD ABUSE PREVENTION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 8-550.01

Subprogram Mission:

To provide information about model child abuse prevention programs that will increase knowledge and skills of participants.

Subprogram Description:

The annual conference provides information on the entire prevention continuum from public awareness campaigns to

prosecuting crimes against children.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	609.1	810.3	811.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	609.1	810.3	811.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase knowledge, educate and provide networking opportunities for individuals interested in child welfare issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average participant satisfaction with the Child Abuse Prevention Conference (scale 1-5)	4.36	4.33	4.40	4.50

DEA.16.3 SUBPROGRAM SUMMARY
FAMILY SUPPORT AND FAMILY PRESERVATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 8-701

Subprogram Mission:

To strengthen and stabilize all families through the development of a continuum of family-centered services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

Subprogram Description:

Community based family support and preservation services, which are not limited to Child Protective Service cases, seek to improve the well-being of families, enhance family functioning, foster a sense of self-reliance, reduce risk factors and stabilize families. A broad array of services are provided including, but not limited to case management, housing search and relocation, assistance in securing child care, early intervention, food and nutrition, information and referral, mentoring, parenting skills training, peer self-help, supportive counseling, transportation, emergency services and intensive family preservation services. Service providers are required to form collaborative partnerships with other agencies for the provision of services. Services provided are contingent upon the needs of the family and the community resources.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,404.5	2,850.1	2,850.1
Program Total	4,404.5	2,850.1	2,850.1
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance parents' ability to create stable and nurturing home environments that promote healthy

child development and safety for all family members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Family Preservation participants not having subsequent substantiated CPS report	NA	98.9	96.0	96.0
● Percent increase in parenting competence and effectiveness	NA	NA	Baseline	7

◆ **Goal 2** To increase collaboration among agencies, providers, and the community in family preservation and support programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in collaboration	NA	6.6	6.0	0.0

DEA.17 PROGRAM SUMMARY

CHILD PROTECTION SERVICES

Division of Children, Youth, and Families

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 8-546(A)(5)

Program Mission:

To protect children from alleged child maltreatment involving a parent, legal guardian or custodian, to promote permanent placement for children who must be removed from their families and to assist young adults to transition into adult living.

Program Description:

This program provides specialized child welfare services which seek to prevent dependency, abuse, and exploitation of children. This program includes child protection services including the receiving, screening and investigation of reports of alleged abuse, neglect, dependency or exploitation; assessing whether children are at imminent risk of harm; and evaluation of conditions that support or refute the allegation of dependency. This program also provides services directed to reduce risk factors and stabilize a family unit in response to a crisis event when there is significant risk to the survival of the family. This program provides an array of services which include Family Preservation Services (Intensive Family Services), High-Risk Infant Services, Case Management, Parent Aide and other in-home support services to families who have an open case with Child Protective Services. In addition, services provide permanence, stability, and continuity of care for children removed from their families. Services include, but are not limited to case management; permanency planning; provision of out-of-home care; filing of legal guardianship; filing of petitions to terminate parental rights; adoptive and foster home recruitment, study and supervision; other out-of-home support services to individuals or families; and independent living skills training.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	57,451.1	48,766.7	51,425.0
Other Appropriated Funds	0.0	250.0	250.0
Other Non Appropriated Funds	921.7	15.0	15.0
Federal Funds	53,605.1	75,124.9	81,152.5
Program Total	<u>111,977.9</u>	<u>124,156.6</u>	<u>132,842.5</u>
FTE Positions	0.0	0.0	0.0

This Program Contains the Following Subprograms:

- ▶ Intake
- ▶ In-home Children Services
- ▶ Family Builders
- ▶ Intensive Family Services (sli)
- ▶ Family Reunification
- ▶ Out-of-home Children Services
- ▶ Child Severance Project
- ▶ Independent Living
- ▶ Subsidized Guardianship
- ▶ High Risk Infants

DEA.17.1 SUBPROGRAM SUMMARY

INTAKE

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To protect children from alleged child maltreatment involving a parent, legal guardian or custodian.

Subprogram Description:

This subprogram provides specialized child welfare services which seek to prevent dependency, abuse, and exploitation of children. This program includes child protection services including the receiving, screening, and investigation of reports of alleged abuse, neglect, dependency or exploitation; assessing whether children are at imminent risk of harm; and evaluation of conditions that support or refute the allegation of dependency.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,056.3	2,978.9	3,149.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,631.4	3,886.3	3,890.0
Program Total	<u>3,687.7</u>	<u>6,865.2</u>	<u>7,039.9</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

◆ **Goal 1** To investigate reports of alleged child maltreatment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CPS reports received	38,381	32,478	33,452	34,457
● Families referred to Family Builders by CPS (all cases referred to Family Builders receive a response from a service provider)	2,004	6,055	8,516	8,516
● CPS reports investigated	32,957	26,423	24,936	24,940
● Families assessed by Family Builders	681	1,886	2,982	3,272
● Percent of CPS reports investigated	86	81	75	72
● CPS and Family Builders response rate	91	100	100	100

● CPS reports substantiated 8,756 3,629 4,455 4,589

◆ Goal 2 To diminish the trauma of multiple interviews experienced by child sex abuse victims.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of videotaping interviews in Pima County	305	355	422	422
● Percent of interviews videotaped in Pima County	39	48	49	49

DEA.17.2 SUBPROGRAM SUMMARY
IN-HOME CHILDREN SERVICES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To provide a continuum of quality, in-home family-centered services which will strengthen and stabilize families in need of support.

Subprogram Description:

This subprogram provides specialized child welfare services to families with open Child Protective Services cases which seek to prevent dependency, abuse and exploitation of children by reaching out with social services to stabilize family life, and to preserve the family unit by focusing on families where unresolved problems have produced visible signs of dependency or abuse and the home situation presents actual and potential hazards to the physical or emotional well-being of children.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	5,343.5	5,728.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,404.4	1,971.6	2,000.0
Program Total	1,404.4	7,315.1	7,728.8
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost effective services that promote the safety of all family members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of in-home service only cases (unduplicated)	4,368	5,509	5,775	5,996

DEA.17.3 SUBPROGRAM SUMMARY
FAMILY BUILDERS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To reduce the reoccurrence of abuse and neglect through the provision of collaborative community-based family centered

services in an effort to preserve families and to identify and build on the capabilities of each family member in ways that have empowering consequences.

Subprogram Description:

Family Builders is an alternative response to potential or low risk child abuse and neglect reports through the provision of family-centered assessment and services versus a Child Protective Service investigation. Family Builders providers are contracted to provide family centered services through collaborative partners. Family Builders Specialists and all participating family members are partners in the assessment and service plan development. Goals are developed to meet the immediate needs of the family. The effort is to connect families with community-based services and to support the family in taking control of their life choices. The family centered community-based services include family assessment, case management, child day care, parenting skills training, parent aide services, respite services, referrals to community services, supportive intervention and guidance counseling, assistance in housing search and relocation, assistance with transportation, emergency services, intensive family preservation services, and emergency shelter services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,021.3	7,996.1	7,999.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,021.3	7,996.1	7,999.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance parents' ability to create stable and nurturing home environments that promote healthy child development and safety for all family members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of families receiving Family Builders services	552	1,629	2,311	2,311
● Percent of families referred to CPS within 6 months after receiving Family Builders services	NA	Baseline	10	9
● Percent of families with reduced level of risk-Family Builders	NA	Baseline	60	62

DEA.17.4 SUBPROGRAM SUMMARY
INTENSIVE FAMILY SERVICES (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To provide services to children who are at imminent risk of out-of-home placement due to abuse, neglect or dependency.

Subprogram Description:

This subprogram provides services to children being served by Child Protective Services that are crisis-oriented, intensive, and time-limited and are geared toward safely maintaining children in the home. The subprogram is designed to serve multi-problem families who have at least one child at significant risk of out-of-

home placement due to abuse or neglect.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,272.0	2,435.6	2,435.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8.0	15.0	15.0
Federal Funds	0.0	0.0	0.0
Program Total	2,280.0	2,450.6	2,450.6
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To promote family preservation so children can safely remain in their homes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of new children served	1,899	1,677	1,903	1,903

DEA.17.5 SUBPROGRAM SUMMARY
FAMILY REUNIFICATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To provide services to expedite permanency of dependent children when parental substance abuse is a significant obstacle to family reunification.

Subprogram Description:

Arizona is providing expedited substance abuse services in conjunction with model court legislation and time limited reunification services. State funds have been directly allocated to DES and are to be used for families of children under dependency status and where the case plan is for the child to remain with parent or return to the parent. In order to be eligible for the funding, parents must not be Title XIX eligible, or the required service must not be covered by Title XIX. Priority is given to families who are parties to expedited court proceedings. An assessment of the parent must indicate the need for treatment and the treatment must be considered critical for the reunification efforts. This program will fund both outpatient and inpatient treatment. The inpatient substance abuse treatment program is a parent-child model designed to enable the parent and dependent child to reside together within the facility. The duration of this program is approximately 12 months. A continuum of outpatient substance abuse services provided throughout the state includes group therapy, individual therapy, home based therapy, and family therapy. Services may be provided in combinations of service type with the frequency determined by the needs of the client. All programs will emphasize a relapse prevention component to ensure the client has the necessary tools to maintain sobriety.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	731.5	224.5	224.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	560.7	560.7
Program Total	731.5	785.2	785.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance the ability of substance abusing parents of dependent children to provide safe, nurturing environments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of parents who have completed the ACYF substance abuse treatment program	NA	Baseline	NA	NA

DEA.17.6 SUBPROGRAM SUMMARY
OUT-OF-HOME CHILDREN SERVICES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To promote permanent placement for children who must be removed from their families.

Subprogram Description:

This subprogram's services provide permanence, stability, and continuity of care for children removed from their families. Services include, but are not limited to case management, permanency planning, provision of out-of-home care, filing of legal guardianship, and other out-of-home support services to individuals or families.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	47,726.6	28,850.3	30,930.4
Other Appropriated Funds	0.0	250.0	250.0
Other Non Appropriated Funds	913.7	0.0	0.0
Federal Funds	49,233.0	68,211.3	74,206.8
Program Total	97,873.3	97,311.6	105,387.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of ethnically and culturally diverse foster and adoptive homes for children in need of out of home placement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in newly licensed ethnically and culturally diverse foster homes (Special contract entered into for Native American families)	318	13	17.5	15

◆ Goal 2 To obtain permanent placements for children in out-of-home care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of children with finalized adoptions	439	525	606	758
● Percent of children with finalized guardianships	NA	Baseline	NA	NA
● Percent of children returned to legal custody of their parent	NA	Baseline	NA	NA
● Percent of children in out-of-home care who achieved permanency	NA	Baseline	NA	NA
● Percent of children in out-of-home care for more than 24 consecutive months	43	NA	32	26

DEA.17.7 SUBPROGRAM SUMMARY
CHILD SEVERANCE PROJECT
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 LAWS 1994, Ch.116, Sec.

Subprogram Mission:

To expedite procedures to terminate parent-child relationships for the purpose of placing children for adoption.

Subprogram Description:

This subprogram is designed to expedite severance of the parent-child relationship so that permanency planning for adoption can proceed. It provides funding for Attorney General services and other services to expedite the severance process.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	146.5	146.5	146.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	148.2	148.5	148.5
Program Total	294.7	295.0	295.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the process for terminating the parent-child relationship (TPR) when a child would not be safe if returned to the family.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of petitions to terminate the parent-child relationship filed	515	625	678	739

DEA.17.8 SUBPROGRAM SUMMARY
INDEPENDENT LIVING
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To provide young adults with the opportunity to achieve individual self-sufficiency.

Subprogram Description:

The subprogram provides training and financial assistance to children age 16 and older who are making the transition from foster

care to independent living.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	188.1	346.5	346.5
Program Total	188.1	346.5	346.5
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase the self-sufficiency of youth transitioning from foster care to independent living.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of Independent Living Program participants	476	586	600	610
● Number of Independent Living subsidy participants	150	202	210	220
● Percent of Independent Living Program participants who have graduated from high school or received a GED	45	38	39	40
● Percent of Independent Living Program participants who have enrolled in college or a trade school	7	34	35	36
● Percent of Independent Living Program participants who are or have been employed	40	41	42	43

DEA.17.9 SUBPROGRAM SUMMARY
SUBSIDIZED GUARDIANSHIP
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Statutory citation not provided

Subprogram Mission:

To provide permanency for children by strengthening the plan of guardianship with a monetary guardianship subsidy to persons appointed permanent guardian of an adjudicated dependent child.

Subprogram Description:

This subprogram provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department of Economic Security. These are children identified as unable to return home and for whom adoption has been ruled out. Medical services are provided to Title XIX eligible children through the Arizona Health Care Cost Containment System.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	105.0	124.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	105.0	124.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children receiving guardianship subsidies	NA	NA	Baseline	NA

DEA.17.10 SUBPROGRAM SUMMARY
HIGH RISK INFANTS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S 8-701

Subprogram Mission:

To promote safe and healthy home environments for infants who were exposed to drugs and alcohol during their mother's pregnancy.

Subprogram Description:

This subprogram provides up to six months of intensive in-home services to a specified geographic area in Maricopa County and includes parent education (parenting skills), referral to behavioral and substance abuse treatment services for the parent(s), and referral to medical services for the infant. These services are provided via five community-based organizations and is known as project THRIVE (Therapeutic Help to Reach Infants Very Early). The subprogram enables children who are at-risk of child abuse and neglect, due to prenatal substance abuse or medical factors, to thrive and be safely maintained in their homes. Eligibility for the subprogram is based on a newborn having been exposed to harmful substances or who is medically at-risk and has been assigned for Child Protective Services investigation.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	496.9	686.3	686.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	496.9	686.3	686.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide services to biological and extended families in order to promote safe and healthy home environments for substance exposed infants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of families (infants) served	332	276	350	350
● Number of children removed from home	43	36	46	42

DEA.18 PROGRAM SUMMARY
ADOPTION SERVICES
Children, Youth and Families
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 8 Ch. 1 Art. 1 & 2

Program Mission:

To promote and maintain the adoption of special needs children through provision of necessary ongoing services to achieve the integration of the family and the eventual self-sufficiency of the child.

Program Description:

This program subsidizes the adoption of special needs children who pose high financial risk to prospective adoptive parents because of physical, mental or emotional disorders; or who, because of age, sibling relationship, racial or ethnic background, would otherwise be difficult to place in adoption. Oftentimes the physical, mental, or emotional disorders are as a direct result of the abuse or neglect which the children may have suffered before entering into the child welfare system. Necessary ongoing services include monthly maintenance payments, reimbursement of services rendered by community providers, crisis intervention, case management, information and referral, etc.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,758.4	17,200.1	18,507.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	9,081.5	10,500.0	11,114.8
Program Total	23,839.9	27,700.1	29,622.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To promote placements in permanent adoptive homes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of new adoptions subsidized	483	645	637	733
● Percent increase in new adoptions subsidized	3.4	33.5	14.8	15

DEA.19 PROGRAM SUMMARY
COMPREHENSIVE CHILD CARE
Division of Employment and Rehabilitation Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(b),(c), 41-1967, 35-113

Program Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing child care services.

Program 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,892.3	17,640.0	17,736.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	85,736.9	116,616.4	123,497.5
Program Total	100,629.2	134,256.4	141,233.9
FTE Positions	188.2	200.2	200.2

Program Goals and Performance Measures:

- ◆ Goal 1 To improve the efficiency and quality of the child care program administration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of satisfied customers	85.4	88.6	90	90.5
● Rate of timely service authorizations	90.5	90	91.5	92

- ◆ Goal 2 To increase the availability and supply of child care providers to support the needs of children and families.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children whose families are assisted by Child Care Resource and Referral (CCR&R)	31,050	33,535	34,373	35,232
● Percent of increase in average yearly number of children assisted by CCR&R services	2.5	8.0	2.5	2.5

- ◆ Goal 3 To increasingly meet the child care needs of low income working families at or below 135% of the federal poverty level (FPL) so that they may obtain or maintain employment. (CCA has decided to keep this goal at or below 135% of FPL until further tracking and analysis of data pertaining to 136% to 165% FPL becomes available.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Low-income working families in need of child care assistance at 37% utilization factor	20,935	21,306	21,661	21,989
● Average monthly number of low-income working families receiving child care assistance	9,191	12,585	19,800	20,800
● Number of additional low-income working families in need that receive child care assistance	NA	3,394	1,000	1,000

- ◆ Goal 4 To increase the utilization of TANF-related child care assistance to support TANF families in work participation, or allow them to accept employment leading towards economic independence.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● TANF-related caseload growth rate	>1	0	5	5

- ◆ Goal 5 To increase the number of former TANF families receiving transitional child care (TCC) assistance to maintain employment and economic independence.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● TCC caseload growth rate	14.3	0	5	5

- ◆ Goal 6 To increase the number of former TANF families receiving Benefit Extension of Transitional Child Care assistance to maintain employment and economic independence.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Benefit extension caseload growth rate	14.8	2.8	5	5

DEA.20 PROGRAM SUMMARY

COMPREHENSIVE MEDICAL AND DENTAL PROGRAM

Children, Youth, and Families

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 8-512

Program Mission:

To ensure that Arizona children in foster care receive appropriate and quality health care services in cooperation with foster care providers.

Program Description:

The program provides for the full coverage of medical and dental care for Arizona's foster children who are under the jurisdiction of the Department of Economic Security (DES), Arizona Department of Juvenile Corrections (DJC), and the Administrative Office of the Courts/Juvenile Probation Offices (AOC/JPO). The program is striving to become a managed health care program that delivers medical care to a group of enrolled members with emphasis on quality, cost-effective, and preventive care. Members would choose Primary Care Providers who "gatekeep" services, and make referrals to specialists. The program works with foster care providers who are defined as medical professionals and foster parents/caregivers who provide care for children in foster care according to Arizona statute.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,580.2	3,326.6	3,344.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,352.0	11,264.8	12,327.9
Federal Funds	0.0	0.0	0.0
Program Total	12,932.2	14,591.4	15,671.9
FTE Positions	49.0	49.0	49.0

Program Goals and Performance Measures:

- ◆ Goal 1 To increase the provision of quality medical and dental care to Arizona children in foster care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of children enrolled	8,749	9,479	10,431	11,390
● Average annual cost of children served	921	NA	1,043	1,026
● Timeliness of payments to providers (in days)	28.1	34.3	28.0	28.0
● Number of referrals for treatment based on Early and Periodic Screening and Diagnosis & Treatment (EPSDT) screening	852	942	976	1,045
● Average percent of children in foster care	67	75	90	95

age two and under who are immunized				
● Number of Preferred Provider Network doctors agreeing to see CMDP children	NA	204	100	200

◆ Goal 2 To develop CMDP into a Preferred Provider Network (PPN).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of PPN doctors agreeing to see CMDP children	NA	Baseline	100	200

DEA.21 PROGRAM SUMMARY

CHILD SUPPORT

Child Support Enforcement

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(C), Laws 1994, Ch. 374

Program Mission:

To provide effective and fair child support services.

Program Description:

The 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 Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS) Medical Assistance services, Foster Care, as well as to any other custodial or non-custodial person who applies for child support services. These services are provided pursuant to Title IV-D of the Social Security Act. Services in seven counties are provided by the Department of Economic Security, Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in two counties and has intergovernmental agreements with county attorneys to provide services in six counties. The program also provides payment processing services statewide for all cases, IV-D and non-Title IV-D.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,462.8	4,653.9	4,621.0
Other Appropriated Funds	34,465.7	9,135.4	9,313.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	31,520.4	35,226.1	35,579.2
Program Total	69,448.9	49,015.4	49,513.7
FTE Positions	721.2	735.2	735.2

Program Goals and Performance Measures:

◆ Goal 1 To increase IV-D child support collections.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● IV-D cases	290,447	268,405	254,985	253,710
● Court ordered IV-D cases	111,555	121,099	131,694	142,958
● IV-D cases with payments in the state fiscal year	65,143	74,960	82,456	90,702

● Total IV-D collections (millions)	159.8	189.2	208.0	228.8
● Percent change in IV-D collections from prior fiscal year	8.59	18.43	9.92	10.00

◆ Goal 2 To increase the number of paternity establishments for children who were born out of wedlock.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of IV-D caseload in the paternity function	38.79	36.88	32.52	27.82
● Children in the IV-D caseload requiring paternity establishment	180,243	115,083	99,516	84,694
● Children for whom paternity was established in the IV-D caseload	13,433	14,414	15,567	16,812
● Total children for whom paternity was established including those established in the Hospital Based Paternity Program	24,347	26,023	28,105	30,353
● Percent change in the number of children for whom IV-D paternities were established from the prior fiscal year	26.71	7.30	8.00	8.00

◆ Goal 3 To increase the establishment of legal obligations of support in IV-D cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of IV-D caseload in the establishment function	18.88	17.02	18.96	20.47
● IV-D cases requiring establishment	54,833	45,679	48,354	51,933
● IV-D support orders established	8,756	8,853	9,384	9,947
● Percent change in the number of IV-D orders established from the prior fiscal year	23.88	1.11	6.00	6.00

◆ Goal 4 To increase compliance with court orders.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of IV-D caseload in a IV-D enforcement function (excludes collection cases which represent paying cases with no arrears)	36.99	43.72	50.16	54.83
● IV-D cases in the enforcement function (excludes collection cases which represent paying cases with no arrears)	107,440	117,338	127,896	139,122
● IV-D cases with payments in the state fiscal year	65,143	74,960	82,456	90,702
● Percent change in IV-D cases with a IV-D collection from prior fiscal year	8.89	15.07	10	10
● Percent of IV-D caseload with a IV-D collection	22.43	27.93	32.34	35.75
● Percent of current IV-D support collected to current IV-D support owed (This measure is based upon federal fiscal year)	41.26	41.39	46.39	51.39
● Change in ratio of current IV-D support collected from prior fiscal year (This measure is based upon federal fiscal year.)	-1.64	0.13	5.00	5.00

◆ Goal 5 To increase customer satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent change in customers reporting satisfaction from prior fiscal year	NA	Baseline	3	3

◆ Goal 6 To improve the cost-effectiveness ratio.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent change in IV-D dollars collected for each IV-D dollar expended from prior fiscal year	0.83	1.72	7.26	5.94

DEA.22 PROGRAM SUMMARY
ADMINISTRATION-DEVELOPMENTAL DISABILITIES
Long Term Care System Fund
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 36, Ch. 5.1

Program Mission:

To develop, enhance, and support environments that will enable individuals with developmental disabilities to achieve and maintain physical well-being, personal and professional satisfaction, participation as family and community members, and safety from abuse and exploitation.

Program Description:

The Division of Developmental Disabilities (DDD), 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 mental retardation which is manifested before the age of 18; or children who are below the age of six and at risk of having a developmental disability. The Division serves both Arizona Long Term Care System (ALTCS) eligible individuals and Non-ALTCS individuals with developmental disabilities. ALTCS is a federally funded Medicaid research and demonstration program. Individuals with developmental disabilities who are eligible for services through the division may also be eligible for services through ALTCS. The division coordinates services and resources through six DES/DDD district offices and approximately 40 local offices in various communities throughout the state. The districts and local offices promote utilization of existing community resources and program flexibility to meet individual needs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	8,957.3	6,632.4	6,788.7
Other Appropriated Funds	70.1	0.0	0.0
Other Non Appropriated Funds	7,687.0	8,445.9	8,641.5
Federal Funds	0.0	0.0	0.0
Program Total	16,714.4	15,078.3	15,430.2
FTE Positions	379.0	352.8	354.8

Program Goals and Performance Measures:

- ◆ Goal 1 To increase communication with individuals, families, and communities by providing information about DDD programs and related systems and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of people provided information	2,156	2,540	2,590	2,641

- ◆ Goal 2 To increase consumer satisfaction with DDD services, supports, and systems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of satisfaction surveys distributed	1,552	0	1,600	0

(surveys conducted every 2 years)

● Number of satisfaction surveys completed	921	0	1,000	0
● Percent increase in division's consumer satisfaction rating	Baseline	0	5	0

- ◆ Goal 3 To increase opportunities for problem resolution for individuals with developmental disabilities and their families.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of successful resolutions conducted	77	100	100	100
● Number of grievances filed by families and/or consumers	289	292	302	296
● Percent decrease in the number of grievances filed by families and/or consumers through the use of the mediation program	NA	NA	Baseline	5

- ◆ Goal 4 To increase self-sufficiency by improving the individual with developmental disabilities and his or her family's control of resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of trained peer mentors (cumulative)	23	58	80	100
● Number of individuals mentored (cumulative)	21	66	80	100

DEA.23 PROGRAM SUMMARY
DDD CASE MANAGEMENT SERVICES
Developmental Disabilities/Long Term Care
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 36, Ch. 5.1

Program Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families in order to ensure they attain their maximum potential for independence, productivity, and integration into the community.

Program Description:

Case management services coordinates the assistance needed by ALTCS and Non-ALTCS eligible individuals and their families.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,451.0	5,999.7	6,504.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,574.9	12,366.1	13,300.8
Federal Funds	67.4	163.3	163.3
Program Total	16,093.3	18,529.1	19,968.6
FTE Positions	463.5	502.5	536.5

Program Goals and Performance Measures:

- ◆ Goal 1 To provide quality case management services for all DDD clients.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of DDD clients receiving case management services	6,911	6,892	7,245	7,265

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Number of ALTCS clients receiving case management services	9,200	10,103	11,096	12,190
● Percent of consumers satisfied with case management	NA	85	87	89
● DDD cost per member month	45.10	43.55	44.06	46.29
● ALTCS cost per member month	89.05	96.25	103.71	102.02

DEA.24 PROGRAM SUMMARY

DDD HOME AND COMMUNITY BASED SERVICES

Developmental Disabilities/Long Term Care System

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 36-552

Program Mission:

To effectively meet the needs of ALTCS and Non-ALTCS eligible individuals with developmental disabilities and their families, in the least restrictive home and community based settings, and to provide Family Support to promote independence and inclusion within the community.

Program Description:

This program consists of Home and Community Based Services (HCBS), including but not limited to respite, habilitation, housekeeping, therapies, and attendant care delivered in settings.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	90,840.5	103,055.6	110,884.1
Other Appropriated Funds	10,346.0	12,254.2	12,964.3
Other Non Appropriated Funds	115,109.2	123,000.5	137,190.7
Federal Funds	1,905.3	2,061.2	2,061.2
Program Total	218,201.0	240,371.5	263,100.3
FTE Positions	120.2	149.4	149.4

Program Goals and Performance Measures:

- ◆ Goal 1 To provide quality Home and Community Based services to eligible individuals with developmental disabilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of state-operated group home settings	14	14	14	14
● Number of vendor operated group home settings	600	600	600	600
● Percent of consumers satisfied with group homes	NA	90	90	90
● DDD cost per member month	3,982	3,982	3,952	3,952
● ALTCS cost per member month	4,028	4,028	4,025	4,009

- ◆ Goal 2 To increase the number of children returned home or placed in adoptive settings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children with a permanency plan	262	287	318	353
● Number of children returned home	21	16	37	45
● Number of children adopted	17	36	23	26

- ◆ Goal 3 To provide supports to individuals in their family homes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of individuals living at home with family	7,458	8,447	9,898	11,474
● Number of families receiving Assistance to Families payments	465	465	465	465
● Average yearly cost per family receiving Assistance to Families	694	694	694	694

DEA.25 PROGRAM SUMMARY

INSTITUTIONAL SERVICES

Developmental Disabilities/Long Term Care System

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 36-552

Program Mission:

To provide services to eligible individuals with developmental disabilities to maximize their functional capabilities, and to pursue home and community based placement whenever appropriate.

Program Description:

This program consists of state and vendor operated Intermediate Care Facilities for the Mentally Retarded (ICF/MR), Large Group Living Facilities, Nursing Facilities, and Residential Treatment Centers.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,780.8	3,380.5	3,489.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,643.9	7,344.9	7,593.2
Federal Funds	0.0	0.0	0.0
Program Total	10,424.7	10,725.4	11,082.7
FTE Positions	78.5	78.5	78.5

Program Goals and Performance Measures:

- ◆ Goal 1 To maintain certification for 100 percent of state operated Intermediate Care Facilities for the Mentally Retarded (ICF/MR).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of ALTCS clients living in state-operated ICF/MR	40	40	42	42
● Number of ALTCS clients living in vendor-operated ICF/MR	44	50	50	50
● Percent of consumers satisfied with ICF/MR	NA	90	90	90
● Cost per member month	8,450	8,450	8,450	8,450

- ◆ Goal 2 To increase the number of individuals with developmental disabilities transitioning to Home and Community Based Settings from nursing facility settings as indicated by the Pre-admission Screening and Annual Resident Review (PASARR) process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Number of clients screened	49	55	55	55
● Number of individuals identified as inappropriately placed	3	4	4	4
● Percent of identified individuals moved within 30 days of notification	90	100	100	100
● Cost per member month of individuals identified in nursing facilities	3,903	3,903	3,903	3,903

DEA.26	PROGRAM SUMMARY
ARIZONA TRAINING PROGRAM AT COOLIDGE	
Developmental Disabilities/Long Term Care System	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 36-2939(B)(1)	

Program Mission:

To provide active treatment to Arizona Long Term Care System (ALTCs) and Non-ALTCs eligible individuals, such as residential care, supervision, and services, to maximize their functional capabilities and to pursue home and community placements whenever possible and appropriate.

Program Description:

Intermediate Care Facilities for the Mentally Retarded (ICF/MR) consists of certified residential facilities which provide active treatment and other services in accordance with federal and state regulations. Active treatment is defined as a continuous, aggressive, consistent implementation of a program of specialized and generic training, treatment, health services, and related services that is directed toward the acquisition of the behaviors necessary for the individual to function with as much self determination as possible, and the prevention or deceleration of regression or loss of current optimal functional status. Active treatment does not include services to maintain generally independent individuals who are able to function with little supervision or in the absence of a continuous active treatment program. Large Group Living Facilities (LGLF) consists of large residential facilities certified by DES/DDD that provide care and supervision on a 24 hour basis. The types of services provided include habilitation, room and board, day treatment services, and other home and community based support services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,287.0	7,902.5	8,078.8
Other Appropriated Funds	183.5	0.0	0.0
Other Non Appropriated Funds	6,687.6	7,666.8	7,831.0
Federal Funds	0.0	0.0	0.0
Program Total	16,158.1	15,569.3	15,909.8
FTE Positions	443.5	443.5	443.5

Program Goals and Performance Measures:

- ◆ Goal 1 To provide quality residential services in the ATPC ICFs/MR, the large group living facility, and the state-operated group homes to eligible individuals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Consumer satisfaction rating of residential	NA	NA	Baseline	NA

services at ATPC

DEA.27	PROGRAM SUMMARY
MEDICAL SERVICES	
Long Term Care System Fund	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. Title 36-2939	

Program 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.

Program Description:

The program provides medical care and services for ALTCs eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; Early and Periodic Screening Diagnosis and Treatment (EPSDT); and other medical services, care, and supports.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12,427.4	12,848.8	13,962.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,100.0	30,619.4	32,734.0
Federal Funds	0.0	0.0	0.0
Program Total	34,527.4	43,468.2	46,696.6
FTE Positions	37.0	37.0	37.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide cost effective, quality health care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of health plans	5	5	5	5
● Member months	105,368	115,923	127,533	140,306
● Cost per member month	251.72	292.11	300.11	299.38

DEA.28	PROGRAM SUMMARY
REHABILITATION SERVICES	
Division of Employment and Rehabilitation Services	
Contact: Karen McLaughlin, Administrator	
Phone: (602) 542-3786	
A.R.S. 41-1954(A)(1)(d), PL 93-112	

Program Mission:

To work with individuals with disabilities to achieve increased independence and/or gainful employment through the provision of comprehensive rehabilitative and employment support services in a partnership with all stakeholders.

Program Description:

The program provides an array of specialized services to individuals who have physical or mental disabilities that constitute barriers to employment and/or independent living.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,756.7	15,866.2	16,348.1
Other Appropriated Funds	0.0	1,549.3	1,558.0
Other Non Appropriated Funds	16,070.4	13,328.5	13,328.5
Federal Funds	37,005.4	41,536.5	41,536.5
Program Total	66,832.5	72,280.5	72,771.1
FTE Positions	533.3	533.3	535.3

This Program Contains the Following Subprograms:

- ▶ Rehabilitation Services Administration
- ▶ Vocational Rehabilitation Services
- ▶ Independent Living Rehabilitation Services
- ▶ Employment Support Services (sli)

DEA.28.1 SUBPROGRAM SUMMARY
REHABILITATION SERVICES ADMINISTRATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(d);PL 93-112

Subprogram Mission:

To work with individuals with disabilities to achieve increased independence and/or gainful employment through the provision of comprehensive rehabilitative and employment support services in a partnership with all stakeholders.

Subprogram Description:

Rehabilitation Services Administration (RSA) provides support, leadership, training, consultation and resources to staff responsible for carrying out the mission of RSA through the three RSA Subprograms; manages a Business Enterprise Program (BEP) which provides employment for vocational rehabilitation clients who are legally blind; manages a state operated business (Arizona Industries for the Blind) which provides employment and training opportunities for (primarily) legally blind program clients; and supports the following Governor's Councils: Statewide Independent Living Council (SILC), the State Rehabilitation Council (SRC), Council on Blindness/VI, and Council on Spinal and Head Injuries. Support is provided in the areas of planning and evaluation, program services, finance and purchasing, human resources, management information, and services to individuals who are blind or visually impaired.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,333.4	2,572.8	2,629.7
Other Appropriated Funds	0.0	263.4	272.1
Other Non Appropriated Funds	4,967.7	4,229.9	4,229.9
Federal Funds	14,095.0	14,071.3	14,071.3
Program Total	21,396.1	21,137.4	21,203.0
FTE Positions	533.3	533.3	535.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide administrative support to field staff, advisory councils, internal and external customers

(including individuals with disabilities) for the purpose of employment of individuals with disabilities and to manage businesses for individuals who are blind.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● State Plans/Grants approved	3	3	3	3

DEA.28.2 SUBPROGRAM SUMMARY
VOCATIONAL REHABILITATION SERVICES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 23 Ch. 3, Art. 1 36-552

Subprogram 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.

Subprogram Description:

This subprogram assists individuals with disabilities to evaluate and determine appropriate employment goals and to identify the services/goods necessary to achieve these goals. To assist individuals to achieve employment, this subprogram provides counseling and an array of individually planned and purchased services including medical and psychological restoration, training, job development and placement, 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 program and purchases services and goods that benefit groups of individuals eligible for the Vocational Rehabilitation program.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,655.0	3,285.1	3,285.1
Other Appropriated Funds	0.0	84.7	84.7
Other Non Appropriated Funds	2,221.6	3,412.1	3,412.1
Federal Funds	21,764.9	26,103.3	26,103.3
Program Total	27,641.5	32,885.2	32,885.2
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To respond to the employment needs of individuals who are disabled.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals successfully rehabilitated	1,968	2,146	2,253	2,366

- ◆ Goal 2 To increase the efficiency of the Vocational Rehabilitation program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from application to plan implementation	164	99	99	99

DEA.28.3 SUBPROGRAM SUMMARY
INDEPENDENT LIVING REHABILITATION SERVICES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 (SLD) PL 93-112

Subprogram 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 State Independent Living Council.

Subprogram Description:

This subprogram promotes and advocates for the independent living needs and goals of individuals with significant disabilities; provides information and referral services; provides peer support and counseling services; provides grants and contracts to community programs to provide services and for community development; provides training in independent living skills to individuals; provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	543.7	575.0	1,000.0
Other Appropriated Funds	0.0	1,201.2	1,201.2
Other Non Appropriated Funds	967.8	133.1	133.1
Federal Funds	786.2	948.0	948.0
Program Total	2,297.7	2,857.3	3,282.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the ability of individuals to make decisions leading to self-determination and to live independently.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals closed who achieved or maintained independence	1,389	1,167	1,167	1,317

- ◆ Goal 2 To provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals receiving eye exams/glasses	8,381	7,866	7,866	7,866

DEA.28.4 SUBPROGRAM SUMMARY
EMPLOYMENT SUPPORT SERVICES (SLI)
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. Title 41, Ch. 14, Art 1.1

Subprogram Mission:

To work with individuals with the most severe disabilities to

maintain employment through the provision of employment support services in partnership with Community Rehabilitation Programs and all other stakeholders.

Subprogram Description:

This subprogram provides job coaching and other support services including counseling; case management; transportation; and monitoring for individuals with very severe disabilities to help them maintain their employment either within sheltered workshops, on community work crews or employer enclaves, or with private employers. This subprogram reviews the status of all individuals to determine whether opportunities exist to improve the individual's employment status. Opportunities to reduce reliance on long term supports, increase the individual's independence and integration, and reduce program costs are constantly assessed.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,224.6	9,433.3	9,433.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,913.3	5,553.4	5,553.4
Federal Funds	359.3	413.9	413.9
Program Total	15,497.2	15,400.6	15,400.6
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain the ability to respond to the extended employment support service (ESS) needs of individuals with the most severe disabilities exiting the Vocational Rehabilitation program who require long term supports.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals receiving ESS	1,546	2,017	2,017	2,017

DEA.29 PROGRAM SUMMARY
EMPLOYMENT SECURITY
Division of Employment and Rehabilitation Services
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 23-601 to A.R.S. 23-799

Program Mission:

To promote self-sufficiency and economic stability for present and potential job seekers and employers.

Program Description:

Provides for the collection of taxes from covered employers, payment of unemployment insurance benefits to eligible individuals based on their past earnings, job placement, counseling, job search assistance, referral to training, other employability services and opportunities to job seekers, recruitment services to employers, pre-occupancy housing inspections for migrant and seasonal farm workers, and technical assistance in the development of apprenticeship standards.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,464.0	149.1	152.6
Other Appropriated Funds	0.0	85.0	85.0
Other Non Appropriated Funds	152,378.4	173,402.8	173,402.8
Federal Funds	30,304.7	35,634.0	35,634.0
Program Total	186,147.1	209,270.9	209,274.4
FTE Positions	791.7	791.7	791.7

This Program Contains the Following Subprograms:

- ▶ Employment Security Administration
- ▶ Employment Services
- ▶ Unemployment Insurance

DEA.29.1 SUBPROGRAM SUMMARY
EMPLOYMENT SECURITY ADMINISTRATION
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 (SLI) PL 93-112

Subprogram Mission:

To provide the support which enables the Employment Security Administration (ESA) subprograms to meet their missions.

Subprogram Description:

To provide support to the Employment Service subprograms via personnel functions and staff training; budgeting, purchasing, and financial control; client advocacy; program monitoring; and benefit payment and control.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,464.0	149.1	152.6
Other Appropriated Funds	0.0	85.0	85.0
Other Non Appropriated Funds	186.5	18.8	18.8
Federal Funds	27,174.3	31,474.0	31,474.0
Program Total	30,824.8	31,726.9	31,730.4
FTE Positions	791.7	791.7	791.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve dissemination of administrative issues to ESA field staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ESA field staff satisfaction with program information shared by the ESA Leadership Team	40	88	89	90

DEA.29.2 SUBPROGRAM SUMMARY
EMPLOYMENT SERVICES
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 (SLI) PL 93-112

Subprogram Mission:

To assist job seekers and employers to achieve a quality workforce

through an improved service delivery system.

Subprogram Description:

The program provides job placement, counseling, job search assistance, referral to training, and certification of employers who qualify for a tax credit for providing jobs to eligible job seekers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,130.4	4,160.0	4,160.0
Program Total	3,130.4	4,160.0	4,160.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide employment opportunities for individuals seeking employment and increase the capability of meeting the needs of employers with employment opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of job seekers placed	52,059	52,352	52,352	52,352

DEA.29.3 SUBPROGRAM SUMMARY
UNEMPLOYMENT INSURANCE
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 23-601 to 23-799

Subprogram Mission:

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

Subprogram Description:

The subprogram provides unemployment insurance benefits to eligible individuals based on their past earnings and systematically collects payroll taxes from subject employers to fund the payment of those benefits.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	152,191.9	173,384.0	173,384.0
Federal Funds	0.0	0.0	0.0
Program Total	152,191.9	173,384.0	173,384.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the degree of accuracy and timeliness in paying UI benefits.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of UI benefits paid within 14 days of first compensatable week ending date	96.1	96.5	95.7	95.7

- ◆ Goal 2 To ensure sufficient funds are available to meet UI payment needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days to deposit 90% of taxes collected	3	2	2	1

DEA.30 PROGRAM SUMMARY

JOB TRAINING PARTNERSHIP ACT

Division of Employment and Rehabilitation Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 41-1954(A)(1)(a), PL 102-367

Program Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Program Description:

The Job Training Partnership Act (JTPA) Administration is the state grant recipient for JTPA federal funds. It has the responsibility for planning and policy direction, overall management, program development, and performance oversight of the employment and training programs operated in sixteen Service Delivery Areas (SDAs) and four Sub-state Areas (SSAs) as well as state-administered programs. The SDAs administer the programs for economically disadvantaged youth, adults and public assistance recipients (Titles IIA and IIC). The SSAs administer the programs for the economically dislocated workers (Title III). State-administered programs involve Dislocated Workers, Older Workers, and an intergovernmental agreement with the Department of Education.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,645.3	3,000.0	3,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	44,833.0	94,532.2	58,575.0
Program Total	48,478.3	97,532.2	61,575.0
FTE Positions	33.2	33.2	33.2

Program Goals and Performance Measures:

- ◆ Goal 1 To improve the service delivery system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of SDAs exceeding performance standards	88	81	88	94
● Substate grantee enrollments	4,826	4,205	4,625	5,087

- ◆ Goal 2 To improve placement in quality jobs, as defined by state performance standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Quality job placements by SDAs	598	663	729	801
● Quality job placements by SSAs	565	593	623	654

- ◆ Goal 3 To increase productivity of service provider staff through enhanced staff knowledge and experience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Seminars provided to SDAs and SSAs	10	10	10	10
● Percent of customers satisfied	85	9	91	93

- ◆ Goal 4 To meet or exceed the statewide average of all seven federal performance standards for the SDAs and SSAs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Technical assistance dollars provided to SDAs and SSAs (in thousands)	68.7	72	80	80
● Statewide average number of met or exceeded federal performance standards	5	5	6	7

DEA.31 PROGRAM SUMMARY

JOB OPPORTUNITIES AND BASIC SKILLS

Division of Employment and Rehabilitation Services

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-138.01, TANF

Program Mission:

To transition public assistance recipients to employment that will lead to economic independence.

Program Description:

The JOBS Administration provides comprehensive education, training, and employment services to individuals receiving Temporary Assistance for Needy Families (TANF) and Food Stamp benefits. The services provided include job readiness activities, unpaid work experience, job search, vocational training, basic education GED preparation, life skills training, on-the-job-training, job development and placement, case management, and support services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,982.3	6,235.4	6,239.1
Other Appropriated Funds	1,033.7	1,000.0	1,000.0
Other Non Appropriated Funds	526.2	0.0	0.0
Federal Funds	11,906.1	40,554.3	48,921.6
Program Total	23,448.3	47,789.7	56,160.7
FTE Positions	229.3	229.3	229.3

This Program Contains the Following Subprograms:

- ▶ Jobs Administration
- ▶ Job Opportunities and Basic Skills
- ▶ Food Stamp Employment and Training

DEA.31.1 SUBPROGRAM SUMMARY

JOBS ADMINISTRATION

Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-138.01 TANF

Subprogram Mission:

To transition public assistance recipients to employment that will lead to economic independence.

Subprogram Description:

The JOBS Administration provides comprehensive employment, education, and training services to individuals receiving Temporary Assistance for Needy Families (TANF) and Food Stamp benefits. The services provided include job readiness activities, unpaid work experience, job search, vocational training, basic education GED preparation, life skills training, on-the-job-training, job development and placement, case management and support service.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,003.3	1,756.4	1,760.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	385.3	0.0	0.0
Federal Funds	5,544.2	7,505.6	7,507.2
Program Total	6,932.8	9,262.0	9,267.3
FTE Positions	229.3	229.3	229.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of public assistance recipients who obtain employment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Participants who obtained employment	13,545	11,633	10,157	10,157

DEA.31.2 SUBPROGRAM SUMMARY
JOB OPPORTUNITIES AND BASIC SKILLS
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 Federal TANF Block Grant

Subprogram Mission:

To transition public assistance recipients to employment that will lead to economic independence.

Subprogram Description:

The JOBS subprogram provides opportunities such as assessment, education, training, employment, supportive services and case management to TANF recipients helping them to avoid long-term welfare dependence.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	8,979.0	4,305.1	4,305.1
Other Appropriated Funds	1,033.7	1,000.0	1,000.0
Other Non Appropriated Funds	2.2	0.0	0.0
Federal Funds	5,943.0	32,194.6	40,560.3
Program Total	15,957.9	37,499.7	45,865.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of TANF individuals who obtain employment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Clients who obtained employment	10,930	9,604	9,072	9,072

DEA.31.3 SUBPROGRAM SUMMARY
FOOD STAMP EMPLOYMENT AND TRAINING
 Contact: Karen McLaughlin, Administrator
 Phone: (602) 542-3786
 A.R.S. 46-138.01.A.4

Subprogram Mission:

To transition Food Stamp recipients to employment that will lead to economic independence.

Subprogram Description:

The subprogram provides short-term education, training, unpaid work experience and job search and also authorizes limited support services for mandatory Food Stamp recipients in the program.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	173.9	173.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	138.7	0.0	0.0
Federal Funds	418.9	854.1	854.1
Program Total	557.6	1,028.0	1,028.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain the number of Food Stamp recipients who obtain employment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Clients who obtained employment	2,615	2,029	1,085	1,085



AGENCY SUMMARY	
DEPARTMENT OF ENVIRONMENTAL QUALITY	
Jacqueline E. Schafer, Director	EVA
Contact: Jacqueline E. Schafer, Director (602) 207-2203	

Agency Mission:

The Department of Environmental Quality shall preserve, protect, and enhance the environment and the public health, and shall be a leader in the development of public policy to maintain and improve the quality of Arizona's air, land, and water resources.

Agency Description:

The Arizona Department of Environmental Quality's (ADEQ) purpose is to protect human health and the environment by enforcing standards of quality for Arizona's air, land, and water. The Department's Air Quality Division issues permits to regulate industrial air pollution sources, regulates vehicle emissions, monitors and assesses the ambient air, and develops air quality improvement strategies. The Department's Waste Programs Division implements programs to minimize waste generation, identifies and corrects improper waste management practices, and oversees the clean-up (remediation) of hazardous waste sites. The Department's Water Quality Division regulates drinking water and waste water systems, monitors and assesses waters of the state, and provides hydrologic analysis to support hazardous site remediation.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	16,419.0	20,895.1	20,143.3
➤ AIR QUALITY	18,446.1	16,495.6	14,336.5
➤ WASTE PROGRAMS	62,731.8	74,083.8	67,854.1
➤ WATER QUALITY	12,690.3	16,199.5	15,070.3
➤ MULTI-DISCIPLINARY PROGRAM	1,450.6	1,358.3	1,230.6
➤ WATER INFRASTRUCTURE FINANCE AUTHORITY	16,181.1	15,087.4	15,431.3
Capital Funds	0.0	0.0	0.0
Agency Total	127,918.8	144,119.7	134,066.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	34,268.0	33,356.0	31,121.6
Other Appropriated Funds	13,746.2	27,561.7	28,055.1
Other Non Appropriated Funds	55,589.9	61,102.0	53,776.7
Federal Funds	24,314.7	22,100.0	21,112.7
Operating Funds Subtotal	127,918.8	144,119.7	134,066.1
Capital Funds	0.0	0.0	0.0
Agency Total	127,918.8	144,119.7	134,066.1
FTE Positions	887.5	891.5	890.0

Agency Goals and Key Performance Measures:

◆ Goal 1 To provide environmental leadership.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of managers and supervisory staff trained in the principles of rule development	NA	50	75	100

◆ Goal 2 To strive for safe and healthy air for Arizonans.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Areas qualifying for redesignation to air quality attainment status (new redesignation criteria in 99)	1	7	3	3
● Number of days per year where the National Ambient Air Quality Standards for Ozone, Carbon Monoxide, or Particulate Matter are exceeded in Arizona.	1	1	0	0

◆ Goal 3 To strive for access to water that is clean and safe for Arizonans.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Perennial stream miles assessed	1,769	1,750	2,400	2,800
● Lake acres assessed (in thousands)	NA	Baseline	100	115
● Number of Total Maximum Daily Loads (TMDL) completed and groundwater studies completed	37	5	12	12

◆ Goal 4 To strive for safe and effective waste management.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of contaminated sites closed requiring no further action (cumulative) versus known universe of contaminated sites (cumulative)	49.7	58.7	64.4	69.3
● Annual amount of water treated and reused or recharged (in billions of gallons)	8.8	10.6	10.6	10.6
● Annual amount of contaminated soil treated and returned to acceptable quality (in thousands of tons)	0	8	8	8
● Annual percent reduction in statewide hazardous waste generated compared to 1992 base year (annual)	66	36	38	38
● Annual percent of public waste recycled or reused as reported by local governments and municipalities	NA	5.8	6.0	6.2

◆ Goal 5 To strategically manage ADEQ in order to be the best environmental agency in the nation.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of external ADEQ customers indicating agreement or strong agreement with a statement of overall satisfaction with agency service	NA	NA	80	85

◆ Goal 6 To strive for a constant focus on the needs of our customers.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of citizens expressing overall satisfaction with ADEQ services	NA	NA	Baseline	80
● Percent of external customers satisfied with records management unit assistance.	NA	Baseline	80	85

- ◆ Goal 7 To strive for effective data collection and analysis and the appropriate use of information.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent accuracy rate for Central Data Management Group data entry for LTF	NA	Baseline	95	96

- ◆ Goal 8 To effectively lead, train, and support ADEQ team members.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of employees indicating agreement with a statement of overall job satisfaction	NA	11	80	85

- ◆ Goal 9 To continuously improve systems and processes to achieve world class status.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of statutorily set permit timelines met through License Time Frames (LTF) rule	NA	Baseline	100	100

EVA.1 PROGRAM SUMMARY
ADMINISTRATION

Contact: John Timko, Director
 Phone: (602) 207-4867
 A.R.S. 49-101 - 49-1106

Program Mission:

To enable the preservation, protection, and enhancement of the environment and public health through efficient support of the programs of the department.

Program Description:

The Administration Division consists of five sub-programs: Office of Information Technology, Office of Fiscal Services, Human Resources, Contracts and Procurement, and Budget. These subprograms support the agency in compliance with the applicable statutes governing these areas of service.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,958.7	5,306.0	4,620.9
Other Appropriated Funds	357.4	10,668.9	10,998.9
Other Non Appropriated Funds	10,415.8	3,694.8	3,443.6
Federal Funds	1,687.1	1,225.4	1,079.9
Program Total	16,419.0	20,895.1	20,143.3
FTE Positions	197.8	202.8	202.8

This Program Contains the Following Subprograms:

- ▶ Executive Management
- ▶ Administrative Program Management
- ▶ Financial Services
- ▶ Information Technology
- ▶ Procurement and Contract Management

- ▶ Human Resources
- ▶ Administrative Counsel & Government/Legislative Relations
- ▶ Budget and Strategic Management
- ▶ Communications
- ▶ General Services

EVA.1.1 SUBPROGRAM SUMMARY
EXECUTIVE MANAGEMENT

Contact: Jacqueline E. Schafer, Director
 Phone: (602) 207-2203
 A.R.S. 49-101 - 49-110

Subprogram Mission:

To provide direction, set policy, develop and implement legislation and provide executive leadership for the agency. To ensure coordination and consistency and promote effectiveness and efficiency of agency actions. To work with agency customers to resolve problems and set priorities. To respond to emergencies and develop a strong and competent management team and technical staff.

Subprogram Description:

Executive Management is responsible for overall agency policy and directions. Important components include coordination between external and internal customers, improving service, product quality, efficiency, and ensuring consistent and fair decisions.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	812.9	830.0	851.6
Other Appropriated Funds	128.4	471.2	474.8
Other Non Appropriated Funds	352.4	1.4	0.5
Federal Funds	25.1	14.8	12.2
Program Total	1,318.8	1,317.4	1,339.1
FTE Positions	25.0	25.0	25.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To successfully manage the ADEQ agency goals and measurements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of quarterly review and analysis sessions completed	NA	Baseline	4	4

EVA.1.2 SUBPROGRAM SUMMARY
ADMINISTRATIVE PROGRAM MANAGEMENT

Contact: Charles Matthewson, Acting Deputy Director
 Phone: (602) 207-2204
 A.R.S. 49-101 - 49-110

Subprogram Mission:

To work in partnership with all the divisions to plan for the operational needs of ADEQ in order to enhance the delivery of program services to customers.

Subprogram Description:

To support each division in planning and meeting the program needs for the delivery of customer services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	842.2	1,361.4	1,434.2
Other Appropriated Funds	0.0	4,484.2	4,517.7
Other Non Appropriated Funds	4,580.2	20.0	16.9
Federal Funds	0.0	0.0	0.0
Program Total	5,422.4	5,865.6	5,968.8
FTE Positions	13.0	13.0	13.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To coordinate the delivery of timely, cost effective, and quality external and internal customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees indicating agreement with a statement of overall job satisfaction	NA	11	80	85
● Percent of citizens expressing overall satisfaction with ADEQ services	NA	NA	Baseline	80

EVA.1.3 SUBPROGRAM SUMMARY
FINANCIAL SERVICES
 Contact: Michael D. Clark, Chief Financial Officer
 Phone: (602) 207-4756
 A.R.S. 49-104, 49-113, 49-1072 thru 1079, et al.

Subprogram Mission:

The Financial Services Office provides timely, accurate, and professional financial, accounting, and other assigned support services for the Agency and its customers.

Subprogram Description:

The Financial Services Office provides traditional comptroller services such as general accounting services including, payroll, accounts receivable, accounts payable, and collection of delinquent billings. Under the supervision of the Chief Financial Officer, the subprogram provides more complex financial services such as financial and revenue audit services to assure verification of billing revenues and revenue payments; preparation of cost recovery site data and cost reports; financial analytical services and financial determination administration; and administration of the Licensing Time Frames' PLACE and CUSTOMER databases.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	306.6	318.6	328.2
Other Appropriated Funds	0.0	1,644.9	1,909.9
Other Non Appropriated Funds	284.7	1,899.0	2,686.6
Federal Funds	1,531.8	1,133.3	1,003.6
Program Total	2,123.1	4,995.8	5,928.3
FTE Positions	47.3	49.3	49.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve services and provide good quality customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of miscellaneous billings which are processed and mailed within 5 days	43	80	81	82

● Percent of mailed invoices received	89	86	88	90
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- ◆ Goal 2 To establish and consistently meet or exceed service level agreements with all Budget Office customers for the services provided.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in Improvement of feedback from customers regarding service level	NA	Baseline	+ 5	10

EVA.1.4 SUBPROGRAM SUMMARY
INFORMATION TECHNOLOGY
 Contact: James Ryan, Chief Information Officer
 Phone: (602) 207-4810
 A.R.S. 49-104

Subprogram Mission:

To provide information technology infrastructure and integrated systems to support the department's data processing needs in order to provide accurate information on a reliable, timely, and cost-effective basis to agency staff and management in support of their contribution to the agency's mission, and to external customers as requested and appropriate.

Subprogram Description:

The Information Resources program has nine major responsibilities including the following: Office of Information Technology (OIT) Management, System Administration, Help Desk, Technology Evaluation and Assessment, Communications, Operations, Programming, GIS/GPS Coordination, and Data Coordination. The OIT Management administers OIT to accomplish agency-wide information technology priorities. System Administration provides coordination across the agency to support the Novell and UNIX based servers and workstations. The Help Desk is the first resource utilized by a user to get assistance on information technology related problems. Technology Evaluation and Assessment plans for the information technology future for ADEQ by assessing customer and department needs. Communications provides and optimizes high-speed data communications and telecommunications to meet all customer needs. Operations ensures production systems are operational by maintaining the physical infrastructure of equipment. Programming utilizes ADEQ standard methods in the development and support of ADEQ. GIS/GPS Coordination provides coordination across the agency to exploit GIS/GPS technology. Data Coordination identifies which information needs sharing and plans how to share it.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	949.0	1,726.7	910.8
Other Appropriated Funds	133.1	2,150.5	2,166.3
Other Non Appropriated Funds	2,795.8	1,139.4	349.0
Federal Funds	86.0	50.2	41.3
Program Total	3,963.9	5,066.8	3,467.4
FTE Positions	37.5	40.5	40.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve alignment and prioritization of OIT resources toward agency objectives.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of all ADEQ major reports, policy statements, and notices available electronically	80	90	90	90
● Average service requests per month	1,200	1,148	1,500	1,200
● Percent of customers reporting services meet or exceed expectations	60	79.6	80	80

EVA.1.5 SUBPROGRAM SUMMARY
PROCUREMENT AND CONTRACT MANAGEMENT
 Contact: Kathleen Dougherty, Manager
 Phone: (602) 207-4727
 A.R.S. 49-104, 41-2501 et seq., 41-1081, et al.

Subprogram Mission:

In partnership with our customers, we provide professional procurement services, maximizing value and quality in accordance with the Arizona Procurement Code. To provide timely, accurate, and complete sample evaluation, analysis, and reports through centrally managing agency laboratory resources to meet program needs and minimize costs.

Subprogram Description:

The office provides procurement services necessary for ADEQ operations to ensure compliance with applicable laws and regulations. Laboratory Services supports the agency in compliance with the applicable statutes and federal regulations in partnership with the Environmental Protection Agency (EPA) governing these areas of services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	187.8	190.5	195.6
Other Appropriated Funds	0.7	208.0	209.5
Other Non Appropriated Funds	633.1	426.2	204.7
Federal Funds	0.0	0.0	0.0
Program Total	821.6	824.7	609.8
FTE Positions	13.0	13.0	13.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To continually improve services and enhance customer relations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers agreeing that services meet or exceed their expectations	NA	NA	80	85

- ◆ Goal 2 To provide leadership in quality concepts and practices for laboratory services that are critical to all environmental policies, decisions, and science.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with the referral/solution	NA	NA	Baseline	85
● Percent of internal customers satisfied with lab coordination/scheduling and administration of laboratory services contract	NA	NA	Baseline	85

EVA.1.6 SUBPROGRAM SUMMARY
HUMAN RESOURCES
 Contact: Michael Shcolnik, Manager
 Phone: (602) 207-4795
 A.R.S. 38-101 - 38-921, 49-104

Subprogram Mission:

To provide quality, comprehensive, human resources services and programs designed to support the agency's mission.

Subprogram Description:

The comprehensive programs and services provided by the Human Resource Section include employment, classification, compensation, employee relations, affirmative action, benefits, safety, and training. These programs are designed to support the agency in achieving its mission.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	109.0	112.0	114.9
Other Appropriated Funds	0.0	279.0	281.1
Other Non Appropriated Funds	296.6	6.7	2.5
Federal Funds	0.0	0.0	0.0
Program Total	405.6	397.7	398.5
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality training to ADEQ employees to maximize their on the job performance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ADEQ new employees that complete all the Core Skills Training Courses within 12 months of date of hire	NA	95	98	98
● Percent of employees receiving benefit information that rate quality of service from HR as "good" or "excellent"	NA	74	77	80

EVA.1.7 SUBPROGRAM SUMMARY
ADMINISTRATIVE COUNSEL & GOVERNMENT/LEGISLATIVE RELATIONS
 Contact: Mark Santana, Manager
 Phone: (602) 207-4251
 A.R.S. 49, 46.6

Subprogram Mission:

To ensure that the agency's regulatory, enforcement, adjudicatory and administrative functions are carried out in a manner that is based on sound legal principles that are fair, consistent, and timely.

Subprogram Description:

The Legal Services subprogram is administered by the Office of the Administrative Counsel (OAC) and is responsible for four major functions. Rule development, which is administered by the Rule Development Section. The department makes law by agency rule in a manner that meets the department's regulatory priorities, is open to participation by the public, and meets all legal requirements. Enforcement Coordination, which ensures that the department's enforcement efforts, which originate in several subprograms, are consistent, equitable, calculated to promote compliance, and are

based on sound legal principles. The program manages the administrative hearing process for the DEQ director and the Air Pollution Control Hearing Board so that persons are provided an opportunity for a hearing in an expeditious, competent, and fair manner. The program develops and implements the ADEQ Policy Management System and ensures that policies adopted by the agency are legally acceptable and enforceable. Title 41, Articles 3, 5, 6, 8 and 10; Title 49, Article 1.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	379.5	390.0	400.2
Other Appropriated Funds	95.2	397.0	399.6
Other Non Appropriated Funds	461.7	202.1	183.4
Federal Funds	44.2	27.1	22.8
Program Total	980.6	1,016.2	1,006.0
FTE Positions	18.0	18.0	18.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 The department will make law by agency rule in a manner that meets the department's regulatory priorities, meets all legal requirements, and is open to public participation according to the evolving principles of how government agencies are expected to act in an open and democratic society.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of priority rulemakings (e.g., those to which the department commits program and OAC resources for any given fiscal year) and any 5 year reviews scheduled as due which will be approved by the Director and submitted to the Governor's Regulatory Review Council (GRRC)	37	47	47	47

- ◆ Goal 2 To manage the administrative hearing process so that persons are provided hearings in a fair, competent, and timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of notice of administrative hearing (NAH) issued within 5 working days of receiving all necessary documentation	NA	Baseline	90	95

- ◆ Goal 3 To provide competent and timely administrative, legal, and/or policy advice.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average cycle time in months to approve or renew policies	7.5	5	4.75	4.5

- ◆ Goal 4 To coordinate ADEQ's enforcement efforts so that they are predictable, consistent, equitable, calculated to promote compliance, and based on sound legal principles.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of referrals forwarded to the AGO within 5 working days of receipt	NA	Baseline	100	100

- ◆ Goal 5 To improve the image and perception of ADEQ among legislators and the internal/external public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Coordination of prompt response to legislative inquiries	NA	NA	NA	NA

- ◆ Goal 6 To design and implement robust incentive and assistance programs for Environmental Justice issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customer satisfaction ratings rated excellent or better	NA	NA	80	80

EVA.1.8 SUBPROGRAM SUMMARY

BUDGET AND STRATEGIC MANAGEMENT

Contact: Claudette Muller, Manager
 Phone: (602) 207-4402
 A.R.S. 49-101 - 49-110

Subprogram Mission:

To provide planning support to the agency leaders and elements; manage special studies and projects which have agency-wide impact; provide services in areas such as strategic planning, total quality, performance measurement, policy management, systems and process analysis, survey management, facilitation services, continuous process improvement, and selected training; and perform other duties as assigned. The Budget Office facilitates the effective and efficient allocation of resources in accordance with fiscally sound budgeting and strategic planning principles; to provide high quality work that is factually-based and delivered in a timely and professional manner.

Subprogram Description:

Budget and Strategic Management (formerly known as the Office of Program Support and Assistance PSA) is responsible for coordinating the agency strategic planning activities and other duties and projects as assigned by the Deputy Director or Director of ADEQ. In addition, Budget provides a central resource for the research, analysis, and recommendations regarding the agency's operating budget for all fund sources; assists programs in budget and grant preparation and monitoring; advises management regarding the preparation of ADEQ's budget and supplemental requests; and assists in the promotion and advancement of ADEQ's financial needs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	48.7	46.5	46.5
Other Appropriated Funds	0.0	477.7	479.3
Other Non Appropriated Funds	443.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	491.8	524.2	525.8
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To implement a strategic management system which emphasizes focus, alignment, and accountability at all levels of the agency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Percent of external ADEQ customers indicating agreement or strong agreement with a statement of overall satisfaction with agency service NA NA 80 85

◆ Goal 2 To champion ADEQ productivity enhancements and quality process improvements through the implementation of leadership and management systems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in improvement of feedback from customers regarding service level	NA	Baseline	5	10
● Percent of managers completing required training in ADEQ leadership and management program	NA	NA	50	100

◆ Goal 3 To establish and consistently meet or exceed service level agreements with all Budget Office customers for the services provided.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase of improvement in feedback from customers regarding service level	NA	Baseline	5	10

EVA.1.9 SUBPROGRAM SUMMARY
COMMUNICATIONS
 Contact: John Hagen, Director
 Phone: (602) 207-7668
 A.R.S. 49-101 - 49-105, 49-456

Subprogram Mission:

To provide information services for the public, regulated community, media, legislature, and other government entities. The Office of Outreach and Information will meet the needs of the ADEQ customers through information, education about ADEQ and its role in maintaining the environment, and employee support. The Media Relations Office will provide accurate, timely information to and keep an open line of communication with the public, other government agencies, news media and ADEQ staff.

Subprogram Description:

The subprogram is responsible for overseeing the department's general communications. The subprogram provides information to Arizona businesses, trade associations, academic institutions, and other interested parties. The Media Relations Office is responsible for overseeing what information is released to the news media. The Office of Outreach and Information provides centralization for environmental education, information services, and publications management to support all ADEQ customers and the department's employee recognition activities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	169.0	173.7	178.2
Other Appropriated Funds	0.0	348.7	351.3
Other Non Appropriated Funds	355.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	524.9	522.4	529.5
FTE Positions	12.0	12.0	12.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve department credibility.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of press releases by ADEQ and programs	NA	62	75	80

◆ Goal 2 To meet the information needs of our customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied	NA	NA	80	85

◆ Goal 3 To educate the public about ADEQ and its role in maintaining the environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of public satisfied with presentations	NA	Baseline	85	87

◆ Goal 4 To support department and program activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of news articles distributed that are related to the department and the environment	NA	1,780	1,900	2,000

◆ Goal 5 To support activities which recognize employees and encourage environmental leadership and community involvement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ADEQ employees satisfied with ADEQ's efforts to reward and recognize employees	NA	19	85	90

EVA.1.10 SUBPROGRAM SUMMARY
GENERAL SERVICES
 Contact: Tara Roesler, Manager
 Phone: (602) 207-4719
 A.R.S. 49-104

Subprogram Mission:

To provide timely, cost effective, and quality general services support for ADEQ programs and employees.

Subprogram Description:

General Services core business functions include copy services, general store, mail services, fleet dispatch and maintenance, facility scheduling, construction, maintenance, and parking. Records management core business functions include maintaining easy access to information including folders, files, maps, and other records of the agency; and maintaining a centralized records management information center.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	154.0	156.6	160.7
Other Appropriated Funds	0.0	207.7	209.4
Other Non Appropriated Funds	212.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	366.3	364.3	370.1
FTE Positions	12.0	12.0	12.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide timely, cost effective, and quality general services support for ADEQ employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating service quality and response average or above average	NA	95	95	95
● Percent of internal customers satisfied with fleet service	NA	NA	Baseline	75

- ◆ Goal 2 To improve records management services and provide quality customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of internal customers satisfied with records management unit assistance	NA	NA	Baseline	80

EVA.2 PROGRAM SUMMARY

AIR QUALITY

Contact: Nancy C. Wrona, Division Director
Phone: (602) 207-2308
A.R.S. 49-401 - 49-593

Program Mission:

The Air Quality Division is dedicated to controlling present and future sources of air pollution to protect the environment and ensure the health and general welfare of the citizens of Arizona.

Program 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,181.5	2,277.6	797.9
Other Appropriated Funds	6,832.9	11,280.7	11,982.5
Other Non Appropriated Funds	6,419.3	1,090.0	0.0
Federal Funds	3,012.4	1,847.3	1,556.1
Program Total	18,446.1	16,495.6	14,336.5
FTE Positions	173.7	174.7	174.7

This Program Contains the Following Subprograms:

- ▶ Air Quality Program Management
- ▶ Air Pollution Emission Control
- ▶ Air Quality Management and Analysis

EVA.2.1 SUBPROGRAM SUMMARY

AIR QUALITY PROGRAM MANAGEMENT

Contact: Nancy C. Wrona, Division Director
Phone: (602) 207-2308
A.R.S. 49-401 - 49-593

Subprogram Mission:

To provide leadership, management, support, and direction for all air programs for efficient delivery of services.

Subprogram 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	361.1	371.1	380.8
Other Appropriated Funds	2,138.7	3,346.5	3,493.5
Other Non Appropriated Funds	2,368.3	500.0	0.0
Federal Funds	547.7	335.9	282.9
Program Total	5,415.8	4,553.5	4,157.2
FTE Positions	47.8	47.8	47.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure continuous process improvement, employee professional development, teamwork, and pride.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff provided with technical training	NA	Baseline	5	10

EVA.2.2 SUBPROGRAM SUMMARY

AIR POLLUTION EMISSION CONTROL

Contact: Nancy C. Wrona, Division Director
Phone: (602) 207-2308
A.R.S. 49-401 - 49-593

Subprogram Mission:

To protect public health by ensuring regulated facilities and pollution-generating activities meet air emission standards through equitable and efficient permitting, inspections, enforcement, and assessment and monitoring.

Subprogram Description:

Compliance activities performed by the AQD ensure that facilities remain in compliance with all statutes, rules, and permit conditions; and, 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. The Vehicle Emissions Inspection section has implemented an enhanced and basic vehicular inspection and maintenance program; and, they operate a remote sensing program to control mobile source emissions. Inspection and enforcement activities, as well as review of compliance documents and the development of mutually acceptable compliance schedules with non-complying sources, are performed to meet the EPA requirements to maintain a compliance assurance program for existing delegated federal programs.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,668.1	1,749.9	256.4
Other Appropriated Funds	4,504.9	6,764.3	7,319.8
Other Non Appropriated Funds	2,768.7	590.0	0.0
Federal Funds	333.9	204.8	172.5
Program Total	9,275.6	9,309.0	7,748.7
FTE Positions	89.6	89.6	89.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To bring non-complying facilities or activities into compliance with state and federal laws, rules, and standards through timely and appropriate enforcement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of NOV's processed in 120 days	NA	60	65	65

- ◆ Goal 2 To efficiently develop and implement the permit process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of air pollution control permit actions within LTF time frames	NA	NA	100	100

- ◆ Goal 3 To reduce the impact of mobile source contributors of air pollution by effective implementation of control measures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Vehicles that have failed inspection and later brought into compliance (in thousands)	NA	170.6	190.0	190.0

EVA.2.3 SUBPROGRAM SUMMARY
AIR QUALITY MANAGEMENT AND ANALYSIS
 Contact: Nancy C. Wrona, Division Director
 Phone: (602) 207-2308
 A.R.S. 49-401 - 49-593

Subprogram 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.

Subprogram Description:

The Arizona Department of Environmental Quality is required by statute to maintain and develop statewide air pollution control programs, including the State Implementation Plan (SIP) and development of emission management rules. The program is designed to catalog and track revision to the SIP developed by both Agency and local jurisdictions; adopt and keep current with numerous federal emission management rules; and to implement State emissions management statutes.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	152.3	156.6	160.7
Other Appropriated Funds	189.3	1,169.9	1,169.2
Other Non Appropriated Funds	1,282.3	0.0	0.0
Federal Funds	2,130.8	1,306.6	1,100.7
Program Total	3,754.7	2,633.1	2,430.6
FTE Positions	36.3	37.3	37.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To work in cooperation with other responsible entities to achieve attainment by developing and implementing non-attainment area attainment plans

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of nonattainment areas qualifying for redesignation to attainment (new redesignation criteria in 99)	3	7	NA	NA

- ◆ Goal 2 To provide timely and accurate information to the public by conducting meetings, seminars, presentations, inquiry responses, and events.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of overall customer satisfaction	NA	NA	>80	>80

- ◆ Goal 3 To develop timely rule packages

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of rule making packages	NA	2	11	8

- ◆ Goal 4 To provide accurate information obtained from ambient air quality monitoring.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days per year where the National Ambient Air Quality Standards for Ozone, Carbon Monoxide, or Particulate Matter are exceeded in Arizona.	1	1	0	0

- ◆ Goal 5 To support Hazardous Air Pollutants research throughout Arizona by completing special air quality studies and quality assured data base.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual completion of special projects and programs	NA	NA	100	100

- ◆ Goal 6 To provide accurate technical information for regulatory decision making.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual evaluation completion of analysis of ambient air pollution concentrations using emission inventories, meteorological data, and complex computer models	NA	NA	100	100

EVA.3 PROGRAM SUMMARY
WASTE PROGRAMS
 Contact: Jean Calhoun, Division Director
 Phone: (602) 207-2382
 A.R.S. 49-701 - 49-1071

Program 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 ensuring cleanup of contamination where it has occurred and by responding to customer needs in a timely manner.

Program Description:

The Waste Programs Division carries out its mission through the regulation of solid and hazardous waste treatment, storage and disposal facilities, hazardous waste generators, and underground storage tanks. The Division issues permits; conducts inspections; approves closure activities; oversees remediation of contamination; and encourages recycling, reuse, and other forms of pollution prevention. The Division is made up of the following subprograms: Superfund (State and federal), Hazardous Waste, Solid Waste, Underground Storage Tanks, Pollution Prevention, and Voluntary Remediation.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	16,933.2	17,723.5	17,524.3
Other Appropriated Funds	4,905.5	2,317.1	1,748.9
Other Non Appropriated Funds	36,688.4	50,109.5	44,668.7
Federal Funds	4,204.7	3,933.7	3,912.2
Program Total	62,731.8	74,083.8	67,854.1
FTE Positions	265.2	266.2	264.7

This Program Contains the Following Subprograms:

- ▶ Waste Programs Management
- ▶ Solid Waste
- ▶ Hazardous Waste
- ▶ Underground Storage Tanks
- ▶ Superfund
- ▶ Voluntary Remediation and Prevention

EVA.3.1 SUBPROGRAM SUMMARY
WASTE PROGRAMS MANAGEMENT
 Contact: Jean Calhoun, Division Director
 Phone: (602) 207-2382
 A.R.S. 49-701 - 49-1071

Subprogram Mission:

To provide leadership, management, and support for all waste programs for efficient and effective delivery of services.

Subprogram 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.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	634.1	651.6	668.7
Other Appropriated Funds	2,421.4	107.5	187.4
Other Non Appropriated Funds	1,533.5	1,654.0	1,477.8
Federal Funds	1,099.5	1,060.7	1,056.0
Program Total	5,688.5	3,473.8	3,389.9
FTE Positions	66.0	66.0	66.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce the number of contaminated sites by clean up of presently contaminated sites and proper management of wastes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of contaminated sites closed requiring no further action (cumulative) versus known universe of contaminated sites (cumulative)	49.7	58.7	64.4	69.3
● Percent of existing Underground Storage Tanks (USTs) in compliance with the federal December 22, 1998 upgrade requirements versus universe of active USTs	NA	89.9	80.0	90.0

- ◆ Goal 2 To decrease the amount of wastes produced in the State by advocating pollution prevention, recycling, reuse, and waste minimization.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of emergency responses preventing or minimizing harm to public health or the environment.	N/A	176	180	183
● Percentage of existing hazardous waste treatment, storage and disposal (TSD) facilities and large quantity generators (LQG) in compliance (vs all TSD and LQGs).	N/A	90	91	92
● Percentage of active facilities with approved certified pollution prevention plans vs total facilities with plans.	N/A	NA	95	95
● Percentage of toxic use reduction plan goals met vs total number of goals that could have been met (calendar year 99 will be reported in 12/00).	N/A	50	75	75

- ◆ Goal 3 To recruit and maintain a highly motivated and well trained work force.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees indicating agreement with a statement of overall job satisfaction in Waste Division	NA	NA	80	85

◆ Goal 4 To improve our perception by and services to the public through good government.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of citizens expressing overall satisfaction with ADEQ Waste Program services	NA	NA	Baseline	80

EVA.3.2 SUBPROGRAM SUMMARY
SOLID WASTE
 Contact: Peggy Guichard-Waters, Manager
 Phone: (602) 207-4117
 A.R.S. 49-701 - 49-881

Subprogram Mission:

To effectively monitor and administer the laws and regulations for the storage, treatment, and disposal of solid waste; to effectively advocate that the amount of solid wastes generated be reduced; and to encourage solid wastes to be reused and recycled in lieu of disposal.

Subprogram Description:

This subprogram maintains an inventory of all solid waste storage, treatment and disposal facilities operating in Arizona. The program reviews and approves design and operation plans for landfills and special waste facilities, and issues other licenses and permits to other solid waste facilities. The facilities are periodically inspected and compliance data are maintained for each facility. Compliance assistance is made available to any regulated person, and timely and appropriate enforcement actions are pursued for significant noncompliance, including the remediation of contaminated sites. Finally, the program engages in advocacy for solid waste reduction, reuse, and recycling and provides grant monies to selected demonstration projects.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	715.4	474.6	613.8
Other Appropriated Funds	816.3	1,275.7	1,119.8
Other Non Appropriated Funds	2,608.4	2,018.6	2,147.5
Federal Funds	13.4	5.3	1.9
Program Total	4,153.5	3,774.2	3,883.0
FTE Positions	35.7	35.7	35.7

Subprogram Goals and Performance Measures:

◆ Goal 1 To minimize and ultimately eliminate contamination and public health threats from improper storage, treatment and disposal of solid wastes; and continuously seek ways to improve the program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contaminated sites closed requiring no further action (cumulative) vs all known sites (cumulative).	618/955	766/102	901/117	1036/13
		6	6	26

EVA.3.3 SUBPROGRAM SUMMARY
HAZARDOUS WASTE
 Contact: Mark Charles, Manager
 Phone: (602) 207-4567
 A.R.S. 49-108, 49-901 to 49-973

Subprogram Mission:

To effectively monitor and administer laws and regulations for the generation, treatment, storage, and disposal of hazardous wastes and hazardous materials.

Subprogram Description:

The subprogram implements both the State and Federal hazardous waste laws pursuant to delegation from U.S. Environmental Protection Agency (EPA). The program maintains an inventory of hazardous waste generators, as well as treatment storage and disposal (TSD) facilities in Arizona. Permits are issued to TSD facilities. Generators and TSD facilities are periodically inspected. Compliance data is collected and stored. Compliance assistance is made available to any regulated person, and enforcement actions are pursued against significant violators, including the remediation of contaminated sites. Finally, the program is responsible for undertaking multimedia environmental emergency responses.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	224.3	230.5	236.5
Other Appropriated Funds	379.4	433.9	441.7
Other Non Appropriated Funds	31.2	105.9	89.5
Federal Funds	842.0	609.0	609.1
Program Total	1,476.9	1,379.3	1,376.8
FTE Positions	28.6	28.6	28.6

Subprogram Goals and Performance Measures:

◆ Goal 1 To minimize and ultimately prevent soil and groundwater contamination from releases of hazardous substances, materials, and wastes; and to continuously seek ways to improve the program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of emergency responses preventing or minimizing harm to public health or the environment	NA	194	200	200
● Annual percent of existing TSDs and LQGs in compliance	NA	90	91	92
● Number of contaminated sites closed requiring no further action	NA	1	19	19
● Number of hazardous waste sites cleaned up or cases closed requiring no further action (cumulative) versus known universe of contaminated sites (cumulative)	12/28	13/28	32/79	51/89

◆ Goal 2 To promote the reporting and mitigation of emergency releases of hazardous materials and pollutants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Incidents with ADEQ on-site response	226	176	200	200

EVA.3.4 SUBPROGRAM SUMMARY
UNDERGROUND STORAGE TANKS
 Contact: Ronald Kern, Manager
 Phone: (602) 207-4242
 A.R.S. 49-1001 - 49-1092

Subprogram Mission:

To minimize leaks from USTs through a program of registration,

periodic inspections, compliance/enforcement, and customer assistance; to manage and ensure security of UST program hard and electronic files for the benefit of customers; and to provide UST outreach to the public. To protect human health and the environment by ensuring the clean up of contamination caused by leaking underground storage tanks (LUSTs) and by providing public education and financial assistance.

Subprogram Description:

The subprogram registers all USTs, subject to statutory requirements, in the state of Arizona and maintains an inventory of these tanks. This program is also responsible for maintaining accurate data on the location and compliance status of all Arizona USTs. The program ensures compliance with all applicable federal and state installation, operational, and closure requirements. Periodic inspections are conducted to ensure continued compliance with state and federal operational requirements. Where operators fail to meet these requirements, the program is authorized to pursue civil or administrative enforcement to achieve compliance. Owners and operators of new and existing USTs are provided compliance assistance through newsletters, conferences, Internet web-site information, training and individual assistance. Financial Services assists the subprogram with UST financial programs review and administration of UST payments, to include State Assurance Fund, UST Grant, fees, taxes, refunds and exemptions. The subprogram is responsible for tracking releases from USTs and ensuring that each LUST site is adequately investigated and remediated. This is accomplished by publishing technical guidance, enforcement, state lead actions, and promoting LUST cleanup actions through expeditious and efficient processing of applications for financial assistance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	450.8	1,550.0	1,300.0
Other Appropriated Funds	0.0	500.0	0.0
Other Non Appropriated Funds	4,193.8	4,711.4	4,467.9
Federal Funds	1,053.4	1,096.7	1,087.4
Program Total	5,698.0	7,858.1	6,855.3
FTE Positions	77.9	78.9	77.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To minimize releases of regulated substances from Underground Storage Tank (UST) systems; to manage effectively UST program information and data; to provide for excellent customer service and outreach to the public; and to continuously seek program improvements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of existing UST facilities in compliance with December 22, 1998 federal UST upgrade requirements versus universe of active USTs	24.0	89.9	90.0	90.0

- ◆ Goal 2 To assist UST owners and operators in complying with UST statutes and regulations, promote cost effective corrective actions, and provide adequate customer service while seeking continuous improvements to the program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of contaminated sites closed requiring no further action (cumulative) versus known universe of contaminated sites (cumulative)	49.7	58.7	64.4	69.3

EVA.3.5 SUBPROGRAM SUMMARY
SUPERFUND
 Contact: Byron James, Manager
 Phone: (602) 207-4187
 A.R.S. 49-281 - 49-296

Subprogram Mission:

To enhance the Arizona environment by responding to and controlling, mitigating, or eliminating all historic hazardous substance sites at a minimum impact to taxpayers and the public.

Subprogram Description:

The Superfund subprogram is responsible for the identification, assessment, and remediation of sites that are contaminated with hazardous substances. The programs and services provided to the public and private sectors include evaluation of potentially contaminated sites; review, approval, and oversight of privately funded clean up activities; investigation and remediation of sites using state funds; identification of responsible parties; settlements with potentially responsible parties and recovery of state funds through development of evidence and scientific data needed for cost recovery and settlement actions by the Attorney General's Office; providing 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; and community involvement through community advisory boards.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,523.3	14,492.7	14,372.7
Other Appropriated Funds	1,288.4	0.0	0.0
Other Non Appropriated Funds	28,028.7	40,627.7	35,648.2
Federal Funds	928.8	883.4	881.7
Program Total	44,769.2	56,003.8	50,902.6
FTE Positions	43.4	43.4	43.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and prioritize sites, address human and environmental risks at prioritized sites, minimize impacts on taxpayers and the public, and continuously seek program improvements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● WQARF sites cleaned up, or where remediation is in process or implemented	9	1	2	2
● Gallons of water treated and reused or recharged (in billions)	8.80	1.96	2.00	2.00
● Pounds of hazardous substances removed from the environment (in billions)	NA	4.805	TBD	TBD

- Number of Water Quality Assurance Revolving Fund (WQARF) sites scored and placed on the Registry NA 27 50 75

EVA.3.6 SUBPROGRAM SUMMARY
VOLUNTARY REMEDIATION AND PREVENTION
 Contact: Jeffrey Kulon, Manager
 Phone: (602) 207-4209
 A.R.S. 49-104.A17, B17, 153, 157, 282, 961, & 973

Subprogram Mission:

To oversee and expedite voluntary remediation activities, promote and encourage opportunities for pollution prevention, and ensure the effective delivery of Division services.

Subprogram Description:

The program assists, oversees, and expedites voluntary remediation of contaminated sites, including the state's Greenfields and Brownfields initiatives. The program also reviews and approves pollution prevention plans and reports required by state law. In addition, the program promotes pollution prevention opportunities in both the private and public sectors. Finally, this subprogram provides support for Waste Program recruitment, training, resolution of cross programmatic issues, data management, and strategic planning and budgeting. (This subprogram is now a combination of 2 subprograms formerly known as the Voluntary Remediation and Pollution Prevention Subprogram).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	385.3	324.1	332.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	292.8	991.9	837.8
Federal Funds	267.6	278.6	276.1
Program Total	945.7	1,594.6	1,446.5
FTE Positions	13.6	13.6	13.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide pollution prevention technical assistance to Arizona businesses and leadership on pollution prevention.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual percent reduction on statewide hazardous waste generation compared to 1992 base year (reported calendar year - 2 years prior, additionally, measurement of HW generation ceased after calendar year 99, which will be reported in 2001)	66	66	38	35
● Percent of toxic use reduction plan goals met versus total number of goals that could have been met (calendar year 99 will be reported in 12/00)	NA	50	75	75
● Percent of active facilities with approved certified pollution prevention plans versus total facilities with plans	NA	NA	95	95

- ◆ Goal 2 To provide expedited reviews and resolution of actions through the ADEQ Voluntary subprogram.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contaminated sites closed requiring no further action versus all cumulative known sites	NA	37/75	52/95	67/120

EVA.4 PROGRAM SUMMARY
WATER QUALITY
Water Quality Division
 Contact: Karen Smith, Division Director
 Phone: (602) 207-2306
 A.R.S. 49-201 - 49-391

Program Mission:

To preserve, protect, and enhance water quality and public health for the citizens of Arizona by minimizing the impact of pollutants discharged to surface and ground waters from point sources and non-point sources.

Program 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.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,189.5	4,759.8	4,881.7
Other Appropriated Funds	1,644.9	3,277.4	3,307.4
Other Non Appropriated Funds	1,724.5	4,680.6	3,913.4
Federal Funds	4,131.4	3,481.7	2,967.8
Program Total	12,690.3	16,199.5	15,070.3
FTE Positions	221.8	218.8	218.8

This Program Contains the Following Subprograms:

- ▶ Water Quality Program Management
- ▶ Safe Drinking Water
- ▶ Water Quality Assessment and Management
- ▶ Point Source
- ▶ Nonpoint Source

EVA.4.1 SUBPROGRAM SUMMARY
WATER QUALITY PROGRAM MANAGEMENT
 Contact: Karen Smith, Division Director
 Phone: (602) 207-2306
 A.R.S. 49-201 - 49-391

Subprogram Mission:

To provide leadership, management, and support for all water quality programs for efficient and effective delivery of services.

Subprogram Description:

Water Quality Program Management includes providing management and administrative services to the program; planning, controlling and monitoring expenditures of staff and budgetary resources; providing for staff training and employee evaluations; developing policies and procedures; providing input on legislative

issues; overseeing the strategic plan and workplan implementation; evaluating program effectiveness; and overseeing delegation agreements with local jurisdictions.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,211.7	1,255.6	1,287.7
Other Appropriated Funds	127.7	303.1	305.8
Other Non Appropriated Funds	375.9	1,185.8	1,008.6
Federal Funds	498.2	489.9	449.4
Program Total	2,213.5	3,234.4	3,051.5
FTE Positions	44.1	41.1	41.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide good government.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with Water Quality Division	NA	Baseline	81	83
● Budget versus expenditures (increase efficiencies to provide program growth) - (in thousands)	N/A	Baseline	3,677.4	3,677.4

- ◆ Goal 2 To focus on customer needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of web site visits	NA	Baseline	NA	NA

EVA.4.2 SUBPROGRAM SUMMARY
SAFE DRINKING WATER
 Contact: Jeffrey Stuck, Manager
 Phone: (602) 207-4617
 A.R.S. 49-351 - 49-360

Subprogram 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.

Subprogram Description:

The Drinking Water program is federally mandated to ensure safe drinking water supplies for the public. The program regulates public water systems. Program staff review water system construction plans, inspect water systems for conformance with plans and operation/maintenance requirements, receive and review water quality monitoring data, certify water system operators, initiate enforcement actions, and conduct outreach and program development. The monitoring and assessment program 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 (MAP).

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,577.2	1,011.0	1,037.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	165.1	962.6	907.4
Federal Funds	960.0	901.8	807.4
Program Total	2,702.3	2,875.4	2,752.3
FTE Positions	49.4	49.4	49.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of facilities in compliance with regulations and to decrease the number of water systems providing drinking water of unacceptable or unknown quality.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of drinking water enforcement cases closed	NA	Baseline	50	50
● Number of monitoring assistance program (MAP) water samples analyzed	NA	Baseline	1,000	1,000
● Number of Source Water Assessment Program (SWAP) reports completed	NA	Baseline	250	700
● Number of wellhead protection workshops completed	NA	Baseline	12	12
● Number of communities engaged in wellhead protection	NA	Baseline	12	12

EVA.4.3 SUBPROGRAM SUMMARY
WATER QUALITY ASSESSMENT AND MANAGEMENT
 Contact: Troy Day, Manager
 Phone: (602) 207-4416
 A.R.S. 49-202 - 49-205, 49-208, 49-221 to 49-225

Subprogram Mission:

To monitor and assess water quality conditions, identify water pollution problems across the state, and establish water quality standards and management plans.

Subprogram Description:

The Water Quality Assessment and Management program fulfills mandates for Water Quality Management (WQM) in cooperation with a variety of federal, state, local, and regional agencies. WQM includes regional planning, a coordinated process for strategic planning and federal grants, providing critical information on water quality conditions, and establishing water quality standards. The program uses a Total Maximum Daily Load (TMDL) process to address pollution problems within watersheds. The TMDL process includes identification of specific waters where problems exist or are expected and prioritization of problems and allocation of pollutant loadings among point and non-point sources. The program also provides technical assistance and supports an integrated watershed management approach and planning strategy for all water programs.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	554.5	569.8	584.7
Other Appropriated Funds	264.5	0.0	0.0
Other Non Appropriated Funds	1,014.2	1,958.1	1,512.5
Federal Funds	662.8	511.8	416.0
Program Total	<u>2,496.0</u>	<u>3,039.7</u>	<u>2,513.2</u>
FTE Positions	<u>40.8</u>	<u>40.8</u>	<u>40.8</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop, by year 2005, a baseline assessment for the waters of the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Perennial stream miles assessed	1,769	1,750	2,000	2,400
● Lake acres assessed	NA	Baseline	100,000	115,000

- ◆ Goal 2 By year 2005 complete a baseline assessment, complete characterization, define scope/schedule for Total Maximum Daily Loads (TMDL), complete inventory of non-point source activities for 30% of watersheds. (tie the 30% to Unified Watershed Assessment).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Total Maximum Daily Loads (TMDL) completed and number of groundwater studies	NA	5	12	12

EVA.4.4 SUBPROGRAM SUMMARY
POINT SOURCE
 Contact: Michelle Robertson, Manager
 Phone: (602) 207-4428
 A.R.S. 49-202, 49-209, 49-210, 49-241 thru 49-264

Subprogram Mission:

To preserve, protect, and enhance water quality and public health for the citizens of Arizona by minimizing the impact of pollutants discharged to surface and ground waters from point sources.

Subprogram Description:

The Point Source subprogram protects groundwater and surface water quality by controlling discharges from wastewater treatment plants, mining operations, industrial facilities, on-site sewage disposal systems, and drywells. ADEQ accomplishes this by (1) reviewing applications and issuing Aquifer Protection Permits and Wastewater Reuse Permits; (2) reviewing applications and issuing (surface) Water Quality Certifications of U.S. EPA NPDES permits for surface water discharges, and U.S. Army Corps of Engineer's 404 permits for dredge and fill activities; (3) reviewing engineering design plans and construction of wastewater collection, treatment, and disposal facilities; and issuing approvals to construct, approvals of construction, and subdivision approvals; (4) conducting compliance, operation and maintenance, and inspections of all discharging facilities; (5) reviewing and analyzing self monitoring data and generating a list of significant noncompliant facilities; (6) conducting outreach and education activities to build awareness of these regulatory requirements; (7) offering technical and compliance assistance to facilities unsure of the available options to achieve compliance; and (8) conducting enforcement actions. Enforcement priorities are determined by the threat to public health and the

environment, as well as the compliance history and recalcitrance of the facility owner or operator. All eight activities require program development through rulemaking, policies, and guidance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,528.4	1,596.8	1,636.7
Other Appropriated Funds	1,252.7	2,974.3	3,001.6
Other Non Appropriated Funds	0.7	2.5	2.1
Federal Funds	740.3	717.1	650.2
Program Total	<u>3,522.1</u>	<u>5,290.7</u>	<u>5,290.6</u>
FTE Positions	<u>65.3</u>	<u>65.3</u>	<u>65.3</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of permits issued on an annual basis through continual program improvements; and, to improve the average processing time taken to issue APPs, thereby, meeting the customers needs and reducing permit backlog.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of wastewater compliance inspections	NA	Baseline	420	420
● Number of wastewater enforcement cases closed	NA	Baseline	50	50
● Number of Aquifer Protection Permits (APP) issued	88	104	110	110
● Percent of issued permits achieving LTF time frames	NA	Baseline	100	100
● Number of remaining APP actions in the inventory	NA	493	400	300

EVA.4.5 SUBPROGRAM SUMMARY
NONPOINT SOURCE
 Contact: Troy Day, Manager
 Phone: (602) 207-4416
 A.R.S. 49-201 - 49-391

Subprogram Mission:

To preserve, protect, and enhance water quality and public health for the citizens of Arizona by minimizing the impact of pollutants discharged to surface and ground waters from non-point sources.

Subprogram Description:

Most of Arizona's water pollution is attributable to nonpoint sources. Nonpoint sources include discharges from irrigated agriculture, concentrated animal feeding operations, livestock grazing, silviculture, urban runoff, construction, mining, and recreation activities. ADEQ's Nonpoint Source program is comprised of the following five major elements: 1) creating and maintaining a network of cooperative agreements between ADEQ and federal, state, and tribal land management authorities (The agreements establish a series of "partnerships" to address nonpoint source discharges occurring on these lands); 2) organizing and staffing several watershed-based, citizen advisory groups to assist ADEQ in water quality planning and implementation of local improvements; 3) significantly investing in public outreach, nonpoint source pollution; 4) adopting best management practices to ensure that existing water quality degradation is reversed and future degradation is avoided; and 5) to the extent resources are available, providing funding to implement the best management practices needed to eliminate or mitigate the nonpoint source

pollution.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	317.7	326.6	335.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	168.6	571.6	482.8
Federal Funds	1,270.1	861.1	644.8
Program Total	1,756.4	1,759.3	1,462.7
FTE Positions	22.2	22.2	22.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that non-point sources of pollution meet Water Quality Standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual number of projects	NA	Baseline	10	12
● Annual dollars awarded annually in grants (in thousands)	NA	Baseline	799	1,250

EVA.5 PROGRAM SUMMARY
MULTI-DISCIPLINARY PROGRAM

Contact: Jacqueline E. Schafer, Agency Director
Phone: (602) 207-2203
A.R.S. 49-961 - 49-973, 15-214

Program Mission:

To protect public health and the environment by ensuring that department activities involving multiple programs are coordinated at one senior point of contact to maintain agency consistency and direction, and to respond to customer needs in a timely manner.

Program Description:

One aspect of the multi-disciplinary program focuses on broadly based environmental and risk management activities such as border, comparative risk, and environmental justice. The other components are Regional Offices, environmental education, pollution prevention and laboratory activities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	285.2	294.0	301.7
Other Appropriated Funds	5.5	17.6	17.4
Other Non Appropriated Funds	45.2	351.3	314.8
Federal Funds	1,114.7	695.4	596.7
Program Total	1,450.6	1,358.3	1,230.6
FTE Positions	20.0	20.0	20.0

This Program Contains the Following Subprograms:

- ▶ Regional Compliance and Enforcement
- ▶ Compliance Assistance

EVA.5.1 SUBPROGRAM SUMMARY

REGIONAL COMPLIANCE AND ENFORCEMENT

Contact: Matt Matthewson, Manager
Phone: (520) 628-6883
A.R.S. 49-104, et al.

Subprogram Mission:

To advocate for regional stakeholders by making their environmental needs known to the Department's program divisions and to support the program divisions by obtaining regional compliance with air quality, drinking water, and water quality laws and rules; administering state and federal superfund programs at regional sites; providing customer liaison services or specific operational functions for the region in other regulatory and outreach programs; and advancing multi-media program development in the international border area; and to provide quality, cost efficient services to Mohave, Coconino, Yavapai, Apache, and Navajo Counties as agreed upon.

Subprogram Description:

The Regional subprograms have the responsibility to provide tactical implementation of various subprograms in varying geographical areas under their authority. These programs include the Drinking Water Regulatory Compliance Program, the Wastewater Regulatory Compliance Program, the Air Regulatory Compliance Program, the State Superfund Program, the Water Quality Assessment Program, the Surface Water Monitoring Program, the Administrative Support Program, and the Border Environmental Program. The Border Programs Unit provides the mechanism for coordinating the various ADEQ program (Air, Water, and Waste) activities along the Arizona-Sonora border. The program also serves as the primary contact (liaison) for Mexico and U.S. entities seeking information or technical assistance from the department. Assistance is provided to ADEQ staff on issues relating to binational monitoring projects and activities. Policies and protocols are developed to maintain and improve working arrangements with the EPA and Mexico agencies. The border liaison also manages the Resource, Conservation, and Recovery Act (RCRA) border grant and other state funding earmarked for border activities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	122.8	127.1	130.5
Other Appropriated Funds	5.5	17.6	17.4
Other Non Appropriated Funds	45.2	351.3	314.8
Federal Funds	1,085.2	664.7	566.2
Program Total	1,258.7	1,160.7	1,028.9
FTE Positions	15.7	15.7	15.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve coordination with ADEQ programs and environmental activities along the Arizona-Sonora border while maintaining customer and stakeholder satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of stakeholder and public outreach customer satisfaction	NA	80	>80	>80

- ◆ Goal 2 To address trans-boundary environmental issues in the southern region by promoting pollution control projects and coordinating monitoring activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of infrastructure project completion	90	90	>90	>90

- ◆ Goal 3 To obtain regulatory compliance in conjunction with the drinking water and wastewater inspection programs in the southern region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of water and wastewater compliance inspections conducted within the timeframes set by the workplan	NA	100	100	100
● Percent of customers satisfied	NA	NA	>80	>80

- ◆ Goal 4 To deliver high quality and timely complaint resolution through the southern region Air Quality Compliance Team.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of complaints where the initial dispositive action was taken within 5 calendar days	NA	92	>85	>85

- ◆ Goal 5 To minimize non-compliance with the States air quality rules and regulations in the southern region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Notices of Violation closed or referred for formal enforcement action within 120 calendar days	NA	50	>65	>65

- ◆ Goal 6 To enhance the environment by addressing all historic hazardous waste sites in the southern region of Arizona at a minimum impact to the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of support requests completed within agreed-upon time frames and of satisfactory quality	NA	Baseline	+ 5	+ 10

- ◆ Goal 7 To ensure northern regional customer service requests are satisfactorily completed within established time frames developed by the program divisions and/or the Licensing Time Frame (LTF) rule.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Approval to Construct (ATC)/Approval of Construction (AOC) completed within License Time Frames (LTF)	234	271	394	NA

- ◆ Goal 8 To achieve 100% of the northern regional workplan assignments for the Water Quality and Air Quality subprograms.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of major air inspections	27	27	27	27
● Number of drinking water (DW) sanitary surveys	114	158	160	160
● Number of waste water (WW) permit inspections	58	137	95	95

- ◆ Goal 9 To operate the northern region with an effort to meet and exceed customer service expectations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers/stakeholder satisfied	NA	Baseline	>85	>85

EVA.5.2 SUBPROGRAM SUMMARY
COMPLIANCE ASSISTANCE

Contact: Greg Workman, EV Ombudsman
Phone: (602) 207-4337
A.R.S. 49-104, 49-507, and 49-965

Subprogram Mission:

The Compliance Assistance Section (CAS) will facilitate greater environmental protection and decreased transaction costs for the regulated community and ADEQ by investigating and developing innovative programs to make ADQ compliance management more effective and efficient; assisting and encouraging regulated entities to achieve compliance with Arizona law; identifying opportunities to prevent pollution across all media programs; serving as a single point of entry for regulated entities to discover and access appropriate ADEQ programs; and facilitating timely and reasonable resolutions of customer issues.

Subprogram Description:

Three functional areas comprise the Compliance Assistance Section. They include assistance to the regulated community, innovations for improved compliance management, and ombudsman activities. The CAS is one of the few multi-media programs within ADEQ. Experts in air, waste, and water programs provide assistance/education to the regulated community on topics such as compliance, permitting, and pollution prevention. These experts help resolve customer issues with programs, and investigate innovative approaches to environmental management. CAS activities help address consistency issues between divisions, explore more efficient ways to protect the environment, and encourage and facilitate superior service to internal and external stakeholders.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	162.4	166.9	171.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	29.5	30.7	30.5
Program Total	191.9	197.6	201.6
FTE Positions	4.3	4.3	4.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To design and implement robust incentive and assistance programs to augment the existing compliance and enforcement programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of site visit issues corrected prior to follow-up visit (follow-up approximately 60 days after site visit report provided)	NA	60	70	80

- ◆ Goal 2 To improve two-way communication with the regulated community to reduce the number and severity of issues with the department.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with ombudsman activities	NA	NA	Baseline	+ 5

EVA.6 PROGRAM SUMMARY

WATER INFRASTRUCTURE FINANCE AUTHORITY

Contact: Greg Swartz, Administrator
 Phone: (602) 230-9770
 A.R.S. 49-371 - 49-381

Program Mission:

To maintain and protect water quality and to ensure the affordability of basic community infrastructure.

Program 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, wastewater, waste water reclamation, and other water quality facilities/projects. As a "Bond Bank", WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest on loans for 100% of eligible project costs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,720.0	2,995.1	2,995.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	296.7	1,175.8	1,436.2
Federal Funds	10,164.4	10,916.5	11,000.0
Program Total	16,181.1	15,087.4	15,431.3
FTE Positions	9.0	9.0	9.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure WIFA's resources are awarded in conformance with Arizona's goals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of recipients moving from non-compliance to compliance	16	14	15	15
● Amount of savings to rate/taxpayers (in millions)	9.0	11.5	12.8	14.0

- ◆ Goal 2 To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of total available funds invested	96.82	98.76	99	99.3
● Investment income (in thousands)	2,129.9	3,351.5	4,550	5,700
● Interest income (in thousands)	2,862.7	5,775.3	5,900	6,100

- ◆ Goal 3 To facilitate access to and efficiently deliver financial and technical assistance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of loans closed	25	20	25	25
● Number of weeks to process a loan	10	9	8	7

- ◆ Goal 4 To coordinate with other funding sources, technical resources, and regulatory authorities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of co-financings	8	5	4	4



AGENCY SUMMARY	
DEPARTMENT OF HEALTH SERVICES	
James L. Schamadan, M.D., Acting Director Contact: Rebecka Derr, Administrator, Planning & Quality Improvement (602) 542-1269	HSA

Agency Mission:

To promote and protect the physical and behavioral health of Arizonans.

Agency Description:

The Department of Health Services (DHS) is responsible for the provision of most public health programs; most behavioral health programs, including the Arizona State Hospital; emergency medical services; state laboratory support; vital records maintenance; disease control and epidemiological monitoring and the licensing and certification of health and child care facilities. DHS is composed of six divisions: overall administration, direction and agency leadership provided by the Director's Office; program services provided by Public Health Services, Behavioral Health Services, Assurance and Licensure Services; and program support provided by Information and Technology Services and Business and Financial Services.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	19,623.6	18,981.9	19,050.1
➤ DISEASE CONTROL RESEARCH COMMISSION	5,118.5	2,000.0	2,000.0
➤ ASSURANCE AND LICENSURE SERVICES	8,025.9	9,922.1	10,117.5
➤ BEHAVIORAL HEALTH SERVICES	320,309.3	324,950.2	333,558.0
➤ ARIZONA STATE HOSPITAL	44,724.7	53,300.3	55,725.2
➤ PUBLIC HEALTH SERVICES	67,034.8	91,268.4	87,863.0
➤ COMMUNITY AND FAMILY HEALTH	102,470.1	49,512.8	49,651.6
Capital Funds	30.0	175.0	0.0
Agency Total	<u>567,336.9</u>	<u>550,110.7</u>	<u>557,965.4</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	247,390.7	247,793.6	253,784.5
Other Appropriated Funds	10,560.2	43,568.6	41,855.4
Other Non Appropriated Funds	201,262.6	143,773.3	142,176.4
Federal Funds	108,093.4	114,800.2	120,149.1
Operating Funds Subtotal	<u>567,306.9</u>	<u>549,935.7</u>	<u>557,965.4</u>
Capital Funds	30.0	175.0	0.0
Agency Total	<u>567,336.9</u>	<u>550,110.7</u>	<u>557,965.4</u>
FTE Positions	<u>1,805.8</u>	<u>1,985.9</u>	<u>2,039.9</u>

Agency Goals and Key Performance Measures:

◆ **Goal 1** To promote and protect the health of Arizona citizens through public health practice.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of infants who die within the first year of life per 1,000 live births	7.0	7.0	7.0	6.9
● Percent of low birth weight babies	6.7	6.7	6.6	6.5
● Percent of tobacco use in children under 18	Baseline	25	25	25
● Injury-related deaths of children ages 1-14 years (per 100,000)	18	17	16	15
● Percent decrease in number of patients hospitalized for diabetic complications	Baseline	<.05	<.05	<.05
● Decrease in the number of children (1-14) hospitalized for asthma (per 100,000)	210	209	208	207
● Births by girls 10-14 years old (per 1,000)	.55	.5	.5	.5
● Births by girls 15-17 years old (per 1,000)	35.3	35	34.5	34
● Percent of children at 24 months achieving vaccination levels prescribed by DHS	74	77	80	83
● Percent of newborn screening specimens analyzed within 5 working days of receipt	70	80	90	90

◆ **Goal 2** To ensure a comprehensive, unified behavioral health system for Arizonans.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Patients receiving new generation psychotropic medications	2,500	2,600	2,800	3,000
● Percent of clients with improved functioning	71	75	85	85
● Percent of RBHA Title XIX (T-XIX) consumers satisfied with services (based on Mental Health Statistics Improvement Project (MHSIP) - Consumer Perception Survey)	88.5	88	88	89
● Number of Arizona State Hospital (ASH) forensic patients (year end)	130	130	138	149
● Number of adults restored to competency and returned to court within 90 days of admission	170	153	133	113
● Sexual Predator Program population (year-end)	60	92	180	240
● Percent of adult civil commitment discharges from ASH within 60 days of being placed on "Discharge Ready List"	NA	NA	75	80
● Percent of eligible RBHA T-XIX consumers enrolled	NA	Baseline	NA	NA
● Percent of RBHA T-XIX consumers who receive an intake evaluation within 7 days of referral	97.8	92	95	95
● ASH general adult population (year-end)	170	166	167	168
● Seclusion with restraint incidents per 1000 patient days	5.3/137.8	8.1/30.7	7.9/29.8	7.6/28.9

◆ **Goal 3** To ensure the health and safety of all Arizonans through a comprehensive system of licensing, monitoring, and technical assistance.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Time from receipt of Priority 2 complaints against Medical Facilities to initiation of investigation	NA	Baseline	NA	NA
● Time from receipt of Priority 2 complaints against Child Care Facilities to initiation of investigation	NA	8.4	8.2	8.2
● Time to process license renewal applications for Medical Facilities	NA	Baseline	NA	NA
● Time to process license renewal applications for Child Care Facilities	NA	145	130	125

◆ Goal 4 To deliver courteous, efficient, responsive and cost-effective service to DHS external and internal customers, stakeholders, and key policy makers.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of employee satisfaction as indicated by results of survey	NA	NA	Baseline	>5
● Customer wait time in Vital Records lobby (in minutes)	70-90	50	30	30
● Time for Vital Records to respond to customer mail-in requests (in days)	25-45	20	10	10
● External customers satisfied with DHS services	NA	NA	Baseline	NA

HSA.1 PROGRAM SUMMARY ADMINISTRATION

Contact: James L. Schamadan, M.D., Acting Director
 Phone: (602) 542-1025
 A.R.S. 36-132

Program Mission:

To provide the Department of Health Services with the leadership, direction and resources to ensure the agency's mandated responsibilities and vision, mission and goals are met.

Program Description:

The program provides overall management and direction; develops and administers departmental 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,907.4	12,885.2	13,099.1
Other Appropriated Funds	0.0	5,703.7	5,558.0
Other Non Appropriated Funds	4,449.0	393.0	393.0
Federal Funds	267.2	0.0	0.0
Program Total	19,623.6	18,981.9	19,050.1
FTE Positions	289.6	287.6	287.6

This Program Contains the Following Subprograms:

- ▶ Director's Office

- ▶ Business and Financial Services
- ▶ Information Technology Services

HSA.1.1 SUBPROGRAM SUMMARY

DIRECTOR'S OFFICE

Contact: Rebecka Derr, Administrator
 Phone: (602) 542-1269
 A.R.S. 36-132

Subprogram Mission:

To provide the leadership, direction and support the agency requires to operate effectively and efficiently.

Subprogram Description:

The office provides: policy development; strategic planning and process improvement; legislative services; agency legal counsel; 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 agencies and groups to improve coordination of health services and to exchange 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 agency and its contractors; and provides agency-wide training to a staff that is reflective of the culturally diverse population.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,545.3	2,907.5	3,121.2
Other Appropriated Funds	0.0	2,593.1	2,474.9
Other Non Appropriated Funds	689.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,234.5	5,500.6	5,596.1
FTE Positions	77.4	75.4	75.4

Subprogram Goals and Performance Measures:

◆ Goal 1 To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of agency turnover	21	20	18	18
● Staff reporting satisfaction	NA	Baseline	NA	NA

◆ Goal 2 To reduce the number of formal Equal Employment Opportunity-related complaints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of complaints	30	26	24	22
● Number of complaints settled or dismissed	24	18	20	20
● Number of Civil Rights Compliance Audits	NA	NA	2	3

◆ Goal 3 To commit to excellence in customer-centered service in external agency relationships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External customers satisfied	NA	Baseline	NA	NA

- ◆ Goal 4 To reduce turnaround time for investigations for the Bureau of Emergency Medical Services (EMS) and the Division of Assurance and Licensure Services (ALS).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of EMS investigations completed within 180 days	NA	68	73	78
● Percent of ALS investigations completed within 180 days	NA	69	74	79

- ◆ Goal 5 To increase customer service with auditing services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers reporting satisfaction with services	NA	80	82.5	87.5

- ◆ Goal 6 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.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of consultations on legal matters	1,500	1,700	2,000	2,500
● Number of legislative reviews/testimony	130	170	175	200
● Number of lawsuits/claims	15	20	20	20
● Number of administrative hearings	256	300	325	350
● Number of issues/actions	540	600	625	675

- ◆ Goal 7 To ensure personnel actions and performance appraisals are processed timely (within five days of receipt) and accurately.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of personnel actions filed within 5 days of receipt	99	99	99	99
● Percent of Performance Appraised for State Employees (PASE) documents filed within 5 days of receipt	99	98	98	98
● Percent of error-free documents processed	98	98	98	99

- ◆ Goal 8 To improve the development of rules packages.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of rule packages completed as scheduled	NA	Baseline	NA	NA

- ◆ Goal 9 To increase the representation of diversity in DHS' workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of DHS workforce that are minorities	NA	29.8	31.0	32.5

HSA.1.2 SUBPROGRAM SUMMARY
BUSINESS AND FINANCIAL SERVICES
 Contact: Craig Dunlap, Acting Assistant Director
 Phone: (602) 542-1034
 A.R.S. 36-132

Subprogram Mission:

To provide meaningful financial information, and business and consulting services, in partnership with ADHS customers.

Subprogram Description:

The subprogram monitors the financial expenditures, purchases and contract requisitions for the procurement of goods and services to ensure compliance; and manages facilities, ADA projects, capital building renewal and risk management; manages fixed asset inventory control and fleet management. In addition, the subprogram monitors vendor compliance with the contracted services for oversight and protection for persons with serious mental illness (SMI) on a monthly basis.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,530.1	4,785.5	4,785.7
Other Appropriated Funds	0.0	2,366.7	2,323.1
Other Non Appropriated Funds	1,340.3	44.0	44.0
Federal Funds	267.2	0.0	0.0
Program Total	7,137.6	7,196.2	7,152.8
FTE Positions	103.5	103.5	103.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve services by developing mutually beneficial relationships with our customers through partnerships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in internal customers satisfied with support services	NA	Baseline	>5	>5

- ◆ Goal 2 To implement and continually enhance a business system which satisfies and anticipates customer needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to process: - \$0-1,000	6	6	3	3
● Average days to process: - \$1,001-5,000	7	7	5	5
● Average days to process: - \$5,001-10,000	9	9	7	7
● Average days to process: - over \$10,000	15	15	15	15
● Average days to process: - over \$25,000	25	25	25	25
● Average calendar days to pay claims	<10	<10	<8	<8
● Average working days to pay travel claims	<5	<5	<4	<4

- ◆ Goal 3 To improve advocacy services to seriously mentally ill clients through effective monitoring of contracted services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients trained in advocacy	240	480	504	529
● Number of clients satisfied with services	NA	Baseline	NA	NA

- ◆ Goal 4 To establish and sustain a high-quality service environment that promotes employee respect, empowerment, and trust.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in employee satisfaction	NA	Baseline	+5	+5

HSA.1.3 SUBPROGRAM SUMMARY
INFORMATION TECHNOLOGY SERVICES
 Contact: Barbara Bird, Assistant Director
 Phone: (602) 542-1073
 A.R.S. 36-132

Subprogram Mission:

To provide information technology leadership and solutions to improve the effectiveness and efficiency of the Arizona Department of Health Services' program operations.

Subprogram 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 Arizona Department of Health Services' operations, reporting, and planning.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,832.0	5,192.2	5,192.2
Other Appropriated Funds	0.0	743.9	760.0
Other Non Appropriated Funds	2,419.5	349.0	349.0
Federal Funds	0.0	0.0	0.0
Program Total	9,251.5	6,285.1	6,301.2
FTE Positions	108.7	108.7	108.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in customers reporting satisfaction with service	NA	20	>5	>5

- ◆ Goal 2 To enhance the agency's connectivity infrastructure.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Programs accessible via DHS home page	8	36	45	50
● Percent of staff able to access network/Internet	70	85	87	90

HSA.2 PROGRAM SUMMARY
DISEASE CONTROL RESEARCH COMMISSION
 Contact: Dawn C. Schroeder, M.D., Executive Director
 Phone: (602) 542-1028
 A.R.S. 36-271-275

Program Mission:

To advance medical research by contracting with individuals, organizations, corporations, and institutions to carry out peer-reviewed scientific projects within the state of Arizona.

Program Description:

The program awards contracts for projects researching the causes, epidemiology and diagnosis, formulation of cures, medically accepted treatment and prevention of diseases, including drug

discovery and development; and oversees the projects to assure contract compliance.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,000.0	2,000.0
Other Non Appropriated Funds	5,118.5	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,118.5	2,000.0	2,000.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To inform medical researchers and others involved in health care in Arizona of Disease Control Research Commission (DCRC) funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Numbers of Request for Proposals (RFP) mailed	1,100	1,132	1,100	1,100

- ◆ Goal 2 To provide assistance to new researchers by offering DCRC proposal writing workshops.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workshop participants (beginning FY 99, workshops will be held every even-numbered year)	90	NA	200	NA

HSA.3 PROGRAM SUMMARY
ASSURANCE AND LICENSURE SERVICES
Assurance and Licensure Services
 Contact: Mary Wiley, Assistant Director
 Phone: (602) 674-4200
 A.R.S. Title 36

Program Mission:

To protect the health and safety of Arizonans by providing information, establishing standards, and licensing and regulating health and child care services.

Program Description:

The program protects the safety of Arizonans that utilize child care and health care facilities through certification, inspection, licensure, complaint investigation, training, quality improvement, and enforcement activities. In addition, Assurance and Licensure Services licenses audiologists, speech pathologists and hearing aid dispensers.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,668.3	5,282.3	5,458.8
Other Appropriated Funds	0.0	260.0	260.0
Other Non Appropriated Funds	3,357.6	4,379.8	4,398.7
Federal Funds	0.0	0.0	0.0
Program Total	8,025.9	9,922.1	10,117.5
FTE Positions	201.4	200.4	200.4

This Program Contains the Following Subprograms:

- ▶ Child Care Licensure
- ▶ Health Care Licensure
- ▶ Administration

HSA.3.1 SUBPROGRAM SUMMARY
CHILD CARE LICENSURE
 Contact: Lourdes Ochoa, Program Manager
 Phone: (602) 674-4220
 A.R.S. 36-881 to 892

Subprogram Mission:

To ensure the health, safety and well being of children in child care facilities and child care group homes throughout Arizona by regulating and establishing appropriate rules, by providing technical assistance and training to care givers, and by providing consumer education.

Subprogram 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 and school-based programs. The subprogram also: monitors facilities for compliance; investigates complaints; establishes appropriate rules; offers technical assistance; is responsible for enforcement actions, when necessary, including civil penalties, suspension, intermediate sanctions, revocation and denial of licensure; and offers training to providers and education to consumers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,327.1	1,379.7	1,399.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	90.4	160.0	160.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,417.5</u>	<u>1,539.7</u>	<u>1,559.7</u>
FTE Positions	<u>41.0</u>	<u>41.0</u>	<u>41.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the health and safety of Arizona's children through licensing, monitoring and technical assistance of all child care facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to process license renewal applications for Child Care Facilities	NA	145	130	125
● Average number of days from receipt of Priority 2 complaints against Child Care Facilities to initiation of investigation	NA	8.4	8.2	8.2

HSA.3.2 SUBPROGRAM SUMMARY
HEALTH CARE LICENSURE
 Contact: Mary Wiley, Assistant Director
 Phone: (602) 674-4200
 A.R.S. 36, 8-504A-B

Subprogram Mission:

To ensure that the health and safety of the public is promoted and

safeguarded through licensing and certification of health care facilities.

Subprogram Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's assisted living facilities and adult day health care centers; long-term nursing care institutions and intermediate care for the mentally retarded; medical facilities such as hospitals, inpatient hospices, recovery care and infirmaries, outpatient treatment and surgery facilities, and home health agencies; behavioral health inpatient/residential, outpatient, case management and emergency services; facilities providing screening, and education and treatment programs to those convicted of driving under the influence (DUI); facilities providing misdemeanor domestic violence offender treatment programs; and Methadone treatment agencies. The subprogram performs health and sanitation inspections of Department of Economic Security (DES) licensed foster care homes and inspects and licenses the Department for the Developmentally Disabled (DDD) children's group homes. The subprogram licenses audiologists, speech pathologists, and hearing aid dispensers. 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, establishes appropriate rules and basic health and safety requirements. The subprogram conducts quality improvement and staff and provider education.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,489.1	2,697.5	2,836.6
Other Appropriated Funds	0.0	260.0	260.0
Other Non Appropriated Funds	2,944.5	3,805.6	3,823.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>5,433.6</u>	<u>6,763.1</u>	<u>6,919.7</u>
FTE Positions	<u>137.6</u>	<u>137.6</u>	<u>137.6</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to process license renewal applications for Health Care Facilities	NA	187	165	140
● Average number of days from receipt of Priority 2 complaints against Health Care Facilities to initiation of investigation	NA	Baseline	10	10

HSA.3.3 SUBPROGRAM SUMMARY
ADMINISTRATION
 Contact: Rose Conner, Deputy Assistant Director
 Phone: (602) 674-4200
 A.R.S. 36

Subprogram Mission:

To be recognized for providing valuable resources through training, effective communication, and collaboration.

Subprogram Description:

The subprogram provides administrative oversight to the six programs of Assurance and Licensure that protect the health and safety of residents and clients of health and child care facilities. The subprogram accomplishes this through rules promulgation, training, information systems, enforcement, and business systems.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	852.1	1,205.1	1,222.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	322.7	414.2	415.6
Federal Funds	0.0	0.0	0.0
Program Total	1,174.8	1,619.3	1,638.1
FTE Positions	22.8	21.8	21.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cycle time for processing enforcement actions	NA	NA	Baseline	NA

HSA.4 PROGRAM SUMMARY

BEHAVIORAL HEALTH SERVICES

Contact: Ron Smith, Assistant Director
 Phone: (602) 381-8999
 A.R.S. 36-3402

Program Mission:

To serve the people of Arizona by continually improving the effectiveness and efficiency of behavioral health services.

Program Description:

Behavioral Health Services (BHS) 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.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	149,378.0	150,506.4	154,065.3
Other Appropriated Funds	1,550.0	5,150.0	4,850.0
Other Non Appropriated Funds	77,991.7	73,829.1	73,829.1
Federal Funds	91,389.6	95,464.7	100,813.6
Program Total	320,309.3	324,950.2	333,558.0
FTE Positions	139.5	143.7	143.7

This Program Contains the Following Subprograms:

- ▶ Oversight and Regulation
- ▶ General Mental Health Services
- ▶ Substance Abuse Services
- ▶ Smi Services
- ▶ Children's Behavioral Health
- ▶ Prevention

HSA.4.1 SUBPROGRAM SUMMARY

OVERSIGHT AND REGULATION

Contact: Carol G. Smallwood, Deputy Assistant Director
 Phone: (602) 381-8999
 A.R.S. 36-3402

Subprogram Mission:

To provide effective oversight of RHBA Services and Contract Compliance.

Subprogram Description:

The subprogram reviews various areas of RBHAs to identify where quality of service could be improved; and ensures compliance with contract program and financial standards.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,530.8	4,087.1	4,125.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,309.5	0.0	0.0
Federal Funds	0.0	3,827.2	3,869.3
Program Total	7,840.3	7,914.3	7,995.1
FTE Positions	93.5	97.7	97.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that the Behavioral Health needs of Arizonans are identified through continuous assessment of service need.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of RBHA plans completed	100	100	100	100

- ◆ Goal 2 To ensure the fiscal and financial accountability of the RBHAs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of RBHA T-XIX consumers satisfied with services	88.5	88	88	89

- ◆ Goal 3 To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of RBHAs meeting capitalization and performance bond requirements	5	5	5	5

HSA.4.2 SUBPROGRAM SUMMARY
GENERAL MENTAL HEALTH SERVICES
 Contact: Christine Dye, Bureau Chief
 Phone: (602) 381-8999
 A.R.S. 36-2907.02

Subprogram Mission:

To provide prevention, intervention and treatment services to improve the general mental health of targeted Title XIX and Non-Title XIX adults.

Subprogram Description:

The subprogram contracts with the RBHAs to offer a comprehensive continuum of mental health intervention and treatment services to meet the general mental health service needs of targeted Title XIX and Non-Title XIX adults.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,420.2	10,670.8	10,753.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,277.6	13,570.3	13,570.3
Federal Funds	3,220.6	3,481.7	3,655.7
Program Total	23,918.4	27,722.8	27,979.0
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide general mental health services to all targeted Title XIX and Non-Title XIX adults by ensuring adequate funding to the RBHAs.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients served-TXIX and non-title XIX	19600	19600	19800	19800

- ◆ Goal 2 To provide general mental health services to all targeted Non-Title XIX adults by ensuring adequate funding to the RBHAs.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients served - Non-TXIX	9812	10000	10000	10500

- ◆ Goal 3 To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of clients reporting satisfaction with services	88.5	88	88	89

HSA.4.3 SUBPROGRAM SUMMARY
SUBSTANCE ABUSE SERVICES
 Contact: Christine Dye, Bureau Chief
 Phone: (602) 381-8999
 A.R.S. 36-2001

Subprogram Mission:

To provide leadership, policy direction, and administration for a statewide system to eliminate alcohol and drug-related problems.

Subprogram Description:

The agency contracts with the RHBAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Title XIX and Non-Title XIX individuals and families involved in substance use and abuse.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	18,331.1	16,748.2	16,907.9
Other Appropriated Funds	1,550.0	1,850.0	1,850.0
Other Non Appropriated Funds	16,666.1	20,508.8	20,508.8
Federal Funds	6,251.7	5,992.1	6,329.9
Program Total	42,798.9	45,099.1	45,596.6
FTE Positions	10.0	10.0	10.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of clients abstinent at discharge from substance abuse treatment	NA	75	75	75

- ◆ Goal 2 To increase paid employment among clients who complete substance abuse treatment.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in paid employment at discharge from substance abuse treatment	NA	29	29	40

- ◆ Goal 3 To reduce criminal activity among clients who complete substance abuse treatment.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reduction in re-arrests at discharge from substance abuse treatment	NA	60	60	60

HSA.4.4 SUBPROGRAM SUMMARY
SMI SERVICES
 Contact: Mike Franczak, Ph.D., Bureau Chief
 Phone: (602) 381-8999
 A.R.S. 36

Subprogram Mission:

To provide leadership, policy direction and administration for a statewide system that provides behavioral health services to individuals with a serious mental illness.

Subprogram Description:

The subprogram contracts with RHBAs for the development and maintenance of a comprehensive system of care for individuals with serious mental illness.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	75,075.0	78,135.7	80,294.5
Other Appropriated Funds	0.0	3,300.0	3,000.0
Other Non Appropriated Funds	32,232.8	25,000.0	25,000.0
Federal Funds	40,632.8	42,019.7	44,460.6
Program Total	147,940.6	148,455.4	152,755.1
FTE Positions	16.0	16.0	16.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide behavioral health services to Title XIX, Title XXI, and non-Title XIX enrolled individuals with a serious mental illness.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Title XIX clients	12,000	9,786	10,000	11,000
● Number of Non-Title XIX clients	10,000	12,602	13,000	14,000
● Number of Title XXI clients	3	4	5	6

- ◆ Goal 2 To increase the percentage of adult clients who are or have moved to either independent or supportive settings who were homeless at enrollment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of adult clients moved to independent or supportive settings who were homeless at enrollment	NA	37	38	39

- ◆ Goal 3 To increase the number of adult clients who obtain employment as a result of services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of adult clients who obtain employment as a result of services	NA	287	301	332

HSA.4.5 SUBPROGRAM SUMMARY
CHILDREN'S BEHAVIORAL HEALTH
 Contact: Valinda Mores, Bureau Chief, Acting
 Phone: (602) 381-8998
 A.R.S. Title B6, Ch. 29, 34

Subprogram Mission:

To develop and implement a statewide system for the delivery of comprehensive behavioral health services for Arizona's Title XIX, Title XXI, and Subvention eligible children and adolescents.

Subprogram Description:

Children and adolescents under age 18 may be referred for assessment of need for a continuum of behavioral health services delivered by RHBAs and their contracted provider networks. Services range from in-patient to out-patient services, and are available in alternative settings, including home and community-based treatment. Residential and out-patient services are provided according to established Individual Education Plans (IEP) for children who are seriously emotionally handicapped.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	35,994.8	36,864.6	37,984.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,477.2	10,750.0	10,750.0
Federal Funds	41,284.5	40,144.0	42,498.1
Program Total	88,756.5	87,758.6	91,232.2
FTE Positions	14.0	14.0	14.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide behavioral health services to Title XIX and Subvention eligible children and adolescents statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Title XIX clients	20,154	NA	NA	NA
● Number of subvention clients	5,833	NA	NA	NA
● Total number of clients	25,987	27,052	27,076	26,924

- ◆ Goal 2 To provide behavioral health services to Title XXI children and adolescents statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Title XXI children and adolescents receiving services	NA	821	862	914

- ◆ Goal 3 To ensure that seriously emotionally handicapped children referred for residential treatment centers receive treatment based upon their IEP.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of children receiving treatment based upon their IEP	83	79	81	82

HSA.4.6 SUBPROGRAM SUMMARY
PREVENTION
 Contact: Ann M Froio, Bureau Chief
 Phone: (602) 381-8996
 A.R.S. 36-3433 B1

Subprogram Mission:

To create conditions, opportunities, and experiences that will increase the likelihood for all citizens to be healthy, productive members of the community.

Subprogram 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 Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,026.1	4,000.0	4,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,028.5	4,000.0	4,000.0
Federal Funds	0.0	0.0	0.0
Program Total	9,054.6	8,000.0	8,000.0
FTE Positions	5.0	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To implement the eight performance standards of practice for Regional Behavioral Health Authority (RBHA) prevention programs and ensure that all RBHAs are in compliance with the performance standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of standards implemented	100	100	100	100
● Percent of RBHAs in compliance	52	52	80	80

HSA.5 PROGRAM SUMMARY
ARIZONA STATE HOSPITAL
Behavioral Health Services
 Contact: Jack B. Silver, Chief Executive Officer
 Phone: (602) 220-6000
 A.R.S. 36-202, 3402

Program Mission:

To restore and enhance the mental health of persons requiring psychiatric services in a safe, therapeutic environment.

Program Description:

The Arizona State Hospital (ASH), a component of the statewide continuum of behavioral health services, provides tertiary inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The hospital must therefore provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	43,593.4	40,806.4	43,331.3
Other Appropriated Funds	0.0	12,493.9	12,393.9
Other Non Appropriated Funds	1,131.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	44,724.7	53,300.3	55,725.2
FTE Positions	704.5	858.2	910.2

This Program Contains the Following Subprograms:

- ▶ Clinical Support Services
- ▶ Clinical Services
- ▶ Sexually Violent Persons
- ▶ Psychiatric Review Board

HSA.5.1 SUBPROGRAM SUMMARY
CLINICAL SUPPORT SERVICES
 Contact: Jack B. Silver, Chief Executive Officer
 Phone: (602) 220-6000
 A.R.S. 36-202

Subprogram Mission:

To provide leadership, direction, and management for all hospital services and personnel.

Subprogram Description:

The Hospital Clinical Support Services subprogram provides overall leadership, direction, and management for the Arizona State Hospital. The responsibilities of the subprogram include management of hospital operations, fiscal operations, quality resource management, information systems, human resources, safety, physical plant, and contracts for out-source services. The hospital leadership supports quality of services and accreditation, licensure, and certification activities of the hospital.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	12,852.8	16,300.0	15,878.9
Other Appropriated Funds	0.0	500.0	400.0
Other Non Appropriated Funds	1,131.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	13,984.1	16,800.0	16,278.9
FTE Positions	97.4	110.7	110.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To meet the needs of current and future patients, families, and staff by providing appropriate services, buildings, and grounds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of capital plan developed to modernize patient care areas	10	50	100	NA
● Average census/unit	33	29	25	22

- ◆ Goal 2 To maintain a stable and competent work force.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reduction in turnover/first 12 months of employment	33	25	20	15
● Percent reduction in nursing vacancy rate not to exceed regional average	NA	25	20	15

- ◆ Goal 3 To develop and implement an effective automation information system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workstations operative	96	126	208	247
● Project phase completion	0	Phase I	Phase II	Phase III

HSA.5.2 SUBPROGRAM SUMMARY
CLINICAL SERVICES
 Contact: Jerry L. Dennis, M.D., Chief Medical Officer
 Phone: (602) 220-6000
 A.R.S. 36-202

Subprogram Mission:

To be the pre-eminent tertiary care facility for Arizonans who suffer from serious and persistent mental illnesses.

Subprogram Description:

The hospital offers programs that provide screening, evaluation, admission and treatment of patients, coordinated by multidisciplinary teams. These programs include psychiatric treatment and rehabilitation for civilly committed persons with serious and persistent mental illnesses. All services are provided within the Arizona continuum of behavioral health services. Forensic inpatient services for individuals committed for restoration to competency or observation, and for those committed as not guilty by reason of insanity or guilty except insane are provided in cooperation with the legal system.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	26,784.7	18,002.7	18,002.7
Other Appropriated Funds	0.0	11,993.9	11,993.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	26,784.7	29,996.6	29,996.6
FTE Positions	512.1	599.5	599.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide effective and patient-centered treatment and rehabilitation services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of patients satisfied with treatment and clinical services	78	80	85	90
● Percent of treatment plans consistent with the identified need	NA	80	85	90

- ◆ Goal 2 To integrate the hospital into the statewide continuum of care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Individual Treatment Development Plans (ITDP) linked to Individual Service Plans-non-forensic patients	50	65	80	90
● End -of-year census-non-forensic adults	170	166	167	168
● End-of-year census-forensic adults	130	130	138	149

HSA.5.3 SUBPROGRAM SUMMARY
SEXUALLY VIOLENT PERSONS
 Contact: Gene Messer, Chief of Operations
 Phone: (602) 220-6005
 A.R.S. 13-4601 et. seq.

Subprogram Mission:

To provide quality services for the control, care and treatment of individuals committed by the court as sexually violent persons.

Subprogram Description:

In October 1997, in response to ARS 13-4601 et.seq., DHS designated the Arizona State Hospital as the responsible entity for operating a program for the care and treatment of sexually violent persons. The sexually violent persons subprogram is licensed separately as a Secured Residential Level I facility. This

subprogram is separately staffed and funded from the psychiatric hospital.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,894.7	6,421.5	9,365.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,894.7	6,421.5	9,365.9
FTE Positions	94.0	146.0	198.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To deliver residential housing and treatment services which reflect the individualized needs of residents in accordance with the court orders.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of residents in housing status only	40	70	55	59
● Number of residents in treatment	20	11	80	135
● Number of residents in less restrictive alternative	NA	8	15	16
● Percent of residents in treatment status participating in the designed treatment program	50	60	70	80

HSA.5.4 SUBPROGRAM SUMMARY
PSYCHIATRIC REVIEW BOARD
 Contact: Jack B. Silver, Chief Executive Officer
 Phone: (602) 220-6000
 A.R.S. 13-3994

Subprogram Mission:

To ensure public safety by maintaining jurisdiction and properly monitoring persons who are committed to a secure state mental health facility.

Subprogram Description:

The Psychiatric Review Board, which adopts rules to carry out the purposes of Title 31, Chapter 4 and Title 13, Chapter 38, Article 14 has the following duties: maintaining jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994; holding hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determining if conditions of release should be continued, modified, or terminated, in conjunction with the secure state mental health facility and other appropriate community agencies or persons; devising plans for any conditional release; confidentially maintaining all medical, social and criminal history records of persons who are committed to its jurisdiction; and meeting notification requirements specified in A.R.S. 31-502.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	61.2	82.2	83.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	61.2	82.2	83.8
FTE Positions	1.0	2.0	2.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To monitor and maintain jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of persons monitored	58	63	75	90

- ◆ Goal 2 To work with the state hospital and community agencies to ensure individuals under Board jurisdiction comply with all conditions of release.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent in compliance	98	98	100	100
● Persons-conditions revoked	1	1	0	0

HSA.6 PROGRAM SUMMARY

PUBLIC HEALTH SERVICES

Public Health Services

Contact: Norman J. Petersen, Assistant Director
Phone: (602) 542-6394
A.R.S. 36-132

Program Mission:

To protect and improve the public's health through prevention and control of disease and disability.

Program Description:

The Division consists of the following six bureaus and five offices: Bureau of Community and Family Health Services, Bureau of Emergency Medical Services, Bureau of Epidemiology and Disease Control Services, Bureau of Health Systems Development, Bureau of Public Health Statistics, Bureau of State Laboratory Services, Office of the Assistant Director, Office of Border Health, Office of Local and Minority Health, Office of Tobacco Education and Prevention Program, and Office of Vital Records.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,490.0	15,031.3	14,432.3
Other Appropriated Funds	6,909.5	12,884.9	11,694.3
Other Non Appropriated Funds	46,635.3	63,352.2	61,736.4
Federal Funds	0.0	0.0	0.0
Program Total	67,034.8	91,268.4	87,863.0
FTE Positions	376.3	391.0	393.0

This Program Contains the Following Subprograms:

- ▶ Public Health Administration
- ▶ Public Health Statistics
- ▶ Emergency Medical Services
- ▶ State Laboratory Services
- ▶ Arizona Poison Control
- ▶ Epidemiology and Disease Control
- ▶ Infectious Disease Epidemiology
- ▶ Environmental Health and Food Safety
- ▶ Hiv/std Prevention Control and Services
- ▶ Arizona Immunization Program
- ▶ Tobacco Education and Prevention
- ▶ Primary Care Resources
- ▶ Primary Care Systems and Services
- ▶ Vital Records

HSA.6.1 SUBPROGRAM SUMMARY

PUBLIC HEALTH ADMINISTRATION

Contact: Norman J. Petersen, Assistant Director
Phone: (602) 542-6394
A.R.S. 36-132, 36-110, 36-189A

Subprogram Mission:

To provide leadership, coordination, and support for the activities in the Division of Public Health Services.

Subprogram Description:

The subprogram consists of the Office of the Assistant Director, the Division Business Office and rulewriting activities, the Office of Local and Minority Health, and the Office of Border Health. The Office of the Assistant Director works with the Business Office and rulewriters to coordinate internal programs and resources, provide accountability, and develop and maintain linkages with private, federal, state and local organizations and agencies. The Office of Local and Minority Health is comprised of two sections: Local Health Services which provides consultation, technical assistance and advocacy for local health departments, tribal health departments and other health care agencies to develop and maintain programs that improve the public's health; and The Center for Minority Health which serves to promote and improve the health status of racial and ethnic minority populations in Arizona by incorporating social, economic, and behavioral factors. 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,929.0	2,081.4	2,108.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	163.2	24.1	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,092.2</u>	<u>2,105.5</u>	<u>2,108.8</u>
FTE Positions	<u>10.3</u>	<u>14.4</u>	<u>14.4</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reporting satisfaction	NA	NA	Baseline	+5

- ◆ Goal 2 To develop border community-based systems for data collection, surveillance, and analysis of health status.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of border community health assessments	2	2	2	2
● Number of sentinel surveillance sites	1	NA	1	NA
● Number of Geographic Information Systems (GIS) on border communities	4	5	5	5

- ◆ Goal 3 To provide technical assistance, continuing health education, and dissemination of health-related information to border communities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of presentations to health professionals	2	2	2	2
● Number of public meetings	2	3	3	3
● Number of information/educational materials distributed	1,000	1,000	1,000	1,000
● Number of issues of border health newsletter	1	2	2	2

- ◆ Goal 4 To enhance and expand collaborative efforts in the areas of research, education and services with Mexican public health and academic institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of border health epidemiologic studies	2	3	2	1
● Number of border health conferences	NA	1	1	1
● Number of border health projects	1	2	2	2

- ◆ Goal 5 To provide an "Intro to Public Health Nursing" course to public health professionals as needed every two years.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of participants	50	NA	75	NA

- ◆ Goal 6 To negotiate with county health departments to provide environmental sanitation services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of agreements negotiated	15	NA	15	NA

- ◆ Goal 7 To improve the cultural competency of service providers and ADHS staff by conducting multi-cultural health education seminars and training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of staff trained	100	200	250	500
● Staff scores	7	7	7	7

- ◆ Goal 8 To assist each county in the delivery of public health services by providing funds for a public health nurse and/or a sanitarian.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applications/signature pages sent timely	100	100	100	100
● Percent of payments made timely	100	100	100	100
● Percent of timely responses	100	100	100	100

- ◆ Goal 9 To assist each county in the delivery of public health services by providing per capita matching funds for targeted services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applications/signature pages sent timely	100	100	100	100
● Percent of payments made timely	100	100	100	100
● Percent of timely responses	100	100	100	100

HSA.6.2 SUBPROGRAM SUMMARY
PUBLIC HEALTH STATISTICS

Contact: Richard S. Porter, Bureau Chief
Phone: (602) 542-7333
A.R.S. 36-132,36-136,36-301 to 347

Subprogram Mission:

To collect, analyze, and report public health statistics and information that guide actions and policies to improve the health of Arizonans.

Subprogram Description:

This subprogram provides data, epidemiological and statistical, to support the Department and public in the area of public health. In addition, the subprogram provides library services, health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting and, statistical evaluation and epidemiological technical assistance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,936.2	2,522.0	2,532.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	694.0	1,440.8	1,440.8
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,630.2</u>	<u>3,962.8</u>	<u>3,972.8</u>
FTE Positions	<u>53.6</u>	<u>44.5</u>	<u>44.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide patient level information, in the form of the "Comparative Hospital Costs" brochure, ad-hoc reports and reports to the Governor, for all hospital

inpatient discharges in the state, outpatient surgical centers and emergency departments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inpatient reports	8	8	8	8
● Number of requests answered	5,100	5,200	5,500	5,400
● Number of records processed (in millions)	.5	.7	1.0	3.5

◆ Goal 2 To manage the rate review system for hospitals and nursing homes, and collect masters and amendments for outpatient treatment centers and home health agencies, through appropriate compliance investigations and site audits.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of investigations	20	10	10	10
● Number of rate comparison reports	55	60	70	80
● Number of charge master reviews	1,050	1,100	1,200	1,200
● Number of Uniform Accounting Reports	125	225	235	245
● Number of financial audits	84	85	86	87
● Number of Medicare and Medicaid Cost Reports	125	225	235	245

◆ Goal 3 To perform evaluations of Tobacco Tax Primary Care and Telemedicine programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hours of technical assistance to contractors	2,500	3,000	4,000	5,000
● Number of telemedicine evaluations	1	1	1	1

◆ Goal 4 To provide information, referral, and investigative services in response to consumer complaints and concerns about health facility billing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of referrals/consultations	1,000	1,200	1,200	1,200
● Number of complaint actions	60	75	100	125

◆ Goal 5 To ensure statewide cancer data is accurate through technical assistance to hospital cancer registries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of case reports received	24,069	24,254	25,467	26,740
● Number of consultation hospital visits	33	12	15	15
● Audit error rate (percent)	NA	NA	5	5

◆ Goal 6 To collect and maintain accurate and complete statistical data relating to the occurrence of birth defects among infants born in Arizona to Arizona residents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of births and stillbirths screened	78,542	75,313	76,387	77,267
● Number of registry cases monitored	14,958	16,756	18,800	20,000

◆ Goal 7 To analyze and report cancer registry and birth defect registry data.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of requests met	117	89	150	159

● Number of formal reports produced 3 2 4 4

◆ Goal 8 To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of interviews completed	1,908	1,908	2,700	2,700
● Survey response rate (percent)	75	75	75	75
● Percent of calls completed	35	40	40	40

◆ Goal 9 To disseminate data and biostatistical technical assistance to researchers and service deliverers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of technical assistance requests met	95	95	95	95
● Percent of data requests met	100	100	100	100

HSA.6.3 SUBPROGRAM SUMMARY
EMERGENCY MEDICAL SERVICES

Contact: Stephen P. Hise, Bureau Chief
Phone: (602) 861-0708
A.R.S. 36-2201 to 2246

Subprogram Mission:

To protect the health and safety of people requiring emergency medical services (EMS), promote improvements in Arizona's EMS system through research and education of the public and EMS providers, and prevent illness and injury to Arizona's residents and visitors.

Subprogram Description:

The subprogram provides direction for all statutorily mandated components of Arizona's EMS system including: certification and auditing of Emergency Medical Technician (EMT) training programs, testing of all individuals seeking certification; certification and auditing of advanced life support base hospitals; inspection of all air and ground ambulances in Arizona; issuance of Certificates of Necessity and determining rates for certified ambulance services; and investigation of complaints against individuals and programs regulated by the Bureau of EMS. Beginning in FY2000, EMS Operations includes the funding for EMS Special Projects, EMS Regional Coordinating System, EMS Provider Grants, and EMS Communications and Dispatch, which were formerly individual line items. Funding is provided to rural EMS providers who are unable to meet the increased costs of maintaining and improving 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 assessing the resulting changes will be provided. Funds were also provided for the maintenance and improvement of Emergency Medical System Communication (EMSCOM), which is managed by the Department of Public Safety to assist EMS related communications. The subprogram will also develop a statewide trauma system including a trauma registry, training and education of pre-hospital and hospital staff, and develop a building system and data linkages between hospitals and the trauma system. In addition, this subprogram provides administrative support for three statutorily mandated bodies: the EMS Council, the Medical Direction Commission, and the Trauma Advisory Board.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,455.6	4,056.5	2,845.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,455.6</u>	<u>4,056.5</u>	<u>2,845.5</u>
FTE Positions	<u>34.0</u>	<u>35.0</u>	<u>35.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce to 25% the ambulances that have three or more deficiencies on each mechanical and medical equipment inspection, by June 30, 2001.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inspections	541	638	638	638
● Number of ambulances with greater than 2 deficiencies	152	173	163	153

- ◆ Goal 2 To increase the quality improvement visits to EMT Basic Life Support (BLS) training programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of BLS programs	51	70	80	90
● Number of consultative visits	61	160	250	350

- ◆ Goal 3 To increase the number of Assurance and Licensure base hospitals who submit quarterly trauma data for the trauma registry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hospitals submitting quarterly trauma data	10	45	45	45

- ◆ Goal 4 Assure maintenance and improvement of rural EMS.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Assistance dollars requested	NA	NA	4,000	4,000

- ◆ Goal 5 To monitor and improve the training and certification of EMS providers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of training programs certified	NA	70	80	90
● Number of consultative visits	NA	160	250	350
● Number of total basic EMT's certified	NA	8,900	10,000	12,000
● Number of total Intermediate EMT's certified	NA	340	350	350
● Number of total paramedics certified	NA	2,900	3,300	3,600
● Number of compliance audits	NA	20	20	24
● Number of follow-up audits for non-compliance	NA	2	2	4
● Number of hearings (all types)	NA	10	10	10

HSA.6.4 SUBPROGRAM SUMMARY
STATE LABORATORY SERVICES
 Contact: Wesley Press, Acting Bureau Chief
 Phone: (602) 542-1194
 A.R.S. 36-451 to 479, 495, 15

Subprogram Mission:

To protect the health of Arizonans by testing for selected infectious and communicable diseases and conditions caused by environmental contamination, and by monitoring and evaluating the quality of laboratory testing conducted statewide.

Subprogram Description:

The State Laboratory provides environmental, clinical, and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases and conditions caused by environmental contamination. Quality Assurance and Support (QA) ensures that all chemical and microbiological analyses in the labs comply with all state and federal quality assurance requirements. Monitoring and evaluating the quality of statewide environmental and clinical labs is also provided. The State Laboratory enhances environmental and clinical capabilities through statewide training.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,781.1	3,009.0	3,062.6
Other Appropriated Funds	1,368.3	978.4	998.8
Other Non Appropriated Funds	1,367.0	1,034.6	1,034.3
Federal Funds	0.0	0.0	0.0
Program Total	<u>5,516.4</u>	<u>5,022.0</u>	<u>5,095.7</u>
FTE Positions	<u>104.5</u>	<u>107.5</u>	<u>107.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To monitor all microbiological lab analyses in the State Lab for accuracy, reliability and compliance to approved standard methodologies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of QA audits	10	12	12	16
● Number of deficiencies	16	16	16	16
● Percent reduction in deficiencies	11.1	0	0	0
● Number of micro performance testing samples	680	700	700	700
● Percent of samples correct	96	96	98	98

- ◆ Goal 2 To protect the health and quality of life of Arizona's newborns by evaluating the accuracy, reliability and compliance of analytical testing for metabolic and genetic disorders.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Newborn Screening PT tests	200	200	210	210
● Percent of correct	100	100	100	100
● Number of QA audits	8	10	12	12
● Number of deficiencies	12	10	10	10
● Number of training sessions/collectors	20	25	30	40
● Percent of unsatisfactory specimens	0.9	0.8	0.8	0.7
● Percent of NBS specimens received via United Parcel Service	72	74	75	80
● Percent of NBS specimens completed in 5 days	70	80	90	90

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ Goal 3 To protect Arizonans' health by providing support services for testing of all samples received.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of samples received	61,000	64,000	66,000	66,000
● Number of kits for newborn screening	173,000	180,000	200,000	200,000
● Number of kits for outbreak investigation	95,000	95,000	95,000	98,000
● Number of cultures prepared for analysis	100,000	100,000	110,000	110,000

◆ Goal 4 To assure that all newborn screening, microbiological, chemical, and technical support services in all SLS labs comply with state and federal safety procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of safety audits	24	24	24	24
● Number of deficiencies	4	4	2	2
● Percent reduction in deficiencies	33.3	0	50	0
● Number of safety trainings	20	20	24	24
● Number of SLS staff given safety training	105	110	120	120

◆ Goal 5 To reduce the incidence of environmentally caused disease through improved surveillance programs that monitor food, surface water (sw), and drinking water (dw).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of water tests	3,500	3,500	3,500	3,500
● Number of samples violating standards: Affecting populations: - sw	40	40	40	40
● Number of samples violating standards: Affecting populations: - <100	200	200	200	200
● Number of samples violating standards: Affecting populations: - 100 - 10,000	80	80	80	80
● Number of samples violating standards: Affecting populations: - 10,000 - 100,000	2	2	2	2
● Number of samples violating standards: Affecting populations: - >100,000	0	0	0	0
● Number of food tests	300	300	300	300
● Number of samples affecting populations: - <5	4	3	3	3
● Number of samples affecting populations: - 6 - 20	2	3	3	3
● Number of samples affecting populations: - >20	40	40	40	40

◆ Goal 6 To reduce the incidence of sexually transmitted diseases, including HIV.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of individuals that tested positive for Syphilis	350	320	350	350
● Number of individuals that tested positive for Chlamydia/Gonorrhea	1,775	1,500	1,600	1,600
● Number of individuals that tested positive for HIV	500	350	400	400

◆ Goal 7 To ensure ongoing support for existing and expanded public health services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of new cases of TB identified	240	240	240	240
● Number of positive encephalitis pools identified	5	5	10	10

● Number of animals identified positive for rabies	50	60	60	60
● Number of people exposed to rabid animals	40	20	30	35

◆ Goal 8 To increase coverage of appropriate metabolic screening to at least 95% of newborns.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of initial tests	77,500	62,500	77,500	80,000
● Number of secondary screens	45,200	50,000	52,000	80,000
● Number of infants with confirmed metabolic disorders	40	40	40	40

◆ Goal 9 To reduce the occurrence of diseases which are controllable through intervention with vaccine programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of bacterial cultures performed	900	1,200	1,400	1,400
● Number of significant isolates	50	50	50	50
● Number of serological tests performed	4,200	4,500	4,500	4,500
● Number of significant findings	180	180	180	180
● Number of influenza screenings	600	650	700	700
● Number of positive influenza cultures	150	150	150	150

◆ Goal 10 To protect the public's health from environmental hazards by providing both routine and emergency environmental chemistry and analytical services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of air samples out of compliance	22	NA	30	30
● Number of samples identifying hazardous situations	50	60	66	73
● Number of water samples out of compliance	200	220	242	266
● Number of hazardous waste situations identified	20	22	24	26

◆ Goal 11 To implement an American Industrial Hygiene Association accredited environmental lead testing program and a Clinical Laboratory Improvement Act (CLIA) certified blood lead testing program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of blood samples	225	19	300	300
● Number of blood samples with elevated lead	225	19	300	300

◆ Goal 12 To ensure all licensed environmental labs are in compliance with applicable state and federal regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of environmental labs licensed in state	111	94	93	93
● Number of environmental labs licensed out of state	113	71	68	67
● Number of deficiencies	1,500	1,182	1,100	1,050
● Number of enforcement actions	2	0	1	1
● Number of surveys	180	172	172	171
● Number of investigations	11	5	5	5

- ◆ Goal 13 To provide training, consultation and technical assistance to clinical and environmental labs for improvement of deficiencies cited.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workshops	11	15	15	15
● Percent of labs satisfied with training	97	97	97	97
● Number of attendees	407	400	400	400
● Number of updates sent	10	10	10	10
● Number of labs updated	220	220	220	220
● Number of methods monitored	92	92	92	92
● Number of PT samples monitored	850	650	650	650
● Percent of acceptable samples	91	95	95	95

- ◆ Goal 14 To promote the safety of Arizonans through certification of driving under the influence enforcement personnel in operation of blood level testing devices and for blood alcohol analysts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of operator permits	1,952	1,850	2,000	2,000
● Number of analyst permits	60	60	60	60
● Number of training courses approved	4	2	3	3
● Number of lab surveys	3	10	10	10
● Number of analyst PT samples	304	280	280	280
● Number of QA permits	40	40	50	50
● Number of instructor permits	3	3	3	3

- ◆ Goal 15 To ensure that clinical labs are in compliance with CLIA regulations through Health Care Financing Administration (HCFA) contractual survey and certification activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clinical surveys performed	230	218	240	240
● Number of proficiency testing monitors	2,430	2,700	2,700	2,700
● Number of CLIA surveys-certified facilities	332	329	320	320
● Number of CLIA surveys-accredited facilities	6	4	6	6
● Number of deficiencies cited	1,500	600	600	600
● Number of enforcement actions	40	44	40	40
● Number of certificates processed (*no longer issue renewal forms, indicates new certificates processed)	2,471	*314	325	325

HSA.6.5 SUBPROGRAM SUMMARY
ARIZONA POISON CONTROL
 Contact: Stephen P. Hise, Bureau Chief
 Phone: (602) 861-0708
 A.R.S. 36-1163

Subprogram Mission:

To monitor the state's contracts for the provision of a 24-hour, seven day-a-week statewide poison and drug information system for doctors, medical institutions, and citizens.

Subprogram Description:

The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the

Samaritan Regional Poison Center (SRPC), is a statewide system of poison information, education, and treatment services. People from Arizona or outside the state may call requesting general information about poisons or specific information when there is a certain or suspected exposure to poison. Both centers follow-up 100% of human exposures and track the medical outcome.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,387.5	1,850.0	1,850.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,387.5	1,850.0	1,850.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide 24-hour, seven day-a-week statewide poison and drug information to doctors, medical institutions and citizens.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of informational calls-UA	31,000	32,000	32,000	32,000
● Number of information calls-SRPC	18,000	19,000	19,000	19,000
● Number of exposure calls-UA	32,000	33,500	33,500	33,500
● Number of exposure calls-SRPC	39,000	40,000	40,000	40,000
● Number of total follow up calls	12,000	13,000	13,000	13,000
● Percent of exposure calls followed-up	100	100	100	100
● Number of presentations	200	200	200	250
● Number of attendees	6,000	7,000	7,000	7,000
● Number of educational information items provided	100,000	100,000	100,000	100,000

HSA.6.6 SUBPROGRAM SUMMARY
EPIDEMIOLOGY AND DISEASE CONTROL
 Contact: Lee Bland, Bureau Chief
 Phone: (602) 230-5808
 A.R.S. 36-132, 36-136

Subprogram Mission:

To monitor, prevent and control infectious and noninfectious diseases.

Subprogram Description:

The subprogram provides epidemiology and medical support, technical assistance, consultation and evaluation to program areas and to the public. The program collects, maintains and analyzes infectious and noninfectious disease morbidity and mortality data to assess and monitor the impact of disease and assist with prevention efforts; and conducts routine and special investigations. Also, through a contract with the Arizona Kidney Foundation, the program provides transportation and oral medications for needy end-stage renal disease patients not covered by insurance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	423.2	546.6	556.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	291.9	354.5	310.5
Federal Funds	0.0	0.0	0.0
Program Total	715.1	901.1	867.1
FTE Positions	4.8	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide critical medical and support services to end-stage renal disease patients who are in need and uninsured.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of patients assisted	319	325	350	375
● Number of patient services provided	1,606	1,670	1,800	1,900

- ◆ Goal 2 To plan operations, manage resources and provide direction and consultation to staff that will facilitate meeting mission requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of programs meeting goals met	80	83	87	90
● Percent of staff needs met	75	75	85	85

- ◆ Goal 3 To develop, direct and evaluate epidemiologic programs and medical support systems to meet the needs of DHS programs and county requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of DHS needs met	70	75	80	80
● Percent of county requests met	60	65	75	80

HSA.6.7 SUBPROGRAM SUMMARY
INFECTIOUS DISEASE EPIDEMIOLOGY
 Contact: Victorio Vaz, Office Chief
 Phone: (602) 230-5820
 A.R.S. 36-104, 132, 133, 136, 620, 711,713,714,718

Subprogram Mission:

To reduce morbidity, disability and premature death due to communicable diseases.

Subprogram Description:

The office maintains a disease registry on reportable communicable diseases, monitors disease trends through surveillance, outbreak investigations and data analyses, and provides technical assistance regarding prevention and control of disease caused by infectious agents and microbial toxins. Diseases include, among others, tuberculosis, botulism, vaccine preventable diseases such as hepatitis B, measles and pertussis, enteric diseases such as salmonellosis, fungal diseases such as coccidioidomycosis, zoonotic diseases such as rabies and vector-borne diseases such as plague and hantavirus pulmonary syndrome. Activities also include monitoring risk of viral encephalitis and rabies through surveillance of arbovirus-infected mosquitoes and rabid animals, respectively. The office also maintains a database of persons exposed to tuberculosis who may benefit from preventive therapy and monitors

treatment of tuberculosis disease and latent infection. Also, the office conducts surveillance of selected strains of infectious agents (e.g., influenza virus and drug resistant Mycobacterium tuberculosis). The office uses current disease information to inform and educate the public health care providers and the public health community and to amend or promulgate rules as needed.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,501.1	1,643.8	1,653.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	279.7	618.6	620.0
Federal Funds	0.0	0.0	0.0
Program Total	1,780.8	2,262.4	2,273.8
FTE Positions	16.0	16.0	16.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain a surveillance system, to use information to review, amend, and promulgate rules, and to inform and educate the public and health care providers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hospital contacts for diseases	145	462	350	350
● Number of contacts at Indian Health Services units for disease	36	98	75	75
● Number of persons receiving written information	77,254	71,788	76,000	76,000

- ◆ Goal 2 To protect public health by conducting investigations of outbreaks of communicable diseases and implementing, by FY 2001, a new measure for response threshold for each reportable disease.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of outbreaks investigated	2,093	1,936	400	400
● Number of outbreaks of communicable disease	9	14	5	5

- ◆ Goal 3 To minimize risk of exposure to diseases spread by animals and insects by conducting surveillance, case investigations to determine the source of disease exposure, and by arranging appropriate prevention or intervention measures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of sites/communities surveyed	132	79	80	80
● Number of disease investigations completed	109	107	120	120
● Percent of completed investigations	95	95	98	98
● Number of consultations	1,928	2,356	2,000	2,000
● Number of animal bite consultations	340	363	200	200

- ◆ Goal 4 To minimize risk of diseases spread by animals and insects by collecting and quickly and accurately identifying samples to assess disease potential, identifying insects submitted, arranging lab testing and arranging appropriate intervention measures when disease risk is identified.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of samples collected/submitted	450	455	300	300
● Percent of samples identified	98	98	98	98

- ◆ Goal 5 To develop and maintain a computerized TB case registry to monitor disease trends and compliance with recommended guideline for treatment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Records entered/updated in registry	6,107	2,713	8,000	9,000

- ◆ Goal 6 To develop and implement a strategic plan to eliminate indigenous tuberculosis by the year 2010, and review, amend and adopt TB rules to support the strategic plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contacts to active cases identified	NA	865	450	500
● Number of patients completing prophylaxis	2,369	1,873	3,000	3,200
● Number of patients completing treatment	NA	139	160	170

HSA.6.8 SUBPROGRAM SUMMARY
ENVIRONMENTAL HEALTH AND FOOD SAFETY
 Contact: Will Humble, Office Chief
 Phone: (602) 230-5930
 A.R.S36-132,136,606,796,901,916,971,980,1671,8-552

Subprogram Mission:

To prevent and control adverse health effects due to environmental factors including lead and pesticide poisoning and reduce the occurrence of illness due to transmission of infectious agents in food, water and exposure to unsanitary conditions.

Subprogram Description:

The subprogram identifies, measures and controls both exposure to selected environmental contaminants and associated adverse health effects; provides health assessments and conducts joint Department of Environmental Quality/Department of Health Services/Agency for Toxic Substances and Disease Registry public meetings; proposes and interprets rules relating to environmental sanitation and food protection; enforces environmental sanitation rules not delegated to county health departments (CHD); provides pesticide and childhood lead poisoning prevention activities; and responds to environmental emergencies.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	488.7	478.3	488.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	524.1	617.9	590.4
Federal Funds	0.0	0.0	0.0
Program Total	1,012.8	1,096.2	1,078.7
FTE Positions	24.5	24.5	24.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of risk assessments	29	0	0	0
● Number of epidemiological studies	3	4	5	5
● Number of DHS/DEQ consultations	81	15	15	15
● Number of Health Based Guidance Levels (HBGL) and Soil Remediation Levels (SRL) developed/maintained	2,100	500	0	0
● Number of emergency response/requests	15	15	15	15
● Number of inquiries for information	1,950	2,000	2,000	2,000
● Number of health assessments	5	15	15	15

- ◆ Goal 2 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of reports in registry	314	285	300	300
● Number of follow-up consultations	455	495	500	500
● Number of investigations	87	125	130	130

- ◆ Goal 3 To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of investigations	44	28	40	40
● Number of reports in registry	53	49	50	50

- ◆ Goal 4 To reduce risk associated with foodborne disease transmission at all Department of Corrections (DOC) prisons, jails, Arizona State University and other governmental food service facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of facilities inspected	240	275	280	290
● Percent of facilities inspected	100	100	100	100
● Percent of DOC facilities with passing score	70	85	90	90
● Percent of ASU facilities in compliance	95	95	95	95
● Number of produce warehouses inspected	140	150	150	150

- ◆ Goal 5 To reduce risk associated with foodborne illness by performing environmental health inspections of adult foster care homes, BHS treatment centers, homes for the developmentally disabled, requests from other state agencies, and DHS-licensed children's camps.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of requests-other agencies	447	450	250	250
● Percent of facilities inspected	100	100	100	100
● Number of children's camps inspected	170	170	175	175
● Percent in compliance	80	85	85	85

- ◆ Goal 6 To increase assistance to CHDs by conducting joint sanitarian inspections and standardization, and program evaluation and needs assessments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of joint inspections	75	55	75	85
● Number of sanitarian standardizations	17	46	75	155
● Number of CHD program evaluations	0	0	15	15

- ◆ Goal 7 To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of health consultations	15	15	15	15
● Number of environmental education presentations	29	35	40	40
● Number of community consultations	100	111	100	100
● Number of technical assistance consultations	225	210	250	250

HSA.6.9 SUBPROGRAM SUMMARY
HIV/STD PREVENTION CONTROL AND SERVICES

Contact: Christopher Brown, Office Chief
 Phone: (602) 230-5819
 A.R.S 13-1414,14515;32-1860;36-104.;6-136,663,664

Subprogram Mission:

To prevent further transmission of all Sexually Transmitted Diseases (STD), including HIV, and to increase the quality of life among those already infected through education, monitoring, treatment and services.

Subprogram Description:

The program conducts disease surveillance activities, primary and secondary prevention initiatives, provides HIV care and support services and directs public health research.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	544.4	568.7	578.7
Other Appropriated Funds	1,698.1	1,000.0	1,000.0
Other Non Appropriated Funds	1,304.9	10,026.2	10,026.2
Federal Funds	0.0	0.0	0.0
Program Total	3,547.4	11,594.9	11,604.9
FTE Positions	46.8	36.5	36.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide HIV prevention education and counseling services to persons at risk for HIV infection.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of counties funded	14	14	14	14

- ◆ Goal 2 To provide HIV/AIDS technical assistance, skill-building strategies, professional guidance, on-site visitation, training and conferences.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of persons receiving assistance	12,150	13,200	14,300	14,000
● Number of HIV-related training workshops	13	20	22	15

- ◆ Goal 3 To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, and care and support services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of timely completions from initial report through case investigation: within 12 months	64	70	75	75
● Number of cases identified - AIDS	577	550	550	550
● Number of cases identified - HIV	388	450	450	450
● Number of studies to assess behavior changes	2	2	1	1

- ◆ Goal 4 To rapidly and accurately respond to medical provider requests for medications provided by the DHS HIV/AIDS Medication Distribution Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of medications shipped within 48 hours	99	99	99	99
● Percent of medications that are the correct product and dose	100	100	100	100

- ◆ Goal 5 To increase the compliance of health provider reports to laboratory findings by actively following positive chlamydia and gonorrhea lab results with corroborating morbidity reports.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of positive results received	15,092	16,078	17,000	18,000
● Percent of results that are accurate	94	95	95	96

- ◆ Goal 6 To improve communication and collaboration, and (within resources) assist laboratories, providers, CHDs, federal and state correctional institutions and Indian Health Services Hospitals and Service Units.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of visits	30	36	40	40

- ◆ Goal 7 To ensure contract compliance of CHDs via referral services, medical treatment, audits and Communicable Disease Investigator performance evaluations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of reports in compliance	100	100	100	100

HSA.6.10 SUBPROGRAM SUMMARY
ARIZONA IMMUNIZATION PROGRAM
 Contact: Kathy Fredrickson, Office Chief
 Phone: (602) 230-5852
 36-135.36-671.36-673-674.36-396.15-871-874, 15-103

Subprogram Mission:

To prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

Subprogram Description:

The program assures an immunization delivery system that maximizes the opportunity for the protection conferred by vaccines; procures and distributes vaccines for use by public and private health providers in Arizona; assists in responding to vaccine preventable outbreaks; and maintains a system that provides accurate information on the immunization status of individual children. Additionally, the hepatitis B perinatal program identifies pregnant women who are HBsAg positive and ensures that their newborns, and sexual and household contacts are tested and immunized.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,928.4	1,915.1	1,915.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	923.9	3,152.7	3,089.7
Federal Funds	0.0	0.0	0.0
Program Total	2,852.3	5,067.8	5,004.8
FTE Positions	19.5	19.5	19.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assure county health departments (CHD) and federally funded community/migrant health centers (CHC) in Arizona are compliant with National Vaccine Advisory Committee recommended "Standards for Pediatric Immunization Practices."

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of CHDs and CHCs	56	56	56	56
● Percent of CHDs and CHCs in compliance	100	100	100	100

- ◆ Goal 2 To assure that all birthing hospitals have policies and procedures for screening all delivery patients for hepatitis B and for administering appropriate vaccinations to infants born to hepatitis B positive mothers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of birthing hospitals	57	57	57	57
● Number of birthing hospitals in compliance	52	53	54	55
● Percent of birthing hospitals in compliance	91	93	95	96

- ◆ Goal 3 To enroll 77% of the eligible providers in the Vaccines for Children (VFC) program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of eligible providers	2,456	2,554	2,575	2,600

● Percent of eligible providers enrolled	62	58	62	68
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- ◆ Goal 4 To assure that the immunization levels within the state, public clinics, CHCs, licensed child care facilities (CCF), and public schools are maintained at appropriate levels.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of students K-6	88,500	88,500	89,500	90,000
● Percent of children in compliance	95	95	95	95
● Number of children in CCFs	45,500	45,500	40,500	47,000
● Percent of children in compliance	95	95	95	95
● Number of 2-yr. olds immunized at CHDs and CHCs	28,000	28,000	29,000	30,000
● Percent of children in compliance at CHDs	65	75	85	90
● Percent of children in compliance at CHCs	85	90	90	90

- ◆ Goal 5 To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of providers submitting data to the registry	NA	62	90	95
● Percent of resident children under 25 months of age in registry with an immunization event	NA	88	95	98

HSA.6.11 SUBPROGRAM SUMMARY
TOBACCO EDUCATION AND PREVENTION
 Contact: Rosalie Lopez-Hirano, Office Chief
 Phone: (602) 870-3145
 A.R.S. 36-132

Subprogram Mission:

To improve and maintain the health and quality of life of all Arizonans by reducing tobacco use through prevention and treatment, and by reducing exposure to environmental tobacco smoke.

Subprogram Description:

The Arizona Tobacco Education and Prevention Program (AzTEPP) manages programs and provides technical assistance to reduce tobacco use in Arizona. By emphasizing a comprehensive, community-based approach, the office addresses tobacco use among all Arizonans through the following: statewide media campaign and public relations promotions; mobile exhibits promoting tobacco education and prevention (ASH Kicker and Clearinghouse in a Van); support of local coalitions; establishment of a statewide clearinghouse of resources on tobacco education and prevention and cessation materials; a Smoker's Helpline to provide counseling and referral; promotion of tobacco-free school policies; development of museum exhibits promoting tobacco education; and establishment and maintenance of youth coalitions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,872.8	29,549.1	31,256.6
Federal Funds	0.0	0.0	0.0
Program Total	28,872.8	29,549.1	31,256.6
FTE Positions	17.0	17.0	16.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop effective programs for tobacco use prevention and cessation and to promote tobacco-free environments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of community coalitions/projects established	22	28	35	35
● Percent of schools with tobacco free campuses	90	59	80	90
● Rate (percent) of illegal sale of tobacco products to minors	11.8	22.7	15	15
● Number of individuals receiving cessation counseling/referral	34,714	36,638	45,000	45,000

- ◆ Goal 2 To make available a statewide clearinghouse of tobacco prevention resources and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of tobacco clearinghouse sites	7	7	7	7
● Number of materials distributed through clearinghouse	247,376	250,000	300,000	300,000
● Number of appearances by Clearinghouse in a Van	48	114	150	150
● Number of technical assistance and training opportunities provided by Arizona Tobacco Information Network (ATIN)	16	28	35	35
● Number of symposia sponsored on tobacco-related subjects	6	5	6	6

- ◆ Goal 3 To develop and implement a statewide media and public relations campaign.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Ash Kicker appearances	259	261	250	250
● Number of individuals who have walked through Ash Kicker	283,678	143,619	200,000	200,000
● Number of adults reached by media messages via television, radio and print (in millions)	30	39.9	50	50
● Number of individuals reached through sponsorship exposure (in millions)	3.6	6.5	10	10

HSA.6.12 SUBPROGRAM SUMMARY
PRIMARY CARE RESOURCES
 Contact: Patricia Tarango, Office Chief
 Phone: (602) 542-1219
 A.R.S. 15-1721

Subprogram Mission:

To identify communities and populations in the state which are underserved for primary health care; and to develop, coordinate and implement strategies to increase the resources, both human and financial, to improve the availability of services.

Subprogram Description:

The subprogram develops a statewide primary health care access plan; prepares recommendations for designation of Arizona Medically Underserved Areas (AzMUAs); submits documentation for federal designation of medically underserved and Health Professional Shortage Areas (HPSAs); develops community-based plans and strategies to address needs for primary health care providers and services; and coordinates with state and federal agencies as appropriate. This subprogram also identifies and establishes eligible sites, publicizes the loan repayment programs, and accepts and reviews applications for loan repayment awards from qualified candidates. Qualified candidates include physicians, dentist, physician assistants, nurse practitioners and certified nurse midwives.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	241.1	262.4	272.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	54.7	266.7	273.2
Federal Funds	0.0	0.0	0.0
Program Total	295.8	529.1	545.6
FTE Positions	6.3	6.3	6.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required, by the end of FY 2001.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of areas redesignated in a timely manner	100	100	100	100

- ◆ Goal 2 To assist in recruitment of primary care providers to underserved areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Eligible HPSA sites apply for Healthcare Providers Obligated Listing (HPOL) workforce resources	15	15	25	26
● Number of J-1 Visa Waivers Supported	18	3	5	5
● Number of National Health Service Corp (NHSC) placements	10	20	28	30
● Number of HPSA designations requested	14	8	8	8
● Number of HPSA designations obtained	23	5	5	5
● Number of J-1 Visa waivers requested	27	7	10	10

- ◆ Goal 3 To grant a sufficient number of loan repayment awards to ensure all available state and federal funds are encumbered by the end of the program year.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of funds encumbered	80	100	100	100
● Number of loan repayments	10	11	11	11
● Number of site visits	10	11	11	11

HSA.6.13 SUBPROGRAM SUMMARY
PRIMARY CARE SYSTEMS AND SERVICES
 Contact: Rachel A. Moritz, Office Chief
 Phone: (602) 542-1219
 A.R.S. 36-2921

Subprogram Mission:

To expand access to basic health care for low-income, uninsured Arizona residents through contracts with primary care services providers; to improve the statewide network of primary care services.

Subprogram Description:

Using Tobacco Tax funds, the subprogram contracts for primary care development and services, monitors contracted activities, provides guidance and technical assistance to contractors and others, maintains program guidance manuals, and coordinates with federal, state, county and community-based agencies involved in providing and/or improving primary care services and systems.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	200.0	250.0	0.0
Other Appropriated Funds	0.0	5,000.0	5,000.0
Other Non Appropriated Funds	11,917.9	15,958.8	12,786.5
Federal Funds	0.0	0.0	0.0
Program Total	12,117.9	21,208.8	17,786.5
FTE Positions	0.0	21.8	21.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish contracts and monitor quarterly: to document results by the end of the contract year.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contracts awarded	43	69	81	81
● Percent of programs requiring corrective action followed up in a timely manner	100	100	100	100
● Number of monitoring tools developed/revised	2	4	4	4
● Number of contracts monitored	43	69	81	81

- ◆ Goal 2 To provide guidance and technical assistance to contractors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contractor meetings	4	4	4	4
● Number of program site visits	86	140	166	166
● Number of guidance manuals revised	4	4	4	4
● Percent of contractors requesting assistance	100	100	100	100

- ◆ Goal 3 To expand, via contract, the Northern Arizona Regional Behavioral Health Authority (NARBA) Telepsychiatry Network using Tobacco Tax funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of program sites	4	15	15	15

- ◆ Goal 4 To provide guidance and assistance to primary care providers and others seeking to improve the delivery of basic health services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of AzMUA providers contacted	15	15	20	25
● Percent of provider assistance requests followed up with in a timely manner	100	100	100	100

- ◆ Goal 5 To provide, via contract, health services for uninsured children and adults.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients served	60,000	60,000	75,000	75,000

- ◆ Goal 6 To construct and remodel primary care facilities, via contract.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of sites constructed or remodeled	6	12	18	18

HSA.6.14 SUBPROGRAM SUMMARY
VITAL RECORDS
 Contact: Cathy Bischoff, Acting Office Manager
 Phone: (602) 255-2501
 A.R.S. 36-301 to 347

Subprogram Mission:

Responsible for building, maintaining and monitoring a system that establishes, updates and archives an accurate, legal and permanent record of every birth and death event in the state of Arizona. The Office ensures that records within this archival base are accessible to eligible individuals and/or organizations in a timely and accurate manner.

Subprogram Description:

This Office is mandated to capture predetermined categories of information on every birth and death occurrence within a specific time frame. This Office provides certified copies of birth and death records, as well as authorized amendments to those records, to over 200,000 customers per year.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	516.8	1,754.0	1,264.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	241.2	308.2	308.2
Federal Funds	0.0	0.0	0.0
Program Total	758.0	2,062.2	1,572.2
FTE Positions	39.0	43.0	46.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 Decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer wait time in Vital Records' lobby (in minutes)	70-90	50	30	30

- ◆ Goal 2 Decrease service response time for customer mail-in requests to Vital Records for records.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days for Vital Records to respond to customer mail-in requests	25-45	20	10	10

HSA.7 PROGRAM SUMMARY

COMMUNITY AND FAMILY HEALTH

Public Health Services

Contact: Elsie E. Eyer, Bureau Chief
Phone: (602) 542-1223
A.R.S. 36-132

Program Mission:

To strengthen the family and community by promoting and improving health status through leadership, collaboration, and partnership.

Program Description:

Community and Family Health Services (CFHS) is composed of Administration and the Offices for Children with Special Health Care Needs, Nutrition Services, Oral Health, Prevention and Health Promotion, and Women's and Children's Health Services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	21,353.6	23,282.0	23,397.7
Other Appropriated Funds	2,100.7	5,076.1	5,099.2
Other Non Appropriated Funds	62,579.2	1,819.2	1,819.2
Federal Funds	16,436.6	19,335.5	19,335.5
Program Total	102,470.1	49,512.8	49,651.6
FTE Positions	94.5	105.0	105.0

This Program Contains the Following Subprograms:

- ▶ Administration
- ▶ Oral Health
- ▶ Women's and Children's Health
- ▶ Children With Special Healthcare Needs
- ▶ Nutrition Services
- ▶ Prevention and Health Promotion

HSA.7.1 SUBPROGRAM SUMMARY

ADMINISTRATION

Contact: Elsie E. Eyer, Bureau Chief
Phone: (602) 542-1223
A.R.S. 36-132

Subprogram Mission:

To strengthen the family and community by promoting and improving health status through leadership, collaboration, and partnership.

Subprogram Description:

The Office of the Bureau Chief is an administrative unit responsible for policy development; coordination of planning and evaluation activities; program integration; liaison with upper management and other Department organizational units; liaison with local, state, and national agencies and organizations; preparation and distribution of reports; and CFHS operational functions. The Bureau Chief's Office is composed of the following programs: Child Fatality Review, Sudden Infant Death Syndrome (SIDS), Healthy Communities, and Preventive Health and Health Services Block Grant.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	758.0	798.0	809.0
Other Appropriated Funds	97.4	100.0	100.0
Other Non Appropriated Funds	429.7	98.0	98.0
Federal Funds	0.0	0.0	0.0
Program Total	1,285.1	996.0	1,007.0
FTE Positions	12.5	12.5	12.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide community-based multi-agency and multi-disciplinary review of child fatality cases at the local level.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of population covered by local teams	97.8	98.3	98.5	99
● Percent of cases reviewed by local teams	97	97.5	98.5	99

- ◆ Goal 2 To conduct state-level review of aggregate data from local child fatality reviews; use information to make data-driven recommendations for prevention; and provide community information and education regarding the incidence and causes of child fatalities and the public's role in prevention.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual Reports	1	1	1	1
● Number of educational brochures, materials, Internet access	10,000	10,000	10,000	10,000

- ◆ Goal 3 To obtain full utilization of Child Fatality Review Program for SIDS death reviews and risk reduction recommendations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of SIDS deaths in Arizona	44	55	55	50
● Percent of SIDS cases reviewed by Local Child Fatality Review teams	94	95	97	97.5

- ◆ Goal 4 To have Medical Examiners use the DHS standardized autopsy protocol for SIDS cases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Medical Examiners Reports evaluated on SIDS cases	97	97.5	98	98.5

- ◆ Goal 5 To identify, prioritize and fund prevention programs with the Preventive Health and Health Services Block Grant that address defined health problems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of programs with clearly defined health status outcome objectives	NA	100	100	100
● Percent of programs with clearly defined evaluation methodologies	NA	75	80	85

- ◆ Goal 6 To implement the Promoting Lifetime Activity for Youth (PLAY) program in communities and schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of community events that promote physical activity	NA	36	36	36
● Number of school-based physical activity programs	NA	125	135	145

- ◆ Goal 7 To identify, link, and provide technical assistance to statewide Healthy Community coalitions focused on improving health status in collaboration with county health departments, tribal public health departments, and community health programs at the local level.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of coalitions with access to DHS Healthy Communities newsletter and/or website	NA	NA	100	150
● Number of coalitions receiving documented technical assistance from Healthy Communities Coordinator	NA	25	50	75

- ◆ Goal 8 To provide data analysis services to inform decision-makers of activities affecting health and quality of life of women, children, and families in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Maternal Child Health (MCH) Block Grant indicators	NA	NA	27	27
● Number of epidemiologic studies	NA	NA	2	5
● Number of evaluation activities	NA	NA	2	5

HSA.7.2 SUBPROGRAM SUMMARY
ORAL HEALTH
 Contact: Donald Altman, D.D.S., Office Chief
 Phone: (602) 542-1866
 A.R.S. 36-132

Subprogram Mission:

To promote oral health for the well-being of all Arizona citizens through technical assistance, professional development, training, education, and preventive and basic dental services to high-risk and special needs populations.

Subprogram Description:

The Office of Oral Health (OOH) provides consultation and technical assistance for developing oral health care standards, policies and systems; defining program coverage; quality improvement reviews; evaluating program provider/client needs; professional development and training; providing preventive treatment to eligible, high-risk children including dental sealant placement, fluoride mouth rinse, dental screenings, education, and mobile trailers and equipment to deliver treatment in needs areas

and to support communities/agencies to set up a dental system of care for their residents or clients and community promotional activities.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	472.9	531.3	542.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	100.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>573.6</u>	<u>531.3</u>	<u>542.3</u>
FTE Positions	<u>10.0</u>	<u>11.0</u>	<u>11.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To effect policy development and standards in oral health care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hours of technical assistance, consultation, and/or collaboration provided for policy development	2,500	2,300	2,500	2,500
● Number of community dental programs and facilities able to serve the indigent and high-risk residents due to OOH support	9	9	8	8
● Percent of agencies satisfied with services	95	95	95	95
● Percent of agencies served with improved dental policies	80	80	80	80

- ◆ Goal 2 To prevent tooth decay in high risk and special needs populations through the delivery of preventive dental care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children served by preventive dental programs	45,300	43,183	45,000	45,000
● Percent of schools satisfied with preventive services with request for continuation	95	95	95	95
● Percent of children in preventive program with improved oral health	95	95	95	95
● Number of children educated and/or given a dental screening	46,579	40,236	20,000	20,000

- ◆ Goal 3 To facilitate the development of community-based dental care services to high risk and special needs population.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with support to establish community dental care delivery systems	90	90	90	90
● Number of Arizona residents served through mobile dental units with improved oral health	1,500	1,500	1,500	1,500

- ◆ Goal 4 To increase the knowledge of oral health care by providing education, training, resources and communication to Arizona residents, communities, and health professionals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of professionals attending conferences, continuing education (CE) and training sessions	919	650	850	650

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of professionals giving good/excellent rating for conferences, CE and training sessions	95	90	90	90
● Number of children with increased oral health care knowledge	32,000	34,000	20,000	20,000

HSA.7.3 SUBPROGRAM SUMMARY
WOMEN'S AND CHILDREN'S HEALTH
 Contact: Marianna D. Bridge, Office Chief
 Phone: (602) 220-6550
 A.R.S. 36-132

Subprogram Mission:

To strengthen the family and the community by promoting and improving the health status of women of childbearing age, infants, children, adolescents, and those with special health needs.

Subprogram Description:

The Office of Women's and Children's Health (OWCH) provides services and facilitates systems development to improve the health of women, children, and adolescents. This includes technical assistance, consultation, system and community development, direct care, education/training, standards and guidelines, evaluation, and contracts for services and education. OWCH aggressively pursues the core functions of public health: assessment, policy development, assurance, and education. The programs in the office fall into three categories: Children's Health, Women's Health/Prenatal Care, and High Risk Perinatal Programs. Some examples of OWCH Programs are Newborn Screening, Children's Information Center, Pregnancy and Breastfeeding Hotline, Abstinence Education, Genetics, Child Health, Adolescent Health, Perinatal Substance Abuse, Emergency Medical Services for Children, Health Start, Sensory Screening, Reproductive Health, Community Nursing, Neonatal Transport, Developmental Clinics, Healthy Mothers/Healthy Babies, County Prenatal Block Grant, Early Childhood, and Perinatal Social Work.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,952.6	6,400.1	6,918.1
Other Appropriated Funds	2,003.3	4,976.1	4,999.2
Other Non Appropriated Funds	1,026.9	670.0	670.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,982.8</u>	<u>12,046.2</u>	<u>12,587.3</u>
FTE Positions	<u>30.0</u>	<u>35.5</u>	<u>35.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide timely and high quality data related to the indicators of health status for Arizona women, infants, children and adolescents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Five year needs assessment update	1	1	1	1
● Maternal Child Health (MCH) Block Grant	1	1	1	1
● Annual Report	1	1	1	1

- ◆ Goal 2 To provide timely and high quality program data for OWCH.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of programs with standard reports	5	6	7	8
● Percent of programs with yearly updates	100	100	100	100

- ◆ Goal 3 To provide timely, current, and accurate budget information for OWCH programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of programs receiving monthly budget spreadsheets	100	100	100	100
● Annual budget report	1	1	1	1

- ◆ Goal 4 The Children's Information Center is a statewide, bilingual/bicultural toll free number, (TDD available for hearing impaired in Maricopa County), that provides information, referral, support, education, and advocacy to family care givers and health care professionals throughout Arizona. Follow-up is provided to all those who call the 1-800 number.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients receiving information and referral services	873	1,000	1,350	1,500
● Number of follow-up calls	50	100	200	300

- ◆ Goal 5 To provide statewide comprehensive genetic services, education, and information to ensure physical, developmental, emotional, social, educational, and cultural needs of children and their families through the development and implementation of the Genetics State Plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of plan completed	25	50	75	95
● Percent of needs assessment completed	NA	NA	50	100
● Number of educational presentations	60	80	80	80
● Materials distributed	90,000	100,000	125,000	150,000

- ◆ Goal 6 To reduce morbidity and mortality for metabolic and genetic disorders and hemoglobinopathy through screening, diagnosis, treatment, education, and timely and effective follow-up and counseling for infants in the Newborn Screening Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of infants screened (not tests performed)	NA	90,536	80,000	82,000
● Number of infants with an abnormal test	NA	NA	3,000	3,000
● Number of confirmed metabolic and endocrine disorders	42	37	54	57
● Number of confirmed hemoglobinopathies	13	11	12	13
● Percent of infants with both 1st and 2nd screens	NA	NA	60	70

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- ◆ Goal 7 To reduce injury, death and disability among children and adolescents by providing training, consultation and technical assistance through the school injury surveillance programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of schools with school injury surveillance program	91	91	166	175
● Number of trainings for school injury surveillance	0	100	125	125

- ◆ Goal 8 To increase the number of Healthy Mothers, Healthy Babies (HMHB) coalitions in state; strengthen and expand existing coalition membership; increase visibility and advocate for the health and safety of mothers, infants and children; reduce teenage pregnancy; increase health services for mothers and infants and the number of mothers that breast-feed; increase infant/child immunizations; reduce the use of alcohol, tobacco and other drug use by pregnant women and increase father/male involvement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of counties with HMHB coalitions	15	15	15	15
● Number of HMHB subcommittees	4	5	6	6
● Number of health/teen fairs at local level	6	9	10	12
● Educational materials distributed	8,000	9,500	11,000	11,000

- ◆ Goal 9 To increase the awareness of the risks associated with the use of alcohol, tobacco, and other drug use by pregnant women through education, training, and prevention projects at the local level; and provide resource information for women with chemical dependencies in a published directory and on the internet.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of survey responses	685	685	NA	800
● Number of treatment and medical programs with services	557	557	NA	600
● Number of training sessions, workshops, presentations	11	12	15	18
● Number of educational information and materials distributed	12,000	12,000	13,000	13,000
● Percent reduction in reported babies with fetal alcohol syndrome	NA	NA	20	20

- ◆ Goal 10 To increase direct primary care services to the underserved through school-based/linked centers, school districts' medical home projects, provider slots pledged for medical home projects (a "medical home" is a medical office or facility which an individual identified as a source for "normal and usual medical care," such as a family physician), training to providers, and grants to facilitate community mobilization efforts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of school-based/school-linked health centers	179	179	185	185
● Number of districts with medical homes	60	58	58	60
● Number of provider slots	11,290	13,980	13,980	14,900
● Number of provider trainings	12	12	14	14

● Number of planning grants	3	0	3	3
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- ◆ Goal 11 To assure that all children receive appropriate screening at schools, hospitals, and other opportunities, to identify hearing and vision deficits as early as possible, through education, training, tracking, technical assistance, and quality assurance monitoring.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children screened for hearing deficits	524,576	830,000	535,000	540,000
● Number of children screened for vision deficits	492,525	500,000	505,000	510,000
● Number of training workshops	33	48	55	60
● Number of persons trained	470	590	700	750
● Number of hospitals screening all newborns	18	30	45	50
● Number of hospitals in registry system	8	21	40	50
● Percent of newborn population screened	50	80	90	95

- ◆ Goal 12 To increase the proportion of women between the ages of 15-44 years, of low economic status (150% of the Federal Poverty Level) who receive reproductive health and family planning services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of women receiving family planning services	8,032	49,083	49,083	49,083
● Percent of women at or below 150% of the FPL	3.0	17.9	17.9	17.9

- ◆ Goal 13 To increase number of children in Health Start Program receiving age appropriate immunizations by two years of age, and to reduce the incidence of children affected by childhood diseases.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of children in the Health Start Program	1,200	1,100	1,700	2,000
● Percent of children with recommended immunizations	93	93	94	94.5
● Percent of children with identified medical home	90.5	91	92	92.5

- ◆ Goal 14 To increase prenatal services to Health Start pregnant women and reduce the incidence of low birth weight (LBW) babies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of women served prenatally	2,500	1,800	2,500	3,000
● Percent of women with five or more visits	94	95	95	95
● Average number of prenatal visits or classes	11	10	11	11
● Percent of women receiving prenatal care in first trimester	54.9	60	63	64
● Percent of LBW babies born to Health Start Women	5	5	5	5

- ◆ Goal 15 To educate Health Start families on the importance of good nutritional habits to improve the overall health of their children; to educate families on developmental assessments to promote the early identification of learning disabilities, physical handicaps or behavioral health needs; and to educate families on the benefits of preventive health care and the need for screening examinations such as hearing and vision.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of families in the program	3,000	3,000	3,000	3,500
● Pre-neonatal information	2,000	2,000	2,000	2,500
● Preventive information	2,700	2,700	2,800	3,000
● Immunization information	2,100	2,400	2,600	3,000

- ◆ Goal 16 To increase the number of high-risk infants/children that are identified and cared for in a statewide system that meets Community Health Nursing (CHN) guidelines through referrals from the High Risk Perinatal (HRP) Program, Arizona Early Intervention Program (AzEIP), and other programs; and provide appropriate care and follow-up.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of persons referred to the HRP	4,080	4,210	4,155	4,150
● Number of persons referred for other programs	4,954	4,800	4,600	4,700
● Number of persons provided CHN services	6,075	5,665	5,720	5,775
● Number of persons referred with current CHN services	5,388	5,400	5,500	5,600

- ◆ Goal 17 To increase number of critically ill infants who receive risk-appropriate neonatal inpatient care at Level II and III hospitals, and Newborn Inpatient Care Programs (NICP) enrolled infants at risk for developmental delay who receive follow-up clinic services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Level II/III hospitals with developmental care	11	11	12	12
● Percent of at-risk infants with follow-ups	93	94	96	96
● Number of critically ill infants born in tertiary care centers	3,068	3,150	3,200	3,250

- ◆ Goal 18 To promote abstinence as a healthy choice and a positive lifestyle through implementation of programs designed to change the culture about out-of-wedlock sexual activity and to develop and implement programs for school-age children, males and females, grades 4-12.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of students receiving abstinence information	0	3,273	6,000	7,500
● Number of parents/adults receiving abstinence information	0	450	500	550
● Number of contractors/subcontractors who increase knowledge and skills of abstinence education strategies	0	Baseline	20	30
● Percent of those surveyed who recall DHS abstinence media messages	0	Baseline	15	25

- ◆ Goal 19 To promote adolescent health through communication and collaboration among agencies and groups that serve adolescents and promote development of age appropriate, comprehensive, culturally sensitive, integrated systems of services for adolescents and their families; and to improve health, behavioral health, educational and vocational outcomes for adolescents by emphasizing prevention, asset building, risk reduction, and early intervention.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Demystifying Adolescence Trainings	3	3	3	3
● Number of Talking with Teens Trainings	19	15	10	10

- ◆ Goal 20 To monitor the status of child health in Arizona to determine if the system of care is appropriate and adequate; and to improve continuity of children's primary care services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hand-held medical record piloted in communities	0	2	2	0
● Health status indicators data collected and analyzed	1	1	1	1
● Number of school nurses using the Children's Health Insurance Program (CHIP) software program	13	70	100	125
● Number of school districts using only CHIP software for school nurses	11	11	13	15

- ◆ Goal 21 To improve the health of women and infants through increased awareness of County Prenatal Block Grant Programs and outcomes and through training to county health departments (CHD) and their advisory councils to improve their skills for the provision of services planned and provided.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of CHD with Inter-Governmental Agreements	15	15	15	15
● Number of CHDs with a plan for self-evaluation	3	10	15	15
● Number of CHDs with completed needs assessments and implementation plans	14	15	15	15
● Number of CHDs with representation from public and private groups	7	12	15	15
● Number of collaborating agencies at state level	8	9	9	10

- ◆ Goal 22 To assist Early Childhood programs in Arizona in improving the quality of services they provide for children, and to support early childhood programs through a self study and training process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of accredited centers	159	170	175	180

- ◆ Goal 23 To create and support an Emergency Medical Services for Children (EMSC) Resource Center and Advisory Council; to develop a plan and data collection tools to assess EMSC personnel, equipment, facilities, training needs and resources; and to conduct an assessment of training needs to assist in developing a training plan for various EMSC providers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of people accessing resource center information	0	50	100	100
● Number of advisory council meetings	3	3	4	4
● Number of needs assessments conducted	0	2	2	2
● Number of professionals trained	0	50	75	100

- ◆ Goal 24 To regulate and license midwives attending home births.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of community visits conducted	2	4	8	12
● Number of discoveries and cease and desist orders issued	0	1	1	2
● Number of reports distributed	0	5	8	11
● Number of licensed midwives - new applicants and renewals	42	42	43	44

- ◆ Goal 25 To increase the number of education programs with contact hours for licensed midwives.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of chart reviews implemented	4	8	10	12
● Number of workshops planned and implemented	0	4	5	6

- ◆ Goal 26 To operate accessible statewide computerized hotlines that provide information on medical and human services resources and the number of pregnant women and families served by the hotline; and to reduce barriers and facilitate entry into health care system through collaboration with agencies and organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients	7,636	8,500	9,000	9,500
● Number of follow-up clients	800	1,275	1,800	2,357
● Percent of follow-up clients who received information, services, and care	75	80	85	90

- ◆ Goal 27 To provide education and training opportunities for social workers providing services to high-risk pregnant women and families of children receiving services through the Newborn Intensive Care Program and the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Phoenix education sessions	6	6	6	6
● Number of Tucson education sessions	6	6	6	6

- ◆ Goal 28 Advocate for the provision of psycho-social services for consumers of health care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of educational opportunities	6	6	6	6
● Number of participants on Arizona Perinatal Trust (APT) site reviews, conferences, and social work day at Legislature	NA	154	162	170

HSA.7.4 SUBPROGRAM SUMMARY
CHILDREN WITH SPECIAL HEALTHCARE NEEDS
 Contact: Susan Burke, Office Chief
 Phone: (602) 542-1860
 A.R.S. 36-132

Subprogram Mission:

To develop a model system of care for children with special health care needs that will support family-focused, comprehensive, timely and responsive, culturally competent, home and community-based services that are directed toward enhancing family and community strengths.

Subprogram Description:

The responsibilities are best carried out through direct service programs such as Children's Rehabilitative Services (CRS) or by infrastructure building through community development for Children with Special Health Care Needs (CSHCN). CRS provides services to children who need multi-specialist/interdisciplinary medical care. That service is provided in a cost effective, managed care setting. Community development operationalizes through assessment, service coordination, planning, technical assistance, and pilot programming. The goal is for all children with special needs to have an across agency family service plan based on need, not resources.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,176.3	14,452.4	14,013.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	903.7	0.0	0.0
Federal Funds	16,436.6	19,335.5	19,335.5
Program Total	31,516.6	33,787.9	33,349.0
FTE Positions	25.0	26.0	26.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop a process for Universal Application to programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of programs using Universal Application	0	0	10	15

- ◆ Goal 2 To maintain a coordinated approach to child find and service delivery, and the number of families served through an Individualized Family Service Plan (IFSP) will increase by 15% for all seven state agencies serving children with special health care needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of agencies using IFSP	3	5	7	7

● Number of families with IFSP	394	400	440	440
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- ◆ Goal 3 To provide family-centered services to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of communities assessed	8	8	9	9
● Number of "Communities Can" teams	7	7	8	9
● Number of teams with action plans	7	7	8	9

- ◆ Goal 4 To maximize benefits for CRS members and applicants by enrolling them in other government programs, such as Social Security Income (SSI), and increasing Title XIX funding for the government.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of AHCCCS members	11,788	12,100	12,300	12,300
● Number of non-AHCCCS members	3,521	4,100	4,200	4,200
● Percent of members enrolled in SSI	46	48	50	50
● Percent of members eligible for AHCCCS	76	77	77	77
● SSI and Categorical	11,650	12,000	12,000	12,000

- ◆ Goal 5 To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inpatient admissions	1,135	1,200	1,320	1,320
● Number of potential quality issues	80	75	70	70
● Number of required actions per quality issues	45	45	35	35

- ◆ Goal 6 To assure appropriate use of state and federal funds through financial analysis of CRS contracts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Amount of contract	29,990	29,990	33,500	33,500
● Total provider cost	34,100	35,100	36,100	37,100
● Percent of provider cost covered	88	85.4	92.8	90.3
● AHCCCS allowable	27,000	27,000	30,150	30,150
● Percent of AHCCCS allowable covered	111	111	111	111

- ◆ Goal 7 To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of families satisfied with services	95	95	96	96

- ◆ Goal 8 To assess and assure quality of inpatient medical care by monitoring and analyzing program services for Title XIX.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inpatient admissions	863	924	1,016	1,016
● Number of potential quality issues	61	58	54	54
● Number of required actions per quality issues	34	35	27	27

HSA.7.5 SUBPROGRAM SUMMARY
NUTRITION SERVICES

Contact: Margaret Tate, Office Chief
Phone: (602) 542-1886
A.R.S. 36-132

Subprogram Mission:

To provide the leadership to promote the optimal nutrition status and well-being of Arizonans.

Subprogram Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of nutrition programs and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on nutrition-related 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 serves as the community branch for the state and as the state agency for several federal nutrition programs and surveillance systems.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	795.7	853.1	862.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	59,452.8	823.6	823.6
Federal Funds	0.0	0.0	0.0
Program Total	60,248.5	1,676.7	1,686.3
FTE Positions	10.0	11.5	11.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide consultation and technical assistance services; train agency staff, providers, clients, parents, volunteers, and students in nutrition, food service management and health-related topics; and to provide field experience to students completing Masters in Public Health Nutrition, Advanced Pre-professional Practice Programs (AP4), or other formal training in community nutrition.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of consultations/technical assistance provided	530	530	530	530
● Training services distributed	2,000	2,000	2,500	2,500
● Number of students trained	20	20	20	20

- ◆ Goal 2 To ensure child care programs, child care centers for children with special health care needs (CSHCN) and aging service programs comply with nutrition standards through annual assessment site visits; and comply with meal pattern requirements in meals/snacks served by licensed child care centers to meet Dietary Guidelines for American standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of visits to child care programs	200	200	250	250
● Number of visits to aging programs	25	25	25	25
● Percent of aging programs that meet standards	85	85	90	90

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Number of center menus reviewed 250 300 320 350
- Percent of menus that meet guidelines 85 85 90 90

◆ Goal 3 To implement a quality assurance (QA) program for nutrition services provided by Children's Rehabilitative Services (CRS), and Arizona Perinatal Trust Hospitals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of CRS nutrition services meeting guidelines	85	68	90	90
● Percent of perinatal nutrition services meeting guidelines	40	40	40	45

◆ Goal 4 To participate in collaborative nutrition education projects with state, local, professional associations or voluntary agencies; to plan, coordinate and implement Arizona Nutrition Network activities; and to conduct Arizona Grown/5 a Day for Better Health campaign in collaboration with the Arizona Department of Agriculture.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of collaborative projects implemented	8	8	8	8
● Number of AZ/Grown 5 a Day media impressions	5,000	5,000	5,000	5,000
● Number of network core partners	12	16	18	22
● Number of nutrition education bulletins for food stamp recipients	48,000	64,000	96,000	96,000
● Number of network social marketing campaigns	1	1	1	1

◆ Goal 5 To increase to 30% the adult population that eat five or more servings of fruits and vegetables.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of adult population meeting nutrition standards	25.3	26.0	26.5	27.0

◆ Goal 6 To develop and implement quality assurance plans in Women, Infant, and Children (WIC) clinics for data quality on nutrition status variables.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of QA plans	8	8	8	8

◆ Goal 7 To increase the number of nutrition education and intervention services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of clients served/intervention services	NA	13,047	20,000	20,000

◆ Goal 8 To develop and implement Community Nutrition Education Plans in rural counties targeting 1st through 3rd graders in elementary schools with an enrollment of 50% or more Food Stamp eligible children.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of rural counties with nutrition education plans	12	12	12	12
● Schools	NA	90	90	90

◆ Goal 9 To increase the average number of people served from 96,000 to 124,000 per month in the WIC Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of people per month	116,833	122,298	123,000	123,500
● Food benefits distributed (in thousands)	68,194	69,134	70,517	71,927

◆ Goal 10 To increase the initiation of breastfeeding within the Arizona WIC program to meet the Healthy People 2000 goal of 75% at birth.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of infants breastfed at birth	60	62	64	70

◆ Goal 11 To provide training and review of educational materials to all vendors to ensure program compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of vendors trained	563	570	575	575

◆ Goal 12 To maintain or increase the average number of participants per month in the Commodity Supplemental Food Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of people per month	24,980	17,952	20,384	20,384
● Food benefits distributed	299,166	215,426	244,608	244,608

HSA.7.6 SUBPROGRAM SUMMARY
PREVENTION AND HEALTH PROMOTION
 Contact: Merrill Krenitz, Office Chief
 Phone: (602) 542-7220
 A.R.S. 36-132

Subprogram Mission:

To positively affect the health of Arizonans and their communities through the application of public health principles and the provision of programs, services, information, and technical assistance.

Subprogram Description:

The office provides a broad range of public health services (e.g., community development, lay and professional education, social marketing, epidemiology, and some direct services) in areas related to chronic disease and injury. For the past few years, the emphasis has been on diabetes, breast and cervical cancer, asthma, unintentional and intentional injury among children, and domestic violence. More recently the office has added osteoporosis, rape prevention, adolescent suicide, and general attention to older adult health.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	198.1	247.1	252.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	665.4	227.6	227.6
Federal Funds	0.0	0.0	0.0
Program Total	863.5	474.7	479.7
FTE Positions	7.0	8.5	8.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce the incidence of avoidable morbidity and mortality through effective communication about healthy lifestyle choices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of trainers trained on appropriate physical activity and diet related to osteoporosis	NA	NA	100	200
● Train the lay public on appropriate physical activity and diet related to osteoporosis	12	12	12	12

- ◆ Goal 2 To reduce the incidence of secondary disease and disability in people with chronic disease through effective communication about risk behavior.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of health professionals trained on accepted standards of care for people with diabetes	NA	100	200	225

- ◆ Goal 3 To improve the delivery of comprehensive health services through infrastructure building, promoting the use of accepted standards of care, and evaluation of programs and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of women rescreened, diagnosed with breast cancer at an early stage (0-1)	TBD	TBD	90	90

- ◆ Goal 4 To improve the knowledge and skills of community leaders in relation to the creation of healthy and safe communities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of local community-based organizations that plan, design, implement, and evaluate programs and services related to violence against women	12	12	14	14
● Number of reports to the Arizona Arthritis Coalition for use in planning and evaluation	NA	1	2	2
● Number of local community-based agencies or organizations that plan, design, implement, expand, and evaluate injury prevention programs including forming or sustaining coalitions	11	12	14	16
● Distribution of information and resources for injury prevention (e.g. Educational materials, bicycle helmets, child passenger safety seats)	10,655	18,655	19,700	20,700



AGENCY SUMMARY	
COUNCIL FOR THE HEARING IMPAIRED	
Sherri L. Collins, Director Contact: Sherri L. Collins, Director (602) 542-3336	DFA

Agency Mission:

To improve the quality of life for deaf and hard-of-hearing Arizonans by making available relevant services, systems and information to the general public, government agencies, professionals, and to people who are deaf and hard of hearing.

Agency Description:

Governed by a 19-member board, this agency has nine staff members who conduct consumer workshops, public speaking presentations and attend public information fairs to distribute information on hearing loss and its prevention. Staff members host and produce a weekly half-hour, nation wide television program for the deaf and hard-of-hearing. The Council consults with state, county, city and federal agencies identifying appropriate approaches to ensure quality programs and services for deaf and hard-of-hearing consumers. Through a special appropriated fund, the agency administers a telecommunications relay service for deaf, speech-impaired and deaf-blind persons. It also distributes telecommunication devices for the deaf to residents of Arizona.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ COUNCIL ACTIVITIES	328.7	368.5	373.4
➤ TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)	5,063.9	5,606.6	5,731.9
Capital Funds	0.0	0.0	0.0
Agency Total	5,392.6	5,975.1	6,105.3

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	246.6	0.0	0.0
Other Appropriated Funds	5,063.9	5,932.6	6,062.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	82.1	42.5	42.5
Operating Funds Subtotal	5,392.6	5,975.1	6,105.3
Capital Funds	0.0	0.0	0.0
Agency Total	5,392.6	5,975.1	6,105.3
FTE Positions	9.0	9.0	9.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To increase the number of qualified interpreters for individuals who are deaf.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of qualified interpreters	100	110	115	125

- ◆ Goal 2 To improve tracking of TTY (Telecommunications Device for the Deaf) equipment distributed to all deaf, hard of hearing, speech impaired, and deaf blind persons in Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of equipment recovered	0	50	60	75

- ◆ Goal 3 To establish a training program for personnel at TTY exchange sites, 9-1-1 trainers, businesses, and governmental agencies throughout Arizona including educational programs.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Direct telephone access exchange sites statewide	NA	20	50	80
● Percent of customers satisfied with training	NA	Baseline	60	60

- ◆ Goal 4 To increase the number of certified legal services interpreters to meet the needs of deaf people for communication access in business, work, and services.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Requests for interpreters	32,000	38,000	40,000	52,000
● Interpreters certified for legal services	35	35	35	35

DFA.1	PROGRAM SUMMARY COUNCIL ACTIVITIES Contact: Sherri L. Collins, Director Phone: (602) 542-3336 A.R.S. 36-1941 to 36-1947
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Program Mission:

To assist agency administrators and political subdivision directors, to improve the quality of services available for deaf and hard-of-hearing people; and to educate the deaf and hard-of-hearing community on how best to access services.

Program Description:

The agency director and two administrative assistants make numerous presentations to public organizations, agencies and private businesses on the needs of the deaf and hard-of-hearing community. These individuals coordinate consumer workshops, seminars, and interpreters for the deaf training programs. Support staff respond to hundreds of inquiries regarding technology, laws, and availability of services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	246.6	0.0	0.0
Other Appropriated Funds	0.0	326.0	330.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	82.1	42.5	42.5
Program Total	328.7	368.5	373.4
FTE Positions	5.0	5.0	5.0

Program Goals and Performance Measures:

- ◆ Goal 1 To expand the public's knowledge of current laws

regarding the deaf and hard-of-hearing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mailing base	3,200	3,500	4,000	4,500

- ◆ Goal 2 To expand the public's understanding of the services required and technology available to assist in communicating with the hearing impaired.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Newsletters on new services and technology	4,000	4,200	4,400	5,000
● Viewers for sign-out TV program	10,000	12,000	15,000	20,000
● Internet Home Page visitors	4,000	4,200	4,500	5,000

- ◆ Goal 3 To increase the number of certified legal services interpreters to meet the needs of deaf people for communication access in business, work and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Requests for interpreters	32,000	38,000	40,000	52,000
● Interpreters certified	35	35	35	35

DFA.2 PROGRAM SUMMARY

TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)

Contact: Sherri Collins, Director
 Phone: (602) 542-3336
 A.R.S. 36-1947

Program Mission:

To provide telecommunications access for the deaf, deaf-blind, speech impaired, and hard of hearing TDD/TTY users in Arizona.

Program Description:

In addition to providing TTYs (a telecommunication device to assist the deaf) on a loaner basis to state residents who are deaf, speech impaired, hard-of-hearing, and deaf-blind, the Agency, through a contract with an interstate telephone company (currently Sprint) provides telephone relay services 24 hours a day. This relay service provides a link between TTY users and all other telephone users.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,063.9	5,606.6	5,731.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>5,063.9</u>	<u>5,606.6</u>	<u>5,731.9</u>
FTE Positions	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide uninterrupted, 24-hour, 7 days a week telephone relay services as required by Federal FCC rules.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of daily service availability	100	100	100	100
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- ◆ Goal 2 To ensure Relay users a quick response time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Operators available at peak times	30	35	40	50

- ◆ Goal 3 To improve tracking of TTY equipment distributed to all deaf, hard-of-hearing, speech impaired and deaf-blind individuals in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of equipment recovered	0	50	60	70

- ◆ Goal 4 To establish a statewide training program for personnel at TTY exchange sites, 9-1-1 trainers and Arizona businesses, governmental agencies staff and educational programs on how to use and respond to TTY calls.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with training	NA	Baseline	60	60



AGENCY/PROGRAM SUMMARY
COMMISSION OF INDIAN AFFAIRS

Ron S. Lee, Executive Director IAA
 Contact: N. Levi Esquerra, Business Development
 Representative
 (602) 542-3123
 A.R.S. 41-541 to 543

Agency/Program Mission:

To build partnerships to enhance tribal-state relations and economic prosperity for the 21 Indian Tribes/Nations in Arizona.

Agency/Program Description:

The Commission of Indian Affairs gathers data and facilitates the exchange of information needed by tribal, state and federal agencies; assists the state in its responsibilities to Indians and tribes by making recommendations to the Governor and the Legislature; works for greater understanding and improved relationships between Indians and non-Indians by creating an awareness of legal, social, and economic needs of Indians in this state; promotes increased participation by Indians in local and state affairs; and assists tribal governments in developing increasingly effective methods of self-government.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	158.9	233.6	237.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	158.9	233.6	237.4
Capital Funds	0.0	0.0	0.0
Agency Total	158.9	233.6	237.4
FTE Positions	3.0	4.0	4.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To enhance communication among and between Arizona Indian Tribes/Nations and State government.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Publish and disseminate a quarterly newsletter	4	4	4	4
● Publish and disseminate a tribal resource directory	1	NA	1	1
● Tribal representation at the Arizona Indian Town Hall (21 tribes total)	12	15	18	20
● Ex-officio state agency representation at the Arizona Indian Town Hall (8 ex-officio total)	3	4	6	8
● Post Indian Town Hall/Legislative Process Workshops	NA	NA	5	5
● Presentations and training sessions at educational institutions to educate students on Native culture, tribal governments and tribal-state relations	NA	NA	4	4
● Number of requests for information directed to a tribal or state government entity	NA	NA	2,500	3,000

- ◆ Goal 2 To develop linkages to improve economic opportunities for Arizona Indian Tribes/Nations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workshops to train tribal economic development staff on available state programs and services	NA	NA	2	2
● Number of presentations to tribes on the benefits of technology to increase effective methods of self-government	NA	NA	2	2
● Number of presentations and training sessions at educational institutions to educate students on tribal economic development, entrepreneurship and leadership	NA	NA	4	4
● Number of requests for information directed to or from the private sector	NA	NA	12	15



AGENCY/PROGRAM SUMMARY
ARIZONA PIONEERS' HOME

Jeanine Dike, Superintendent PIA
 Contact: Carl Johnson, Deputy Superintendent
 (520) 445-2181
 A.R.S. 41-921

Agency/Program Mission:

To provide a home and long-term health care for long-time Arizona residents and disabled miners.

Agency/Program Description:

The Arizona Pioneers' Home, which was opened for residents in 1911, presently is the home for 150 Arizona pioneers and disabled miners. The employees provide direct nursing care and support to the residents and strive to meet state and federal nursing home standards. The home is inspected each year by the Arizona Department of Health Services Nursing Home Surveyors.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,246.5	4,145.3	2,715.0
Other Appropriated Funds	549.7	2,214.7	2,214.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	4,796.2	6,360.0	4,929.7
Capital Funds	0.0	0.0	0.0
Agency Total	4,796.2	6,360.0	4,929.7
FTE Positions	107.4	117.4	117.4

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide resident care that meets the highest standards and state requirements set for long-term care facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average census	NA	150	150	150
● Citations from inspections	NA	0	0	0
● Monthly cost per resident (in dollars)	NA	2,400	2,249	2,459

- ◆ Goal 2 To maintain the historic site and grounds while providing acceptable levels of care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Building renewal projects completed	NA	2	2	2
● Percent of residents rating facilities as good or better	NA	98	98	98
● Cost of maintenance per square foot (in dollars)	NA	3	3	3

- ◆ Goal 3 To ensure the safety of residents and staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Building renewal funding of life safety projects (in thousands of dollars)	200.0	40.0	0	1,213.5
● Percent of sunset audit recommendations completed each year	10	10	10	10



AGENCY/PROGRAM SUMMARY
ARIZONA RANGERS PENSION

Governor Hull, Governor RPA
 Contact: Aimee Petrosky, OSPB Budget Analyst
 (602) 542-5381
 A.R.S. 41-951

Agency/Program Mission:

To provide compensation for time spent as an Arizona Ranger.

Agency/Program Description:

The Arizona Rangers' Pension provides monthly benefits for retired rangers and their surviving spouses.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11.1	11.3	11.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	11.1	11.3	11.6
Capital Funds	0.0	0.0	0.0
Agency Total	11.1	11.3	11.6
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide a monthly stipend to the one remaining Arizona Ranger's widow.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Stipend (in dollars)	10,800	11,100	11,300	11,600
● Widows	1	1	1	1



AGENCY SUMMARY	
ARIZONA DEPARTMENT OF VETERANS' SERVICES	
Patrick F. Chorpenning, Director	VSA
Contact: Frederick E. Ferguson, Veterans Service Division Administrator	
(602) 255-4183	

Agency Mission:

To deliver a series of seamless services to eligible veterans and their families and unify the veteran community by building alliances to enhance financial resources available to the community.

Agency Description:

The Arizona Department of Veterans' Services (ADVS) assists veterans, their dependents, and/or survivors in developing and filing claims for Federal entitlements in areas of disability, pension, insurance, burial, etc. through the U.S. Department of Veterans Affairs. The ADVS also provides fiduciary services to incapacitated veterans, surviving spouses, or minor children. In addition, the ADVS operates the Arizona State Veteran Home, a 200-bed skilled nursing facility, to provide long-term care services to veterans and their spouses. The ADVS is designated as the "State Approving Agency," and is responsible for approving and supervising all institutions and establishments in Arizona that offer education and training to veterans. The agency is establishing a state veterans' cemetery adjacent to Ft. Huachuca in southern Arizona targeted to open by March 2002.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ ADMINISTRATION	532.9	635.8	646.2
➤ VETERANS CONSERVATORSHIP	868.7	803.9	821.8
➤ VETERANS SERVICES	718.8	882.5	839.4
➤ STATE VETERAN HOME	9,323.0	10,303.2	9,816.4
Capital Funds	0.0	0.0	0.0
Agency Total	11,443.4	12,625.4	12,123.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,589.0	1,700.5	1,648.2
Other Appropriated Funds	9,701.2	10,704.9	10,250.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	153.2	220.0	225.0
Operating Funds Subtotal	11,443.4	12,625.4	12,123.8
Capital Funds	0.0	0.0	0.0
Agency Total	11,443.4	12,625.4	12,123.8
FTE Positions	290.0	297.0	297.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To ensure the availability of appropriated funds to benefit veterans.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● General fund appropriation per capita (in dollars)	2.16	3.61	4.00	4.50

- ◆ Goal 2 To achieve the highest level of customer satisfaction in regard to services being offered and how those services are delivered.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of customers rating the delivery of services as "very good" or "excellent"	NA	NA	Baseline	65%
● Percent of customers rating the array of services ADVS offers as "very good" or "excellent"	NA	NA	Baseline	60

- ◆ Goal 3 To establish alliances with veterans groups and organizations that build unity, credibility and trust among veterans and the community.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of veterans groups with which ADVS participates in organized activities and events	48	54	70	85
● Percent increase in participants of ADVS-sponsored activities and events	25	50	75	100

- ◆ Goal 4 To recruit, develop and retain a capable and responsible staff dedicated to excellent customer service.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of turnover in all positions	56	62.6	50	45
● Percent of employees having or achieving intermediate or advanced job-related certifications	NA	NA	Baseline	30
● Percent increase in the average number of training hours attended per employee	NA	NA	Baseline	5

VSA.1	PROGRAM SUMMARY
ADMINISTRATION	
Contact: Paul Fictum, Chief Financial Officer	
Phone: (602) 248-1567	
A.R.S. 41-601 et. seq.	

Program Mission:

To provide operational and financial support services in addition to leadership and direction to ensure that the Arizona Department of Veterans' Services operates in an efficient and effective manner. To assist, supervise, and monitor educational institutions by providing timely program approvals and technical assistance so that veterans can obtain their educational benefits and goals.

Program Description:

The Director's office oversees the Administration program which includes the Arizona Department of Veterans' Services' financial services, information technology, human resources, educational services, strategic planning, executive communications, media contacts, special events, special projects, and fund raising. The Financial Services Division is responsible for managing accounting services; administering purchasing and procurement activities; preparing and monitoring the Department's appropriated budget;

and managing other financial activities and services within the Arizona Department of Veterans' Services. The veterans' cemetery project in southern Arizona will also be coordinated through the Administration program until a project coordinator is hired. In addition, the Department has a contract with the U.S. Department of Veterans Affairs to provide educational program approvals administered by the ADVS Office of Veterans Education.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	379.7	415.8	421.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	153.2	220.0	225.0
Program Total	532.9	635.8	646.2
FTE Positions	10.0	10.2	10.2

Program Goals and Performance Measures:

- ◆ Goal 1 To build teamwork through enhanced employee activity and agency communication.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees rating agency communication as "good" to "excellent"	NA	NA	Baseline	80
● Percent increase in the average number of staff participating in ADVS sponsored events	NA	NA	Baseline	+10

- ◆ Goal 2 To provide operational and financial support through timely and effective reports and recommendations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of reports circulated to managers within 7 business days of month end	NA	NA	80	85
● Percent increase in the average number of ad hoc reports distributed each quarter	NA	NA	Baseline	+10
● Percent of employees rating ADVS' written communication as "very good" or "excellent"	NA	NA	Baseline	80

- ◆ Goal 3 To communicate business practices by distributing clearly written, concise procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of work units with relevant written procedures in place	NA	NA	80	100
● Number of written procedures approved for implementation by relevant supervisors and managers	NA	NA	Baseline	75
● Percent of policies and procedures reviewed annually for accuracy and clarity	NA	NA	70	80

- ◆ Goal 4 To restructure/re-engineer the Arizona Department of Veterans Service (ADVS).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of work units funded by the program receiving services (activity based costing)	NA	NA	Baseline	100
● Percent of ADVS work sections operating within allocated budget	NA	NA	85	95

- ◆ Goal 5 To clearly communicate the agency's mission and the purpose of its divisions and programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of quarterly activities or events in which cross-divisional information is communicated to non-managerial staff	NA	NA	2	3
● Average number of monthly activities or events in which an aspect of ADVS's strategic plan is communicated to personnel or to the community as a whole	NA	NA	Baseline	4

◆ Goal 6 To increase employee training/professional development.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of in-service training program hours attended by staff	NA	24	27	32
● Average number of training hours attended by each staff member annually	NA	8	7.4	20
● Percent of employees whose skill/performance levels improved as a result of professional development activity	NA	NA	Baseline	30

- ◆ Goal 7 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 by using their Montgomery G.I. Bill benefits.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of program approvals accepted by VA	99	99	99	99
● Percent of supervision visits completed within established time frames	88	92	95	100
● Percent of approved actions completed within established VA time frames	100	99	99	99
● Percent of technical assistance completed within established time frame	100	100	100	100
● Achieve a "Satisfactory" (the highest possible rating) on the State Approving Agency self-evaluation and from the Joint Peer Review Group	Yes	Yes	Yes	Yes
● Achieve a 4.2 out of 5.0 satisfaction rating on institution surveys	4.6	4.2	4.2	4.2

<p>VSA.2 PROGRAM SUMMARY</p> <p>VETERANS CONSERVATORSHIP</p> <p>Contact: Gary Noviello, State Veterans' Fiduciary Phone: (602) 248-1554 A.R.S. 14-3203, 14-3301 and 41-605 et. seq.</p>
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Program Mission:

To protect incapacitated veterans from exploitation and improve their quality of life.

Program Description:

The Fiduciary Division manages a program that serves as guardian, conservator, or representative payee for incompetent veterans, surviving spouses, and their dependent children. The program is funded by fees charged to clients for serving as their guardian or conservator. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the agency through the budget appropriation process.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	490.5	402.2	387.6
Other Appropriated Funds	378.2	401.7	434.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	868.7	803.9	821.8
FTE Positions	20.0	20.0	20.0

Program Goals and Performance Measures:

- ◆ Goal 1 To maximize our clients' quality of life through the delivery of a wide array of professional services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual reports of guardian and estate management plans submitted by the due date	NA	NA	75	90
● Percent of annual reports of guardian and estate management plans approved on first submission	NA	NA	80	90

- ◆ Goal 2 To improve communication within ADVS, within the division, and with outside interested parties.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers rating divisions' responsiveness as "good" to "excellent"	NA	NA	Baseline	85

- ◆ Goal 3 To obtain and maintain unrestricted certification from the Arizona Supreme Court.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Reduce the certified private fiduciary to client ratio	NA	1:75	1:40	1:35
● Reduce the social worker to client ratio	N/A	1:65	1:50	1:45

- ◆ Goal 4 To capture all client assets, maximize client monetary benefits, invest and expend client funds prudently, and to accurately report such financial activity to the courts in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual accountings submitted by the due dates	NA	NA	75	90
● Percent of annual accountings approved on first submission	NA	NA	80	90

VSA.3	PROGRAM SUMMARY
VETERANS SERVICES	
Contact: Fredrick E. Ferguson, Administrator	
Phone: (602) 255-4183	
A.R.S. 41-603 et. seq.	

Program Mission:

To assist all veterans, their dependents and survivors in obtaining their entitled benefits; and to improve the public's perception of all veterans.

Program Description:

The Veterans Services Division provides a network of Veterans Benefits Counselors (VBCs) who give information, counsel and

assistance to veterans, their dependents and survivors in matters pertaining to federal and state benefits earned by honorable service in the armed forces of the United States. There are offices located in Flagstaff, Lake Havasu City, Phoenix, Prescott, Sierra Vista, Tucson and Yuma. VBCs travel to all 15 counties, developing and filing claims for federal and state benefits in areas of disability, pension, insurance, burial, education, home loan, social security and other social services. The Division also coordinates state patriotic events and participates in community outreach efforts to heighten the awareness of veterans benefit issues.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	718.8	882.5	839.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	718.8	882.5	839.4
FTE Positions	19.0	19.0	19.0

Program Goals and Performance Measures:

- ◆ Goal 1 To increase the education and training of VSD staff and ensure a more pro-active appellate service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of staff cross trained in appeals process	1	2	3	4
● Percent test scores (evaluating general knowledge of veterans' benefits, rules and caselaw)	NA	NA	70	75

- ◆ Goal 2 To improve public awareness of the agency and veterans' sacrifices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Increase VSD employee participation in special events and public service announcements	64	105	120	130

- ◆ Goal 3 To acquire communications technology and other necessary equipment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff connected to the ADVS network	NA	NA	10	50

- ◆ Goal 4 To increase the availability and accessibility of veterans' benefit counseling services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of claims filed by Veterans Benefits Counselors	8,651	8,060	8,700	8,800

VSA.4	PROGRAM SUMMARY
STATE VETERAN HOME	
Contact: Larry Clausen, Administrator	
Phone: (602) 248-1591	
A.R.S. 41-608.01	

Program Mission:

Serving America's heroes by providing compassionate, professional

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

care in a comfortable home-like environment.

Program Description:

The Arizona State Veteran Home (ASVH) provides different levels of nursing care and provides integrated health services in order to maximize the quality of life of 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 and short term health care needs and encouraging wellness through preventive and rehabilitative services offered.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,323.0	10,303.2	9,816.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,323.0	10,303.2	9,816.4
FTE Positions	241.0	247.8	247.8

Program Goals and Performance Measures:

- ◆ Goal 1 To achieve national recognition for innovation and excellence in long term care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Substantially comply with all certification and licensing requirements by maintaining a "standard" rating or higher on the state survey	Standard	Standard	Standard	Standard
● Number of applications submitted for excellence awards		1	1	3
● Percent of staff suggesting innovations that can be implemented to achieve excellence	NA	NA	Baseline	25
● Percent of residents/families rating Home as providing "good" to "excellent" care	NA	NA	Baseline	70

- ◆ Goal 2 To develop a caring, committed and skilled staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent decrease in hours of temporary (registry) staff	NA	NA	Baseline	19
● Percent of nursing staff turnover	52	55	59	55
● Percent of staff rating Home as "good" to "excellent" place to work	NA	NA	Baseline	60

- ◆ Goal 3 To attain financial self-sufficiency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average annual occupancy rate (in percent)	95	90	94	96
● Average number of days resident beds are vacant	10	7	5	2
● Costs of temporary (registry) staff (in thousands)	690	1,100	750	500
● Number of quarters the Home attains 105% budget compliance	NA	NA	2	4
● Number of quarters each department or unit attains 105% budget compliance	NA	NA	2	4
● Percent of accounts receivable collected within 60 days	NA	NA	Baseline	98

- ◆ Goal 4 To narrow the gap of communication between upper management and lower level employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees measuring availability of management as "good" to "excellent" on survey	NA	NA	Baseline	50
● Number of management outreach activities per quarter	NA	NA	5	10
● Attendance of all staff meetings per quarter	NA	48.2	63	77

- ◆ Goal 5 To operate the facility so all staff are clear on purpose and mission and how they relate to it.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Increase the number of mission-related activities each quarter	N/A	N/A	Baseline	2
● Percent of staff receiving at least one "quality care" recognition award each quarter	NA	NA	Baseline	20



Inspection &
Regulation

AGENCY/PROGRAM SUMMARY
BOARD OF ACCOUNTANCY

Ruth R. Lee, Executive Director
 Contact: Ruth R. Lee, Executive Director
 (602) 255-3648
 A.R.S. 32-6

ABA

Agency/Program Mission:

To protect the public's economic welfare by establishing and enforcing standards of qualification and accounting practice for persons certified as certified public accountants or public accountants and accounting firms registered by the Arizona State Board of Accountancy.

Agency/Program Description:

The Accountancy Board regulates the profession of certified public accountants (CPAs) and public accountants (PAs) by ensuring that registrants conduct themselves in accordance with the Board statutes and rules, in order to protect the public from misstated or misleading financial statements and reports, upon which business decisions are made. The board processes applications and administers the semiannual American Institute of Certified Public Accountants (AICPA) Uniform CPA Examination; certifies applicants for licensure as Arizona CPAs and public accountants; registers accounting firms owned by CPAs and public accountants; and reviews applications for biennial renewal of certificates to determine compliance with the Board's laws and rules.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,257.4	1,463.9	1,506.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,257.4	1,463.9	1,506.1
Capital Funds	0.0	0.0	0.0
Agency Total	1,257.4	1,463.9	1,506.1
FTE Positions	10.0	10.0	10.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To administer the qualifying AICPA Uniform CPA examination to persons who meet the requirements of A.R.S. § 32-723.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Exam applications received	1,382	1,386	1,600	1,700
● Grade release packets sent	1,197	1,165	1,500	1,500
● Successful candidates	400	320	400	400

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications for certification	520	388	570	570
● Certificates issued	447	362	500	550
● Biennial renewal of certificates	4,257	4,121	5,000	5,500
● Firms registered	60	90	60	60
● Firm renewals	323	401	500	500
● Percent of applicants reporting very good or excellent service	NA	79	80	85
● Average calendar days from receipt of completed application to issuance or denial of certificate	90	90	90	90

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of enforcement actions taken	458	366	495	495
● Average calendar days from receipt of complaint to resolution	180	180	180	180
● Average calendar days per investigation from start to final adjudication	180	180	180	180



AGENCY/PROGRAM SUMMARY	
ACUPUNCTURE BOARD OF EXAMINERS	
Cynthia B. Weaver, Director	ANA
Contact: Cynthia B. Weaver, Director	
(602) 542-3095	
A.R.S. Title 32, Ch. 39	

Agency/Program Mission:

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

Agency/Program Description:

The Board licenses/certifies and regulates acupuncturists, auricular acupuncturists for detoxification or substance abuse programs, and visiting professors. The Board evaluates professional competency, investigates complaints and enforces the standards of practice for the acupuncture profession.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	17.5	0.0	0.0
Other Appropriated Funds	0.0	49.0	47.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	17.5	49.0	47.3
Capital Funds	0.0	0.0	0.0
Agency Total	17.5	49.0	47.3
FTE Positions	0.5	0.5	0.5

Agency/Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	0	0	NA	NA
● Average time from receipt of complaint until resolution	0	0	90	90
● Cost per complaint	0	0	NA	NA

- ◆ Goal 2 To ensure that disciplinary actions are handled in an efficient manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Licensees with one disciplinary action	0	0	0	NA
● Licenses revoked or suspended	0	0	0	NA
● Disciplinary or enforcement actions	0	0	NA	NA
● Cost per disciplinary action	0	0	0	NA
● Original actions upheld	0	0	0	NA
● Appeals	0	0	0	NA

- ◆ Goal 3 To ensure that investigations are handled in an efficient manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Investigations conducted	0	0	NA	NA
● Licensees with greater than one investigation	0	0	NA	NA
● Cost per investigation	0	0	NA	NA
● Percent of investigations resulting in disciplinary enforcement	0	0	NA	NA

- ◆ Goal 4 To ensure that applications are handled in an efficient and effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	0	13	70	125
● Average number of days from request for application to distribution	0	60	60	60
● Percent of customers reporting very good or excellent service	0	NA	NA	NA



AGENCY SUMMARY
DEPARTMENT OF AGRICULTURE

Sheldon R. Jones, Director AHA
Contact: Dan Mosser, Chief of Strategic Planning and
Budgeting
(602) 542-0952

Agency Mission:

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

Agency Description:

The Department is mandated 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.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	4,527.5	5,240.4	5,283.6
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	854.2	664.6	675.1
➤ ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION	3,344.2	3,315.9	3,363.2
➤ PEST EXCLUSION AND MANAGEMENT	3,889.7	4,436.3	4,508.6
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	426.3	389.4	396.6
➤ PESTICIDE COMPLIANCE & WORKER SAFETY	748.2	797.0	807.0
➤ ADMINISTRATIVE SERVICES	2,005.7	2,727.6	2,229.9
➤ STATE AGRICULTURAL LABORATORY	1,802.1	1,722.6	1,749.9
➤ AGRICULTURAL CONSULTATION AND TRAINING	145.2	145.6	141.1
➤ COMMODITY DEVELOPMENT AND PROMOTION	2,685.3	2,661.2	2,338.9
Capital Funds	0.0	0.0	0.0
Agency Total	20,428.4	22,100.6	21,493.9

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,452.8	12,047.8	12,272.3
Other Appropriated Funds	1,990.3	2,228.9	2,266.9
Other Non Appropriated Funds	6,036.9	6,628.0	6,187.0
Federal Funds	948.4	1,195.9	767.7
Operating Funds Subtotal	20,428.4	22,100.6	21,493.9
Capital Funds	0.0	0.0	0.0
Agency Total	20,428.4	22,100.6	21,493.9
FTE Positions	414.7	411.1	411.1

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To improve internal and external communication and customer satisfaction.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Percent of employees satisfied with overall management/employee communication practices (excellent or good ratings)	37	55	60	65
● Percent of industry stakeholders rating the department's quality of communication excellent or good	70	88	91	93

- ◆ Goal 2 To increase the job-related training of ADA employees.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Percent of employees (persons) completing job-related training in accordance with criteria established by programs and/or divisions	NA	NA	Baseline	NA
● Percent of employees stating that current levels of job-related training fulfills their needs (excellent or good ratings)	30	53	75	80
● Percent of new hires receiving new employee orientation within 45 days of hire	NA	12	70	75
● Percent of new hires stating that new employee orientation fulfills their needs (excellent or good ratings)	24	64	75	80
● Percent of identified computer users actually receiving computer training	NA	25	100	100
● Percent of employees indicating the amount of computer training given fulfills their needs (excellent or good ratings)	23	30	50	70

- ◆ Goal 3 To maximize employee efficiency and effectiveness through computer use.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Total number of hardware- or software-related service calls	1,714	1,876	1,876	1,688
● Percent increase/decrease in number of computer repair or software-related service calls	NA	8.6	0	-10
● Percent of employees rating overall IT services excellent or good	42	43	55	70

● Number of employees assigned as remote access users	NA	113	113	113
● Average cost per assigned employee for remote access (in dollars)	NA	203	873	440
● Percent of assigned employees stating that remote access increases their efficiency and/or effectiveness (excellent or good ratings)	NA	NA	Baseline	NA
● Number of special application programs needing upgrades or repairs to ensure compatibility with agency hardware and software uniformity standards	NA	33	3	0
● Percent of special application programs made compatible with agency hardware and software uniformity standards	NA	91	100	100
● Percent of management stating the effectiveness of special application programs used is excellent or good	NA	14	50	65

◆ **Goal 4** To update ADA rules to comply with Title 3 statutes and current agricultural practices.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ADA rules rewritten	NA	22	67	100

AHA.1 PROGRAM SUMMARY

FOOD SAFETY AND QUALITY ASSURANCE

Animal and Plant Services Divisions

Contact: Al Davis, Associate Director
 Phone: (602) 542-3629
 A.R.S. Title 3: Ch.3: Art.2-5;Ch.4: Art.1,3; Ch.5:Art.1;

Program Mission:

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

Program Description:

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

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,270.4	1,213.4	1,235.6
Other Appropriated Funds	1,024.1	1,161.4	1,182.4
Other Non Appropriated Funds	2,247.1	2,811.1	2,811.1
Federal Funds	-14.1	54.5	54.5
Program Total	4,527.5	5,240.4	5,283.6
FTE Positions	115.8	115.8	115.8

This Program Contains the Following Subprograms:

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

AHA.1.1 SUBPROGRAM SUMMARY

ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION

Contact: Joe Lane, Associate Director
 Phone: (602) 542-3629
 Title 3: Ch. 4: Art. 1,3; Ch. 5: Art. 1; Ch. 13

Subprogram Mission:

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

Subprogram 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, ratite, 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. In addition to these services, egg and dairy facilities and farms are also regulated through a federal-state cooperative agreement with the United States Department of Agriculture (USDA). 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, butter grading, and milk tanker inspections. Poultry and eggs used in school lunch programs are also inspected for quality and safety.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,270.4	1,213.4	1,235.6
Other Appropriated Funds	246.0	301.5	306.7
Other Non Appropriated Funds	41.7	73.7	73.7
Federal Funds	-14.1	54.5	54.5
Program Total	1,544.0	1,643.1	1,670.5
FTE Positions	34.8	34.8	34.8

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inspections	17,680	17,680	18,200	18,200
● Percent of state meat and poultry product tests in compliance with bacteria, drug, and chemical residue requirements	98	98	98	98
● Number of critical deficiencies identified	86	100	100	100
● Percent of state inspected meat and poultry facilities meeting minimum regulations affecting product safety	100	100	100	100
● Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected processing or slaughter plants	0	0	0	0
● Average number of inspections conducted at dairy facilities each year (2 visits per year mandated)	NA	3	3	3
● Percent of dairy samples in compliance	91	90	93	93
● Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	470,593	353,853	400,000	400,000
● Percent of state inspected dairy facilities meeting minimum regulations affecting product safety	NA	NA	Baseline	NA

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0	0
● Average number of inspections conducted at wholesale egg facilities each year	NA	2.3	4.0	4.0
● Average number of inspections conducted at retail egg facilities each year	NA	NA	Baseline	NA
● Number of egg dozens retained by inspectors for non-compliance with State standards	273,540	188,084	300,000	300,000
● Percent of state inspected egg facilities meeting minimum regulations affecting product safety	NA	99	99	99
● Number of documented food-borne bacteria outbreaks linked to eggs or egg products sold within Arizona	0	0	0	0

◆ **Goal 2** To satisfy customer needs in responding to voluntary inspection and grading service requests from industry or the USDA.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers stating the amount of voluntary dairy inspection service given them is excellent or good	NA	NA	Baseline	NA
● Percent of customers stating the amount of voluntary egg inspection service given them is excellent or good	NA	NA	Baseline	NA
● Percent of pounds of poultry and/or egg products designated for school lunch use rejected by inspectors for non-compliance	NA	0	0	0
● Number of documented food-borne bacteria outbreaks linked to the USDA school lunch program	0	0	0	0

AHA.1.2 SUBPROGRAM SUMMARY
FRESH PRODUCE STANDARDIZATION AND INSPECTION
 Contact: Al Davis, Supervisor of Standardization
 Phone: (602) 542-0943
 Title 3: Ch. 3: Art. 2-5

Subprogram 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.

Subprogram 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, fruit, vegetable, and nut 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 or nuts marketed within or exported from Arizona conform to state quality standards established for each commodity. Inspections encompass several areas, including quality, maturity, processing, labeling, storage, handling, and refrigeration of products. Under a cooperative agreement, USDA inspections are given by federal/state inspectors and take place primarily at the shipping point (point of origin), port-of-entry (Arizona-Mexico border), or the terminal market (point of destination). USDA grade inspections are fee-based and given at the request of industry desiring either to market their produce under USDA quality grade standards, or to fulfill requirements for United States imports, exports, marketing orders,

or military shipments. Federal/State inspectors also inspect watermelons and other identified produce entering Arizona from Mexico according to State quality standards.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	778.1	859.9	875.7
Other Non Appropriated Funds	2,205.4	2,737.4	2,737.4
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,983.5</u>	<u>3,597.3</u>	<u>3,613.1</u>
FTE Positions	<u>81.0</u>	<u>81.0</u>	<u>81.0</u>

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Increase in percent of hours devoted to site inspections or monitoring activities (excludes driving time and paperwork)	0.4	10.6	20.0	8.0
● Average number of hours per inspector spent on site inspections or field monitoring activities (excludes driving time and paperwork)	793	845	875	890
● Percent of industry satisfied (above average ratings) that the amount of inspection services provided fulfills the purpose of ensuring that only quality produce reaches the market	71	78	80	85
● Percent of industry (or customers) rating overall program satisfaction excellent or good	NA	75	80	85

◆ **Goal 2** To increase efficiency of administrative operations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applications returned to the licensee for rework	8.5	8.4	7.0	6.0

◆ **Goal 3** To provide accurate and uniform federal-state inspection and grading services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of certificates written	NA	41,128	45,000	45,000
● Percent of certificates completed correctly	NA	NA	Baseline	NA

AHA.2 PROGRAM SUMMARY
NON-FOOD PRODUCT QUALITY ASSURANCE
Environmental and Plant Services Divisions
 Contact: Jack Peterson, Associate Director
 Phone: (602) 542-3579
 A.R.S. Title 3: Ch. 1; Ch. 2: 2,3,5, Ch. 5, Ch. 15

Program Mission:

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

Program Description:

This program serves to assure public confidence in the quality of feed, fertilizer, pesticide, forage, and seed products. Pesticides

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

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	165.5	0.0	0.0
Other Appropriated Funds	688.1	663.0	674.5
Other Non Appropriated Funds	0.6	1.6	0.6
Federal Funds	0.0	0.0	0.0
Program Total	854.2	664.6	675.1
FTE Positions	12.6	10.5	10.5

Program Goals and Performance Measures:

- ◆ Goal 1 To provide accurate and timely licensing and registration services to customers as the first step to gaining compliance with feed, fertilizer, pesticide, forage, and seed regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average time in calendar days from receipt of completed application to issuance or denial	NA	NA	Baseline	NA

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of feed, fertilizer, pesticide and seed samples collected	NA	1,277	1,340	1,408
● Percent of samples found deficient through laboratory analysis	NA	8.6	9.0	10.0
● Average time in calendar days for manufacturers to come into compliance from date of notification of non-compliance	NA	41	39	37
● Percent of non-compliance incidents resolved through enforcement action (citation, cease & desist order, etc.)	NA	82.5	84.0	85.0

AHA.3 PROGRAM SUMMARY

ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION

Animal Services Division

Contact: Joe Lane, Associate Director
 Phone: (602) 542-3629
 A.R.S. Title 3: Ch. 11; Ch. 12: 2-4, Ch. 13, Ch. 16

Program Mission:

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

interactions.

Program Description:

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

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,591.1	2,576.7	2,624.0
Other Appropriated Funds	16.5	88.6	88.6
Other Non Appropriated Funds	736.6	650.6	650.6
Federal Funds	0.0	0.0	0.0
Program Total	3,344.2	3,315.9	3,363.2
FTE Positions	60.3	60.3	60.3

This Program Contains the Following Subprograms:

- ▶ Animal Disease Control
- ▶ Livestock Inspection

AHA.3.1 SUBPROGRAM SUMMARY

ANIMAL DISEASE CONTROL

Contact: Joe Lane, Associate Director
 Phone: (602) 542-3629
 Title 3: Ch. 13; Ch. 16

Subprogram Mission:

To protect and improve the health, quality, and marketability of Arizona animals and animal products by identifying, diagnosing, and preventing existing and emerging diseases, protecting humans from contagious animal diseases, and responding to emergencies.

Subprogram Description:

This subprogram regulates the importation of livestock, poultry, ratites, live fish, dogs, cats, and non-restricted wildlife species into Arizona, and monitors the health of all livestock in coordination with the Livestock Inspection subprogram. This office is directed by the State Veterinarian who investigates disease outbreaks and, when appropriate, issues quarantines to protect livestock, poultry, ratites, fish, and non-restricted wildlife species. In addition, to eliminate the risk of importing diseased animals to Arizona, the State Veterinarian assists and advises the Sonoran Animal Disease Eradication program on measures that will improve the health of livestock in Sonora, Mexico. Finally, the subprogram also serves to protect public health by eradicating and preventing the reintroduction of animal diseases that are contagious to humans (zoonotic diseases).

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	311.8	204.5	208.3
Other Appropriated Funds	16.5	9.2	9.2
Other Non Appropriated Funds	5.1	11.0	11.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>333.4</u>	<u>224.7</u>	<u>228.5</u>
FTE Positions	<u>3.8</u>	<u>3.8</u>	<u>3.8</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain an effective system of livestock and commercial fish disease surveillance and response.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in field veterinarian visits to targeted facilities (livestock auctions, beef cattle feedlots, fish farms)	29	19	14	16
● Number of quarantine sites in Arizona for all diseased livestock and fish	6	46	12	6
● Number of cases of secondary spread from quarantine sites of diseased livestock and fish	0	0	0	0
● Number of cases of bovine tuberculosis and brucellosis and swine pseudorabies	0	0	0	0
● Number of cases of equine infectious anemia	3	7	0	0
● USDA disease status for Arizona for bovine brucellosis and tuberculosis, and swine pseudorabies	Free	Free	Free	Free
● Percent of committee members satisfied with the Foreign Animal Disease Emergency Response System (FAD-ERS) plan and emergency drill results	NA	NA	Baseline	75

AHA.3.2 SUBPROGRAM SUMMARY
LIVESTOCK INSPECTION
 Contact: Joe Lane, Associate Director
 Phone: (602) 542-3629
 A.R.S. 3-11, 3-12: Art. 2-4

Subprogram Mission:

To protect livestock owners from theft, the public from harmful livestock interactions, and livestock from abuse.

Subprogram Description:

This subprogram regulates all facets of livestock ownership and movement and maintains documentation of livestock activity. The Arizona livestock industry and the general public who own livestock are regulated through inspections upon sale of animals, brand registration, and the issuance of equine ownership and hauling certificates. Subprogram activities include livestock health inspections, animal disease detection and surveillance, point-of-sale and/or livestock auction inspections, verification of ownership, resolution of ownership disagreements, recovery of missing and/or lost livestock, investigations of alleged livestock abuse, livestock theft investigations, and livestock seizures. The subprogram also assists in containing livestock that endanger the public safety.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,279.3	2,372.2	2,415.7
Other Appropriated Funds	0.0	79.4	79.4
Other Non Appropriated Funds	731.5	639.6	639.6
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,010.8</u>	<u>3,091.2</u>	<u>3,134.7</u>
FTE Positions	<u>56.5</u>	<u>56.5</u>	<u>56.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain an effective system of livestock inspection.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of livestock inspections conducted	33,169	33,411	33,000	33,000
● Total number of livestock inspected	671,472	626,943	642,000	657,000
● Average number of livestock inspected per inspection visit	20.2	18.8	19.5	19.9
● Total number of departmental reports (includes cases of theft, strays, selling without an inspection, kills, seizures, and abuse)	1,115	1,004	1,100	1,125
● Percent of departmental reports resulting in enforcement actions	4.9	6.5	7.5	8.5
● Percent of customers rating timeliness of inspection activities excellent or good	NA	89	90	91
● Percent of cases solved regarding livestock theft, missing livestock, or killing livestock belonging to another	18	54	54	54
● Percent of livestock identified and/or impounded for questions of ownership or as strays returned to owner	67	64	63	63
● Percent of cruelty, neglect, or abuse cases confirmed	14	39	24	24
● Total number of livestock removed from premises where cruelty, neglect, or abuse occurred	8	27	14	14
● Percent of Cab Card holders stating the Cab Card improves the self-inspection system (excellent or good ratings)	NA	NA	Baseline	NA
● Percent of active self-inspection participants rating the overall self-inspection system excellent or good	NA	94	95	96

AHA.4 PROGRAM SUMMARY
PEST EXCLUSION AND MANAGEMENT
Plant Services Division
 Contact: John Caravetta, Associate Director
 Phone: (602) 542-0996
 A.R.S. 3-2: Art. 1, 1.1, 6.1

Program 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.

Program Description:

The Pest Exclusion and Management program executes its mission through the concerted efforts of the Ports-of-Entry, Pest Detection and Survey, Quarantine/Nursery, and Integrated Pest Management program areas. District inspectors throughout Arizona support

individual program areas with inspection and other services necessary to fulfill mandated functions. Arizona's "pest free" status for federally regulated pests evidences the synergy of these program efforts. Pest detection, management, and eradication are a large part of the department's regulatory function. Specifically, the Ports-of-Entry program area functions as Arizona's first line of defense in pest exclusion efforts. In addition, Pest Detection and Survey performs 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 the Ports and Pest Detection and Survey program areas 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. Effective regulation of cotton pests and noxious weeds is achieved through the Integrated Pest Management program.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,238.7	3,831.6	3,903.9
Other Appropriated Funds	14.5	33.9	33.9
Other Non Appropriated Funds	308.9	243.2	243.2
Federal Funds	327.6	327.6	327.6
Program Total	<u>3,889.7</u>	<u>4,436.3</u>	<u>4,508.6</u>
FTE Positions	<u>107.6</u>	<u>108.2</u>	<u>108.2</u>

Program Goals and Performance Measures:

◆ Goal 1 To exclude and prevent the establishment of hazardous pests in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of trucks inspected at all ports	120,037	151,207	155,743	160,415
● Percent of trucks rejected at all ports	3.7	2.9	3.3	3.3
● Total number of pest interceptions at all ports	3,981	3,258	3,355	3,455
● Percent increase/decrease in pest interceptions at all ports	24.2	-18.1	3.0	3.0
● Percent of pest interceptions at all ports resulting in enforcement actions	54	50	55	55
● Total number of inspections within the state interior	NA	NA	Baseline	+3
● Percent of inspections resulting in interception of a hazardous pest within the state interior	NA	NA	Baseline	+3
● Percent of interceptions resulting in enforcement actions within the state interior	NA	NA	Baseline	+3
● Number of abatements issued to eradicate hazardous pests within the state interior	5	9	20	20
● Total number of hazardous pests targeted for detection	15	15	17	17
● Total number of inspections (traps serviced)	142,574	145,160	150,860	150,860
● Total number of targeted hazardous pests intercepted	0	1	2	2
● USDA rating on Federal pest status of the Fruit Fly in Arizona	Pest-free	Pest-free	Pest-free	Pest-free
● USDA rating on Federal pest status of the Gypsy Moth in Arizona	Pest-free	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	Pest-free
● USDA rating on Federal pest status of Khapra beetle in Arizona	Pest-free	Pest-free	Pest-free	Pest-free

● USDA rating on Federal pest status of Japanese beetle in Arizona Pest-free Pest-free Pest-free Pest-free

◆ Goal 2 To manage existing pests and prevent the reintroduction of eradicated pests in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of field inspections for plow-down requirements	1,250	2,889	2,890	2,890
● Number of cotton growers in compliance with plow down requirements	92	98	99	99
● Number of repeat violators of plow-down requirements within 3 years	2	1	1	1
● Number of cotton acres	344,487	283,342	280,000	280,000
● Percent of cotton acres in compliance with plow-down requirements	91.0	97.8	98.0	98.0
● Percent of acres tilled by farmers to meet plow-down requirements after abatement notification	99	100	100	100
● Total number of field inspections for stub and volunteer cotton	2,400	2,500	2,600	2,700
● Percent of cotton growers in compliance with stub and volunteer cotton requirements	99	99	99	99
● Number of repeat violators of stub and volunteer cotton requirements within 3 years	1	1	1	1
● Percent of cotton acres in compliance with stub and volunteer cotton requirements	99	99	99	99
● Percent of acres tilled by farmers to meet stub and volunteer cotton requirements after abatement notification	100	100	100	100

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of trucks rejected at all ports, pending confirmation, for suspicion of carrying the Red Imported Fire Ant	497	689	740	740
● Percent of rejected trucks refused entry into Arizona due to confirmation of Red Imported Fire Ant carrier status	63	61	64	66
● Average total hours required to process and identify Red Imported Fire Ants at all ports	23.5	18.5	10.1	9.8
● Average hours required to respond to industry requests for issuance of federal phytosanitary certificates	NA	NA	Baseline	NA
● Number of shipments rejected by the receiving country due to inspector error	0	1	0	0
● Percent of import/citrus permits issued correctly within established time frames	NA	NA	100	100

AHA.5 PROGRAM SUMMARY

NATIVE PLANT AND CULTURAL RESOURCES PROTECTION

Plant Services Division

Contact: John Caravetta, Associate Director
 Phone: (602) 542-0996
 A.R.S. 3-7

Program Mission:

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

Program Description:

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

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	236.0	167.8	170.9
Other Appropriated Funds	190.3	221.6	225.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	426.3	389.4	396.6
FTE Positions	9.0	9.0	9.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide efficient and cost-effective services to our customers and the general public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase/decrease in errors made on permits	-1	81	-25	-25
● Percent reduction in processing time for permits	NA	0	7	7
● Percent of customers rating overall services excellent or good	NA	NA	Baseline	NA

- ◆ Goal 2 To provide effective inspection, survey, monitoring, and investigation services to protect natural and cultural resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of enforcement actions taken	50	60	60	60
● Number of native plants or artifacts confiscated following the identification of illegal activities	138	14	93	93
● Percent of investigations completed	96	77	85	85
● Percent of adjudicated cases resulting in conviction	100	100	100	100

- ◆ Goal 3 To provide education in resource protection issues to the public, industry, governmental agencies, and ADA staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of resource protection workshops and training sessions conducted	8	17	12	12
● Average number of participants per resource protection class	10	8	5	5
● Percent of individuals indicating that workshop and training sessions are excellent or good	NA	NA	Baseline	NA

<p>AHA.6 PROGRAM SUMMARY</p> <p>PESTICIDE COMPLIANCE & WORKER SAFETY</p> <p>Environmental Services Division</p> <p>Contact: Jack Peterson, Associate Director Phone: (602) 542-3579 A.R.S. 3-2: Art. 6</p>
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Program Mission:

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

Program Description:

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

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	495.7	544.5	554.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	252.5	252.5	252.5
Program Total	748.2	797.0	807.0
FTE Positions	17.0	17.0	17.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of worker safety issues addressed during inspections	3,825	4,000	4,182	4,284
● Percent of worker safety issues identified as being out of compliance	10.3	6.0	7.0	7.8
● Average time in calendar days for agricultural employers to come into compliance with worker safety issues from initial notification of non-compliance	29	28	27	25
● Number of worker safety investigations	28	26	35	41
● Percent of worker safety investigations resolved through enforcement actions (citations, fines, de minimis notices, etc.)	81.0	83.0	84.3	86.0
● Average time in calendar days from start of investigation to disposition/resolution	NA	142	127	108

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inspection issues addressed	2,490	2,385	2,550	2,550
● Percent of inspection issues identifying pesticide misuse	3.5	3.0	3.3	3.3
● Number of investigations commenced as a result of pesticide misuse observed by inspector	10	8	13	15
● Average time in calendar days to achieve pesticide use compliance from initial notification of non-compliance	NA	30	29	27
● Number of consumer complaints alleging the misuse of pesticides	17	10	18	20
● Percent of consumer complaints of pesticide misuse confirmed after investigation	35	40	30	30
● Average time in calendar days to resolve consumer pesticide misuse complaints	NA	90	86	77

AHA.7 PROGRAM SUMMARY
ADMINISTRATIVE SERVICES
Department Administration
 Contact: Joseph R. Sigg, Deputy Director
 Phone: (602) 542-0957
 A.R.S. 3-1: Art. 1; 3-554, 526.03, 588, 468.03, 1

Program Mission:

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

Program 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, and public information. Administrative Services serves each departmental program with accounting, payroll, budgeting, human resources, training, information technology, procurement, and facilities management services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,640.7	1,824.4	1,859.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	315.5	853.7	321.2
Federal Funds	49.5	49.5	49.5
Program Total	<u>2,005.7</u>	<u>2,727.6</u>	<u>2,229.9</u>
FTE Positions	<u>32.0</u>	<u>32.0</u>	<u>32.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide accurate and timely procurement and financial services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of purchase orders under \$5,000 processed correctly within 2 working days of receipt	NA	NA	98	98
● Number of vendor requests for additional information on bids due to inaccurate or incomplete bid descriptions	NA	NA	Baseline	NA
● Percent of RFQ/RFP requests rated by DOA as being either excellent or good in stating agency needs	NA	NA	Baseline	NA
● Percent of encumbrances processed correctly within 2 days of receipt	NA	NA	98	98
● Percent of vendor claims correctly paid within 10 days of receipt	NA	NA	95	95
● Percent early payment vendor incentives taken advantage of	NA	NA	Baseline	NA
● Amount of savings to the agency for early payment of vendor claims	NA	NA	Baseline	NA
● Percent of paychecks correct/on time	97	99	99	99
● Percent of employee travel claims correctly processed within 10 days of receipt	94.4	92.3	98.0	98.0

- ◆ Goal 2 To ensure the timeliness of human resource support.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of HRMS data entries processed within 3 working days	92.0	99.7	95.0	95.0

● Percent of HRMS data entries processed accurately	98.0	99.5	99.0	99.0
● Percent of external personnel requisitions sent to DOA HR within 2 working days of original request	87.0	94.6	96.0	97.0

AHA.8 PROGRAM SUMMARY
STATE AGRICULTURAL LABORATORY
State Agricultural Laboratory
 Contact: Dwight Harder, Assistant Director
 Phone: (602) 253-1920
 A.R.S. 3-1: Art. 4

Program Mission:

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

Program 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 Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,447.4	1,492.0	1,519.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	179.5	195.6	195.6
Federal Funds	175.2	35.0	35.0
Program Total	<u>1,802.1</u>	<u>1,722.6</u>	<u>1,749.9</u>
FTE Positions	<u>30.4</u>	<u>27.3</u>	<u>27.3</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To increase customer satisfaction with laboratory services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with lab services	90	94	95	95
● Number of "high priority" samples	2,189	3,808	4,100	4,700
● Percent of "high priority" sample analyses completed by the due date	NA	92.8	96.0	96.0

- ◆ Goal 2 To improve the quality of sample identifications and analyses performed for regulatory enforcement and other customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of quality assurance plans written	17	17	58	100
● Percent of quality assurance plans implemented with full data tracking	17	17	25	33

- ◆ Goal 3 To Improve the quality of regulatory samples received.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of evaluated samples meeting all quality assurance criteria as determined by lab analysts	NA	95	95	95

AHA.9 PROGRAM SUMMARY

AGRICULTURAL CONSULTATION AND TRAINING

Agricultural Consultation & Training

Contact: Brett Cameron, Assistant Director
Phone: (602) 542-0984
A.R.S. 3-109.01

Program Mission:

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

Program Description:

Through requested On-Site Visits (OSV), program staff provide 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 administering. This program also provides advice and consultation to the racing industry to ensure compliance with those sections of Title 5, sections 104 or 106 that deal with agricultural matters. No regulatory actions may be taken as a result of the OSV, except in cases of imminent danger. The final product of the OSV is a comprehensive, detailed report outlining recommendations to increase compliance with specific issues of regulatory concern. This program was first established in FY 1995.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	75.6	77.7	79.3
Other Appropriated Funds	56.8	60.4	61.8
Other Non Appropriated Funds	0.7	7.5	0.0
Federal Funds	12.1	0.0	0.0
Program Total	145.2	145.6	141.1
FTE Positions	3.0	3.0	3.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of compliance assistance issues reported to client along with suggestions for correction within 15 days of the OSV	87	97	95	95
● Percent of compliance assistance issues corrected by time a follow-up visit is given (national avg. is 85%)	91	95	95	95
● Percent of customers stating that the probability they would use the services of the ACT program again is excellent or good	NA	94	95	95
● Percent of customers stating that the probability they would refer the services of the ACT program to others is excellent or good	NA	82	85	85

AHA.10 PROGRAM SUMMARY

COMMODITY DEVELOPMENT AND PROMOTION

Commodity Development and Promotion

Contact: Richard Roth, Assistant Director
Phone: (602) 542-0982
A.R.S. 3-102(B)(4) and 3-3: Art. 1

Program Mission:

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

Program Description:

This program promotes economic growth in Arizona through marketing activities that stimulate domestic and export sales of Arizona farm and food products, by educating domestic and international wholesalers, retailers, and consumers about the advantages of choosing Arizona grown foods, and by encouraging agricultural development. INTERNATIONAL efforts include: promoting international marketing opportunities to Arizona farmers, ranchers, and food processors; linking foreign buyers with domestic sellers; participating at international food shows; organizing export seminars, field tours, and trade missions; creating bilingual materials to educate international buyers; assisting Arizona exporters with USDA export requirements, and organizing the Arizona-Mexico Commission, Agribusiness Committee, and Livestock Committee. DOMESTIC efforts include: emphasizing a "buy local" campaign that promotes Arizona products to retailers and consumers; creating and distributing informational materials to consumers and buyers regarding Arizona agriculture; implementing promotional programs with individual commodity groups; coordinating with the media to enhance consumer awareness of Arizona Grown logo; working with local farmers and ranchers to use the Arizona Grown logo on products; and encouraging domestic buyers to use Arizona agricultural commodities in the development of their own products. COUNCIL ADMINISTRATION: Accounting and budgeting services are also provided to the Arizona Citrus Research Council, Arizona Grain Research and Promotion Council, Arizona Iceberg Lettuce Research Council, Arizona Wine Commission, and the Agricultural Employment Relations Board. Human resources and payroll services are provided to the Arizona Cotton Research and Protection Council.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	291.7	319.7	325.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,248.0	1,864.7	1,964.7
Federal Funds	145.6	476.8	48.6
Program Total	2,685.3	2,661.2	2,338.9
FTE Positions	27.0	28.0	28.0

Program Goals and Performance Measures:

- ◆ Goal 1 To stimulate the international sales of Arizona agricultural commodities and value-added products abroad.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total Arizona industry contributions and USDA grant monies awarded to international promotion efforts (in thousands)	429.9	591.5	500.0	550.0
● Number of international trade inquiries	330	390	410	430
● Reported increase in industry sales due to international promotion efforts (in millions)	5.4	7.9	2.5	3.0

◆ Goal 2 To increase awareness of Arizona agricultural products through the Arizona Grown program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of companies and/or commodity groups participating in the Arizona Grown program	102	121	131	146
● Industry contributions to promote Arizona Grown products (in thousands)	21	23	25	30
● Percent of participating companies committed to labeling their products with the Arizona Grown logo	10	14	20	25
● Percent of participating grocery store chains using the Arizona Grown logo to identify their products on ad throughout the year	38	32	43	57
● Total number of media impressions (in millions)	NA	NA	17.3	22.8
● Number of promotion materials distributed to domestic buyers and sellers	96,501	100,000	125,000	130,000
● Percent of consumers surveyed who are familiar with the Arizona Grown logo	NA	NA	30	NA
● Number of domestic trade inquiries	NA	50	112	120

◆ Goal 3 To provide administrative support to Commodity Councils and the Agricultural Employment Relations Board (AERB).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Council members indicating that ALL administrative support services contracted for during the year were completely met	NA	100	80	85
● Percent of Council members rating administrative support services excellent or good	NA	100	80	85



AGENCY SUMMARY
BOARD OF APPRAISAL

Linda Schutzenhofer, Deputy Director APA
Contact: Linda Schutzenhofer, Deputy Director
(602) 542-1539

APA.1 PROGRAM SUMMARY

LICENSURE/CERTIFICATION/REGULATION

Contact: Linda Schutzenhofer, Deputy Director
Phone: (602) 542-1539
A.R.S. Title 32 Ch. 36

Agency Mission:

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

Agency Description:

The State Board of Appraisal processes the applications of those applying for real estate appraiser licensure, certification or tax agent registration, assuring that all candidates meet the education and experience requirements as set forth by the Appraisal Qualification Board of the Appraisal Foundation. The Board acts as a disciplinary body to ensure conformity to the statutes, rules and regulations governing the Board. In addition to protecting the interests of the general public, the Board provides services for the appraisers, course providers, property tax agents, other state appraisal boards and lending institutions. These functions are accomplished through implementation and enforcement of the provisions of Title XI of the Financial Institutions Reform, Recovery and Enforcement Act of 1989, and state statutes applicable to real estate appraisers and property tax agents.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ LICENSURE/CERTIFICATION /REGULATION	315.0	416.2	390.2
➤ TAX AGENT REGISTRATION	9.7	12.9	12.1
Capital Funds	0.0	0.0	0.0
Agency Total	<u>324.7</u>	<u>429.1</u>	<u>402.3</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	324.7	429.1	402.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>324.7</u>	<u>429.1</u>	<u>402.3</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>324.7</u>	<u>429.1</u>	<u>402.3</u>
FTE Positions	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To ensure that licensure/certification is granted only to candidates that are competent and meet the Uniform Standards of Professional Appraisal Practice.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received against appraisers	134	117	120	100

Program Mission:

To protect the health, safety and welfare of the public while promoting quality real estate appraisals in Arizona.

Program Description:

The Board of Appraisal processes the applications of those applying for real estate appraiser licensure or certification, assuring that all candidates meet the education and experience requirements as set by the Appraisal Qualification Board of the Appraisal Foundation. The Board acts as a disciplinary body to ensure conformity to the statutes, rules and regulations governing the Board.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	315.0	416.2	390.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>315.0</u>	<u>416.2</u>	<u>390.2</u>
FTE Positions	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that licensure/certification is granted only to candidates that are competent and meet the Uniform Standards of Professional Appraisal Practice.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received against appraisers	134	117	120	100
● Number of complaint resolutions	115	67	100	100
● Appraisers with more than one complaint filed	15	7	8	6

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from receipt of application to test approval	30	25	25	25
● Average days from receipt of test scores to licensure/ certification	2	2	2	2
● Percent receiving licenses/ certificates per applications received	94	95	93	93

- ◆ Goal 3 To achieve reciprocity with all other states who have like education and experience requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Requests for reciprocity sent from Arizona to other states	10	5	20	10
● Reciprocity responses received from other states	4	3	5	5
● States with signed reciprocity agreements with Arizona	19	21	35	40

- ◆ Goal 4 To expedite investigation of complaints and provide enforcement when necessary to protect the public from incompetent and unethical conduct.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Disciplinary actions	59	3	30	35
● Recidivism rate for those receiving disciplinary action	6	0	3	2
● Average days from receipt of complaint to resolution	226	180	180	180
● Average annual backlog	100	30	25	25

APA.2 PROGRAM SUMMARY

TAX AGENT REGISTRATION

Contact: Linda Schutzenhofer, Deputy Director
 Phone: (602) 542-1539
 A.R.S. Title 32, Ch. 36

Program Mission:

To protect the welfare of the public by providing an accurate, up-to-date registry of property tax agents in the state registration program.

Program Description:

The Board of Appraisal registers those wishing to conduct property tax appeals for property owners and keeps a record of those participating in the state for the public.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9.7	12.9	12.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9.7	12.9	12.1
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To maintain an up-to-date list of all registered Property Tax Agents.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Processing days from receipt of registration until name appears on list	NA	1	1	1
● Days from receipt of renewal form until the list is updated	NA	1	1	1



AGENCY SUMMARY	
STATE BANKING DEPARTMENT	
Richard C. Houseworth, Superintendent Contact: V. John Coyle, Deputy Superintendent (602) 255-4421	BDA

Agency Mission:

To regulate and supervise the financial institutions and enterprises of Arizona according to the statutes in ways that promote integrity within the financial services industry and do not unreasonably impede economic growth or business activity.

Agency Description:

The State Banking Department is charged with the licensing, supervision and regulation of state chartered financial institutions and enterprises. The supervisory role is twofold: 1) ensuring the safety and soundness of state chartered financial entities; and 2) verifying compliance with applicable state and federal laws. The Department also investigates complaints which 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 approximately 2,600 entities licensed to conduct business in the State, as well as Arizona citizens who receive services from these companies.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ OFFICE OF SUPERVISION	1,730.7	1,872.5	1,910.9
➤ OFFICE OF REGULATORY AFFAIRS	802.5	833.6	849.7
➤ RECEIVERSHIPS	66.2	68.5	69.4
Capital Funds	0.0	0.0	0.0
Agency Total	2,599.4	2,774.6	2,830.0

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,568.4	2,749.6	2,805.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31.0	25.0	25.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	2,599.4	2,774.6	2,830.0
Capital Funds	0.0	0.0	0.0
Agency Total	2,599.4	2,774.6	2,830.0
FTE Positions	52.0	52.0	52.0

Agency Goals and Key Performance Measures:

- ◆ 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.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of examinations receiving a satisfactory composite rating	93.2	88	85	85
● Examinations conducted	589	653	685	720

- ◆ Goal 2 To respond in a timely way and take appropriate remedial and/or enforcement action to resolve supervisory concerns and protect the public from illegal conduct by licensees.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supervisory actions taken based on examination findings	38	18	25	25
● Percent of licensees with disciplinary actions	1.4	.6	1.0	1.0

- ◆ Goal 3 To improve relations with licensees through the examination process.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of examination reports mailed within 25 days of examiner's completion of exam procedures	81	86.3	90	90
● Percent of licensees indicating they received good or better overall service from the Department when examined	100	98	97	97
● Entities licensed	2,641	2,818	2,950	2,950

- ◆ Goal 4 To administer a licensing program that ensures that licenses are only granted to competent professionals who meet the criteria set by statute for each license type.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Home office license applications sampled in the fiscal year	NA	100	100	100
● Percent of sampled new home office licenses issued where it is determined at audit the approval was not made in accordance with licensing statutes	NA	5	4	3

- ◆ Goal 5 To expedite licensing of qualified applicants in accordance with licensing time frames approved by the Governor's Regulatory Review Council (GRRC) and in Title 20 of the Arizona Administrative Code, while maintaining applicant satisfaction levels.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of license applications approved within 45 days of receipt	91	91	95	95
● Average number of days from receipt to approval of license application	16.4	11.1	15	15
● Applications processed (home office and branch)	1,113	1,168	1,204	1,240
● Percent of surveyed applicants who respond they received 'good' or better overall service	96.7	98	98	98
● Licenses/renewals issued	2,641	2,818	2,950	2,950

- ◆ Goal 6 To receive and investigate consumer complaints and resolve disputes in a prompt and professional manner.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Regular complaints filed	951	1,116	1,175	1,175
● Complaints received and forwarded to outside agencies	655	577	600	600
● Complaints closed (regular and forwarded)	1,555	1,689	1,700	1,800
● Percent of regular complaints resolved within 30 days of response	74.3	68.2	75	75
● Average number of days from receipt to resolution of regular complaints	23.1	29.4	31	31
● Percent of complainants indicating they received 'good' or better overall service from the Department when filing a complaint	79.7	79.2	75	75

BDA.1 PROGRAM SUMMARY
OFFICE OF SUPERVISION
 Contact: John Coyle, Deputy Superintendent
 Phone: (602) 255-4421 Ext. 110
 A.R.S. 6-101 et. seq.

Program Mission:

To provide a regulatory program that fosters efficient, safe, sound, and lawful operations of state-regulated financial institutions and enterprises.

Program Description:

This area is primarily responsible for administering the general program of examination, supervision, and financial analysis of over 2,600 licensees spread among 18 different types of regulated entities. Additional responsibilities include scheduling examinations (pursuant to statutory requirements); reporting the results of examinations; and taking appropriate regulatory action, if necessary.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,730.7	1,872.5	1,910.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,730.7	1,872.5	1,910.9
FTE Positions	34.0	34.0	34.0

Program Goals and Performance Measures:

- ◆ Goal 1 To conduct a professional, efficient and effective examination program, meeting statutory requirements and ensuring licensees operate in a safe and sound manner and comply with all applicable laws.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of examinations with no scheduling requirement	2.1	0	5	5
● Percent of examinations receiving a satisfactory composite rating	93.2	88.2	85	85
● Average cost per exam performed	809	802	666	666
● Percent of licensees receiving annual exam	23	25	30	30

- ◆ Goal 2 To respond in a timely way and take appropriate remedial and/or enforcement action to resolve supervisory concerns and protect the public from illegal conduct by licensees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supervisory actions taken based on examination findings	38	18	25	25
● Average violations cited during exam	2.3	2.4	3	3

- ◆ Goal 3 To improve relations with licensees through the examination process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of examination reports mailed within 25 days of completion of all examination procedures	81	86.3	90	90
● Percent of licensees indicating they receive good or better service from the Department	100	98	97	97

BDA.2 PROGRAM SUMMARY
OFFICE OF REGULATORY AFFAIRS
 Contact: John Coyle, Deputy Superintendent
 Phone: (602) 255-4421 Ext. 110
 A.R.S. 6-101 et. seq.

Program 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.

Program Description:

The primary function of this area is to license entities to conduct business in this State based on criteria provided in statute. In addition, the program receives and investigates complaints against licensees and issues administrative orders for those found to have violated statutes or administrative code. Regulatory Affairs is also charged with educating consumers, licensees, and other government agencies on statutory provisions relating to state-regulated financial entities. The program is divided among two units: Licensing and Consumer Affairs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	802.5	833.6	849.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	802.5	833.6	849.7
FTE Positions	16.0	16.0	16.0

Program Goals and Performance Measures:

- ◆ Goal 1 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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- Percent of license applications approved within 45 days of receipt 91 91 95 95
- Average days from receipt to approval of license applications 16.4 11.4 15 15

◆ Goal 2 To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Regular complaints filed	951	1,116	1,175	1,175
● Complaints received and forwarded	655	577	600	600
● Complaints closed (reg and forwarded)	1,555	1,689	1,700	1,800
● Average number of days from receipt to resolution of regular complaint	23.1	29.4	31	31
● Percent of complainants indicating they receive 'good' or better overall service from the Department	79.7	79.2	75	75

BDA.3 PROGRAM SUMMARY

RECEIVERSHIPS

Contact: John Coyle, Deputy Superintendent
 Phone: (602) 255-4421 Ext. 110
 A.R.S. 6-101 et. seq.

Program Mission:

To administer and ultimately liquidate all court ordered receiverships in a professional and effective manner.

Program Description:

This area is responsible for the management, orderly liquidation, and closure of all receiverships where the Superintendent of Banks has been named by the Court as Receiver.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	35.2	43.5	44.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31.0	25.0	25.0
Federal Funds	0.0	0.0	0.0
Program Total	66.2	68.5	69.4
FTE Positions	2.0	2.0	2.0

Program Goals and Performance Measures:

◆ Goal 1 To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Open receiverships (any point in fiscal year)	2	2	1	1
● Receiverships opened in period	0	0	1	1
● Receiverships closed in period	1	1	1	1



AGENCY/PROGRAM SUMMARY
BOARD OF BARBER EXAMINERS

Mario Herrera, Director BBA
 Contact: Mary Jane Jones, Admin. Secretary
 (602) 542-4498
 A.R.S. 32-301 et. seq.

Agency/Program Mission:

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

Agency/Program Description:

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

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	156.9	167.8	170.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	156.9	167.8	170.9
Capital Funds	0.0	0.0	0.0
Agency Total	156.9	167.8	170.9
FTE Positions	3.0	3.0	3.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that all licenses issued by the Board meet minimum requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of applications for new barber/instructor and shop/school licenses	296	396	365	375
● Number of applications for renewal of barber/instructor and shop/school licenses	1,946	2,474	2,150	2,150
● Average number of calendar days from receipt of completed application to issuance or denial of license	<5	<5	<5	<5
● Number of barber/instructor and shops/schools licensees	4,486	4,553	4,600	4,650
● Percent of applicants or licenses holders reporting very good or excellent service	90	90	90	90

- ◆ Goal 2 To ensure the proper use of sanitary procedures to prevent the transmission of disease, parasites or injury to the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inspections conducted	1,659	1,161	2,000	2,000
● Number of complaints received	300	300	300	300
● Average number of calendar days from receipt of complaint to resolution	21	21	21	21

- ◆ Goal 3 To enforce legislative requirements concerning the regulation of barbers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of investigations conducted	537	527	525	525
● Percent of investigations resulting in disciplinary enforcement action	3.5	2.6	3.5	3.5
● Percent of investigations resulting in convictions	2.6	.7	3.5	3.5
● Average number of calendar days per investigation from start to final adjudication	90	90	90	90
● Number of licenses revoked or suspended	4	0	4	4
● Percent of licensees with disciplinary action	.6	.3	.5	.5



AGENCY/PROGRAM SUMMARY
BOARD OF BEHAVIORAL HEALTH
EXAMINERS

Jack Aguilar, Acting Executive Director BHA
 Contact: Vicki Scott, Chair
 (602) 542-1882
 A.R.S. 32-3251 to 32-3322

Agency/Program Mission:

To protect the public by maintaining and enforcing certification standards for behavioral health professionals in the fields of social work, counseling, marriage and family therapy and substance abuse counseling.

Agency/Program Description:

The Board certifies and biennially renews certification for more than 8,500 behavioral health professionals, which requires that each individual certified 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 as to the certification status of individual behavioral health professionals.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	445.4	539.5	583.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	445.4	539.5	583.8
Capital Funds	0.0	0.0	0.0
Agency Total	445.4	539.5	583.8
FTE Positions	7.0	11.0	11.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To expedite certification of applicants who meet the education, experience, and examination requirements and to expedite the denial of certification to unqualified applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	NA	605	1,000	1,500
● Individuals or facilities licensed	NA	621	800	1,200
● Applicants denied	NA	183	200	200
● Average days to process application prior to an examination	NA	200	180	150

- ◆ Goal 2 To expedite the renewal of certification of professionals currently holding certificates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Renewals received	NA	1,625	3,600	4,000
● Certificates renewed	NA	1,625	3,600	4,000
● Average number of days to renew certificates	NA	150	120	90

- ◆ Goal 3 To rapidly investigate and adjudicate complaints lodged against certified professionals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	NA	30	50	60
● Complaints resolved	NA	23	50	60
● Disciplinary actions taken	NA	7	10	12
● Average number of days to dismiss complaints	NA	170	150	120
● Average number of days to complete a disciplinary action	NA	291	180	145

- ◆ Goal 4 Requests from providers to verify Professional certification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Verifications received	NA	1,574	4,000	5,000
● Verifications processed	NA	1,574	4,000	5,000
● Average number of days to process	NA	60	45	30



AGENCY/PROGRAM SUMMARY
BOXING COMMISSION

John H. Montaña, Executive Director
Contact: John H. Montaña, Executive Director
(602) 542-1417
A.R.S. 5-221

ACA

**Agency/Program Mission:**

To provide the best possible protection, both physically and financially, for all interested parties in the sports of boxing and kick-boxing.

Agency/Program Description:

The Commission regulates all professional boxing, kick-boxing, non-traditional fighting and tough-man contests in the state; holds quarterly meetings open to the public; administers hearings in relation to violations of rules and regulations; and holds seminars for referees and judges.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	68.4	74.8	76.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	68.4	74.8	76.2
Capital Funds	0.0	0.0	0.0
Agency Total	68.4	74.8	76.2
FTE Positions	1.5	1.5	1.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that all professional boxing events held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Events	17	16	25	25
● Licenses issued	261	278	350	350
● Licenses issued versus license applications	261/265	278/280	350/355	350/355

- ◆ Goal 2 To investigate all allegations of rules violations that may harm the athlete or the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions versus investigations	6/7	0/3	2/6	2/6
● Investigations versus bouts	7/80	3/80	4/125	4/125
● Serious injuries versus bouts	0/80	0/80	0/125	0/125

- ◆ Goal 3 To maintain the best safety record in the country.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of bouts without serious injury to contestants	100	100	100	100

AGENCY SUMMARY
DEPARTMENT OF BUILDING AND FIRE SAFETY
 N. Eric Borg, Director MMA
 Contact: Dan Gray, Assistant Director
 (602) 255-4072

Agency 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 recreational vehicles, and by reducing hazards to life and property through enforcement and training related to the State Fire Code.

Agency Description:

The Department of Building and Fire Safety enforces safety standards for manufactured homes, mobile homes, factory-built buildings and recreational vehicles. The Department is comprised of the Office of Administration, the Office of Manufactured Housing and the Office of the State Fire Marshal. The latter enforces State Fire Code and provides training and education for fire personnel and the general public.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	1,897.1	2,052.9	2,199.1
➤ MANUFACTURED HOUSING	974.8	1,086.7	1,225.1
➤ STATE FIRE MARSHAL	1,262.3	1,483.7	1,533.8
Capital Funds	0.0	0.0	0.0
Agency Total	<u>4,134.2</u>	<u>4,623.3</u>	<u>4,958.0</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,996.4	3,335.3	3,541.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,137.8	1,288.0	1,416.7
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>4,134.2</u>	<u>4,623.3</u>	<u>4,958.0</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>4,134.2</u>	<u>4,623.3</u>	<u>4,958.0</u>
FTE Positions	<u>70.5</u>	<u>73.5</u>	<u>76.5</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To promote the highest level of customer satisfaction.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of applications received	19,045	22,086	23,025	24,225
● Percent of applicants or license holders reporting very good or excellent service	NA	94.7	95.2	95.7

MMA.1 PROGRAM SUMMARY
ADMINISTRATION
 Contact: Dan Gray, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2171 to 41-2196

Program Mission:

To provide administrative services, licensing, and regulatory enforcement to the manufactured housing industry.

Program 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. In addition, the program licenses and regulates Manufactured Housing Businesses and individuals.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,109.4	1,219.0	1,281.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	787.7	833.9	917.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,897.1</u>	<u>2,052.9</u>	<u>2,199.1</u>
FTE Positions	<u>25.5</u>	<u>25.5</u>	<u>25.5</u>

This Program Contains the Following Subprograms:

- ▶ General Administration
- ▶ Licensing and Regulation

MMA.1.1 SUBPROGRAM SUMMARY
GENERAL ADMINISTRATION
 Contact: Dan Gray, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2171 to 41-2196

Subprogram Mission:

To provide administrative support to the Department.

Subprogram Description:

The purpose of the Office of Administration is to provide the administrative services necessary to facilitate the operation of the Office of Manufactured Housing and the Office of the State Fire Marshal, including procedures to ensure compliance with laws and rules relating to the offices.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	277.0	304.3	320.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>277.0</u>	<u>304.3</u>	<u>320.0</u>
FTE Positions	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To be responsive and accurate in response to internal and external requests for administrative services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of reports generated within 10 days after the end of the month	96	97	97.5	98

MMA.1.2 SUBPROGRAM SUMMARY
LICENSING AND REGULATION
 Contact: Dan Gray, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2175 to 41-2196, 33-1476.02

Subprogram Mission:

To protect the health, safety, and welfare of Arizona citizens by licensing and regulating the manufactured housing industry.

Subprogram Description:

Before granting an original license, the assistant director requires of the applicant, except an applicant for salesperson, dealer or broker of manufactured homes, mobile homes or factory-built buildings designed for use as residential buildings, a surety bond in a form acceptable to the assistant director or a cash deposit. Bonds are then issued in favor of any consumer of a unit regulated by the Department who is damaged by the failure of the principal to perform contractual obligations.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	832.4	914.7	961.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	787.7	833.9	917.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,620.1</u>	<u>1,748.6</u>	<u>1,879.1</u>
FTE Positions	<u>18.5</u>	<u>18.5</u>	<u>18.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To expedite licensing of qualified applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from receipt of application to granting of license	2	2	2	2
● Total individuals or facilities licensed	2,678	2,876	2,945	3,150

- ◆ Goal 2 To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of licenses revoked or suspended	90	227	295	325
● Total investigations conducted	2,396	2,586	2,750	2,875
● Percent of licensees with disciplinary action	5.2	9.0	9.5	9.6
● Percent of investigations resulting in convictions	4.7	9.7	10.2	10.7
● Percent of investigations resulting in disciplinary enforcement action	23.1	24.6	25.1	25.6
● Citations and Complaints Issued	658	637	697	767

MMA.2 PROGRAM SUMMARY
MANUFACTURED HOUSING
 Contact: Larry Pointer, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2151 to 41-2156

Program Mission:

To protect the public while maintaining and enforcing standards of quality and safety.

Program Description:

The purpose of the Office of Manufactured Housing is to maintain standards of quality and safety for manufactured/mobile homes, recreational vehicles, accessory structures and factory-built buildings. The standards are maintained by ensuring that the affairs for the Office of Manufactured Housing be conducted consistently with minimum standards of the US Department of Housing and Urban Development so as to be designated the "state inspector" for manufactured homes and related industries. The Office implements all existing laws and regulations mandated by the federal government, its agencies and the state for such purposes.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	974.8	1,086.7	1,225.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>974.8</u>	<u>1,086.7</u>	<u>1,225.1</u>
FTE Positions	<u>22.0</u>	<u>25.0</u>	<u>28.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure safe products for consumers of manufactured/mobile homes, recreational vehicles, and factory-built buildings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total installation inspections	14,456	14,442	15,050	16,556
● Total complaints filed	550	676	720	792

MMA.3 PROGRAM SUMMARY
STATE FIRE MARSHAL
 Contact: Duane Pell, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2161 to 41-2166

Program Mission:

To protect the public while reducing hazards to life and property through training and enforcement related to the State Fire Code.

Program Description:

The Office of the State Fire Marshal establishes a regularly scheduled fire safety inspection program for state- and county-owned buildings, public and private schools and other occupancies, as well as the review of plans and specifications for construction or remodeling. Training for firefighters is provided and other state

agencies are assisted in enforcing Fire and Life Safety codes.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	912.2	1,029.6	1,034.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	350.1	454.1	499.5
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,262.3</u>	<u>1,483.7</u>	<u>1,533.8</u>
FTE Positions	<u>23.0</u>	<u>23.0</u>	<u>23.0</u>

This Program Contains the Following Subprograms:

- ▶ Enforcement and Training
- ▶ Deq Assistance

MMA.3.1 SUBPROGRAM SUMMARY
ENFORCEMENT AND TRAINING
 Contact: Duane Pell, Assistant Director
 Phone: (602) 255-4072
 A.R.S. 41-2161 to 41-2166

Subprogram Mission:

To protect the public while reducing hazards to life and property through maintenance and enforcement of the State Fire Code. To provide training and information regarding firefighting to volunteers, private industry, and local government.

Subprogram Description:

The Office of the State Fire Marshal (OFM) establishes a regularly scheduled fire safety inspection program for state- and county-owned buildings, public and private schools and other occupancies as well as the review of plans and specifications for construction or remodeling. Training for firefighters is provided and other state agencies are assisted in enforcing Fire and Life Safety codes.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	912.2	1,029.6	1,034.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	239.0	328.1	373.5
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,151.2</u>	<u>1,357.7</u>	<u>1,407.8</u>
FTE Positions	<u>21.0</u>	<u>21.0</u>	<u>21.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase life safety and property conservation through fire code enforcement and firefighter training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of firefighters participating in OFM training indicating that they received professional training	91	99	99	99
● Number of enforcement inspections	7,464	5,424	5,200	5,200
● Number of persons trained	3,808	3,709	3,500	3,500

MMA.3.2 SUBPROGRAM SUMMARY
DEQ ASSISTANCE
 Contact: Steve Alley, Deputy Fire Marshal
 Phone: (602) 255-4072
 A.R.S. 41-2163(A)(3)

Subprogram Mission:

To assist the Department of Environmental Quality in tank removals and replacements.

Subprogram Description:

The subprogram assists the Department of Environmental Quality (DEQ) to ensure compliance with Fire Code and US Environmental Protection Agency requirements for petroleum tank installations and removals, consistent with federal requirements.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	111.1	126.0	126.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>111.1</u>	<u>126.0</u>	<u>126.0</u>
FTE Positions	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure public safety in the removal of petroleum tanks under DEQ requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total tank inspections	340	1,007	750	750



AGENCY/PROGRAM SUMMARY

BOARD OF CHIROPRACTIC EXAMINERS

Patti Pritzl, Executive Director CEA
 Contact: Patti Pritzl, Executive Director
 (602) 589-8352
 A.R.S. 32-900 et. seq.

Agency/Program Mission:

To protect the health, welfare and safety of Arizona citizens who seek and use chiropractic care.

Agency/Program Description:

The Board of Chiropractic Examiners evaluates applications from chiropractors seeking initial licensure and conducts examinations as required; from licensed chiropractors seeking renewal of licensure; and from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates backgrounds of applicants for licensure and complaints made against chiropractors, and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken. These functions are accomplished through a fees-financed program of examination, licensure and regulation.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	281.1	328.1	312.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	281.1	328.1	312.0
Capital Funds	0.0	0.0	0.0
Agency Total	281.1	328.1	312.0
FTE Positions	4.0	4.5	4.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety and welfare of the public is protected.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of applications for licensure received	147	182	200	208
● Average number of days between receipt of complete application and Board action	37	25	25	25
● Number of licenses issued prior to undisclosed conviction being identified	3	6	0	0
● Percent of license renewal applications processed within 15 business days	95	95	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 hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of complaints per 100 licensees	5.5	6	6	7
● Percent of complaints resolved within 90 days of receipt with no hearing required	85	66	90	95
● Average number of months to resolve a complaint by administrative hearing	13.8	16.5	10	9
● Total investigations conducted	133	137	142	148

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent decrease in number of complaints filed with the Board which do not fall under the boards jurisdiction	22	10	10	8

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications	97	98	95	95



AGENCY/PROGRAM SUMMARY
BOARD OF COSMETOLOGY

Sue Sansom, Executive Director
 Contact: Cheryl Adams, Assistant Director
 (480) 784-4539 Ext. 227
 A.R.S. 32-501 et. seq. CBA

Agency/Program Mission:

To ensure the public health, welfare, and safety through education and enforcement of the cosmetology laws and rules by the regulation of salons, schools, and individuals who practice Cosmetology.

Agency/Program Description:

The Board of Cosmetology, mandated to protect the public, issues 12 categories of licenses to individuals (who qualify by reciprocity or through the Board's administration of a written and practical examination), to salons, and to schools. The Board enforces regulation by investigation of consumer complaints or inspections and conducts hearings and imposes enforcement action when appropriate.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	907.5	1,265.0	1,086.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	907.5	1,265.0	1,086.3
Capital Funds	0.0	0.0	0.0
Agency Total	907.5	1,265.0	1,086.3
FTE Positions	17.5	20.5	20.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To establish standards for the professional practice of cosmetology and sufficiently serve the market demand for qualified cosmetology professionals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total applications received	49,100	49,386	49,500	49,500
● Percent of applicants or license holders reporting very good or excellent service	90	93	90	90
● Average calendar days from receipt of completed application to issuance or denial of license	NA	15	10	10
● Licenses issued	42,867	43,816	44,000	44,000
● Percent of exams administered within four weeks of receipt	90	35	80	80
● Percent of licenses issued within 10 days of receipt	NA	50	70	70

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints and denials	724	702	725	725
● Average calendar days from receipt of complaint to resolution	NA	150	150	150
● Percent of licensees with disciplinary action	NA	.01	.01	.01
● Percent of investigations resulting in disciplinary enforcement	NA	57	57	57
● Total number of licenses revoked or suspended	13	27	27	27

- ◆ Goal 3 To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public, and the Board by delivering courteous, efficient, cost-effective service to the citizens, owners, and employee's of state government.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Education presentations conducted upon request of board or public	22	23	24	24
● Percent of citizen satisfaction surveys reporting satisfied or higher	65	86	85	85



**AGENCY SUMMARY
CORPORATION COMMISSION**

Brian McNeil, Executive Secretary
Contact: Shelly Hood, Executive Assistant
(602) 542-3931

CCA

Agency 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.

Agency Description:

The Corporation Commission was established by Article 15 of the State Constitution and is composed of three elected commissioners, each serving six-year terms. Staffing is provided in six divisions, each headed by a director serving under the Commission's executive secretary, who is the chief executive officer and responsible for the day-to-day operations of the divisions. The Commission's primary responsibilities include reviewing and establishing public utility rates, regulating the sale of securities and administering the Arizona Corporations Code. The Commission also serves as the repository of corporate annual reports and other publicly available documents filed by corporations in accordance with state law.

Agency Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	1,952.2	1,470.5	1,488.4
➤ HEARINGS	0.0	637.9	650.0
➤ CORPORATIONS	3,558.7	4,575.8	4,084.2
➤ SECURITIES	3,970.7	4,362.6	4,444.5
➤ RAILROAD	408.5	647.9	694.4
➤ UTILITIES DIVISION	5,365.7	6,701.2	6,468.0
➤ LEGAL DIVISION	1,144.0	1,211.0	1,244.6
Capital Funds	0.0	0.0	0.0
Agency Total	<u>16,399.8</u>	<u>19,606.9</u>	<u>19,074.1</u>

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,635.4	6,169.8	6,092.0
Other Appropriated Funds	10,654.4	13,327.1	12,872.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	110.0	110.0	110.0
Operating Funds Subtotal	<u>16,399.8</u>	<u>19,606.9</u>	<u>19,074.1</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>16,399.8</u>	<u>19,606.9</u>	<u>19,074.1</u>
FTE Positions	<u>283.0</u>	<u>296.5</u>	<u>296.5</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To meet the challenges caused by the changing Public

Service Company and Securities regulatory environments.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Utilities: new market entrants regulated	1,190	1,015	1,215	1,435
● Utilities: new market entrant tariff filings	279	130	120	125
● Securities: applications/filings	14,143	13,000	13,000	13,000

- ◆ Goal 2 To keep regulatory processes open and accessible and involve affected industries and the public.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Utilities: market development forums conducted	71	55	40	30
● Utilities: small water assistance team forums held	3	10	12	12

- ◆ Goal 3 To increase the efficiency and timeliness of delivery of service-oriented functions.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Corporations: average weeks turnaround for processing regular requests	0-5	8-18	6-10	4-8
● Hearings: percent of proposed orders issued within legal time frames	100	100	100	100

- ◆ Goal 4 To attract and retain additional qualified professional personnel.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees turned over	20	15	15	15
● Legal: professional classes completed	40	82	88	94

- ◆ Goal 5 To modernize Commission functions through selective application of Information Technology hardware and software solutions.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Corporations: documents imaged	94,289	198,268	219,126	242,178
● Utilities: electronic filings received	0	0	1,000	5,000

**CCA.1 PROGRAM SUMMARY
ADMINISTRATION**

Contact: Mike Kearns, Deputy Exec. Secy.
Phone: (602) 542-0657
A.R.S. 40-105

Program 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 division of the Commission.

Program Description:

The Administration Division is composed of the three elected commissioners and their staffs, the Executive Secretary'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 Secretary, who serves at the pleasure of the Commissioners. He is assisted by the Deputy Executive Secretary, 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,828.7	1,289.6	1,310.7
Other Appropriated Funds	123.5	180.9	177.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,952.2	1,470.5	1,488.4
FTE Positions	29.0	22.0	22.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Open meetings held	80	70	70	70
● Agenda items considered	475	450	450	450
● Decisions appealed	0	0	0	0
● Claims processed/warrants issued	3,200	3,118	3,400	3,500
● Revenue deposited with the Treasurer (in millions)	27.6	31.8	28	28

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Purchase orders issued	450	381	500	500

CCA.2 PROGRAM SUMMARY

HEARINGS

Contact: Jerry Rudibaugh, Chief Hearing Officer
 Phone: (602) 542-4250
 A.R.S. 40-243 to 40-255

Program Mission:

To preside over administrative hearings concerning complex utility and securities matters, and to write and submit Proposed Opinion and Orders for the Commissioners' consideration at Open Meeting.

Program Description:

The Hearing Division exercises the Commission's authority to hold public 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	637.9	650.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	637.9	650.0
FTE Positions	0.0	8.0	8.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost of education & training for hearing officers	5,000	6,000	10,000	10,000
● Rehearings granted - Hearing Officer's error	0	0	0	0

- ◆ Goal 2 To perform duties in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of proposed orders issued within legal time frames	100	100	100	100

- ◆ Goal 3 To continue the trend of performing under an increasing workload.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Procedural Orders issued	444	300	350	350
● Proposed Orders issued	301	330	400	400

CCA.3 PROGRAM SUMMARY

CORPORATIONS

Contact: Joanne C. MacDonnell, Director
 Phone: (602) 542-3521
 Arizona Constitution, Article XIV

Program 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.

Program Description:

The Corporations Division is comprised of eight areas (Annual Reports, Corporate Filings, Name Reservations, Corporate Records, Certifications, STARPAS/MIS, and Administration). The Division also provides staffing for the Tucson office of the Corporation Commission to serve the residents of Southern Arizona. The Corporations Division has limited investigatory powers and no regulatory authority.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers, consolidations,

withdrawals, and dissolutions for Arizona businesses; approves corporate names; approves all articles of organization for limited liability companies (LLC); grants authority to foreign corporations transacting business in this state; verifies that public record publishing requirements are met; approves documents for corporations that are winding-up operations; propounds interrogatories, when necessary, to determine a company's lawful purpose; and revokes the authority of foreign corporations in Arizona or administratively dissolves the charters of Arizona corporations which do not comply with Arizona law.

The Division collects an annual report from 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 and additionally they must include a statement of financial disclosure. The Division updates the public record with 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 also works extensively with other governmental agencies, such as Banking, Insurance, Real Estate and the Attorney General.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,048.8	2,562.5	2,382.8
Other Appropriated Funds	1,509.9	2,013.3	1,701.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,558.7</u>	<u>4,575.8</u>	<u>4,084.2</u>
FTE Positions	<u>63.0</u>	<u>69.0</u>	<u>69.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide customers with timely processing of their business documents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• New documents filed: name reservations, articles of incorporation, foreign applications for authority, limited liability companies, foreign limited liability companies amendments and mergers	40,083	42,623	45,773	49,637
• Number of pages of documents filmed, computer indexed & filed (pgs)	752,044	665,557	743,766	831,165
• Annual reports filed	109,418	131,292	157,515	188,990
• Annual reports returned as undeliverable	12,074	18,909	19,120	19,333
• Annual reports backlogged	26,000	28,500	31,240	34,244
• Average days to process expedited requests	1-25	1-3	1-5	1-5
• Average weeks to process regular requests	16-23	3-8	3-6	3-6
• Rejected documents	62,604	46,013	33,819	24,856

- ◆ Goal 2 To provide customers the most expedient phone service possible.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Division-wide incoming calls for corporate	521,839	464,053	471,792	532,551

filings and records, annual reports, MIS help desk and Tucson office

• Division-wide calls answered	385,455	435,430	452,607	521,575
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- ◆ Goal 3 To modernize the Corporations Division computer and imaging technology so that the division moves from a paper-based back-loaded data entry system to a system which provides a comprehensive method of tracking and retrieving documents electronically. Effective August 1999, all documents will be imaged.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Documents imaged	76,742	122,570	743,766	831,165

CCA.4 PROGRAM SUMMARY

SECURITIES

Contact: Mark Sendrow, Director
 Phone: (602) 542-0643
 A.R.S. 44-1801 to 44-2041

Program 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 business.

Program Description:

The division consists of five sections: Corporation Finance, Sales Practices, General Counsel, Enforcement, and Financial Analysis. 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,349.4	1,031.9	1,054.1
Other Appropriated Funds	2,621.3	3,330.7	3,390.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,970.7</u>	<u>4,362.6</u>	<u>4,444.5</u>
FTE Positions	<u>79.0</u>	<u>79.0</u>	<u>79.0</u>

Program Goals and Performance Measures:

- ◆ 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications/filings	13,488	13,757	14,000	14,000
● Registrations/exemptions	14,029	12,241	14,500	14,750
● Number of months required to review	1.5	1.5	1.5	1.5

◆ Goal 2 To reduce the public investor losses and protect Arizona's reputation from damage caused by fraudulent sales and services peddled to victims by unlicensed and unregistered frauds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints	285	316	325	325
● Enforcement action: investigations initiated	67	59	60	60
● Enforcement action: subpoenas issued	170	147	170	170
● Commission Order: Cease and Desist	23	16	30	30
● Commission Order: Fines	29	31	30	30
● Commission Order: Restitution	27	36	30	30
● Commission Order: Civil Cases	4	0	2	2
● Commission Order: Criminal Cases	11	6	10	10

<p>CCA.5 PROGRAM SUMMARY</p> <p>RAILROAD</p> <p>Contact: Deborah Scott, Director Phone: (602) 542-4251 A.R.S. 40-801 to 40-881</p>

Program Mission:

To enforce railroad safety statutes and rules dealing with track maintenance, equipment safety, operating practices, hazardous material loading and unloading and rail-highway grade crossing.

Program Description:

The Railroad Safety Group is an integral part of the Safety Section within the Utilities Division. It is responsible for inspections of railroads located entirely within Arizona. The group is also responsible for determining the need for and prescribing the manner of protection of all rail-highway crossings. All responsibilities are fulfilled via inspections and training carried out by professionals on staff who specialize in the various above-referenced railroad disciplines. Staff is also authorized to conduct inspections on behalf of the Federal Railroad Administration.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	408.5	647.9	694.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	408.5	647.9	694.4
FTE Positions	8.0	8.0	8.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Miles of railroad track inspected	1,598	2,532	2,500	2,500
● Freight cars inspected	2,136	778	3,000	3,000
● Locomotive units inspected	178	40	200	200
● Operating practices inspections	165	270	270	270
● Hazardous materials inspections	1,102	1,796	1,800	1,800
● Grade crossing inspections	649	481	350	300
● Industrial spur track inspections	4	6	10	10
● Federal violations	23	29	30	30
● Derailments	22	28	30	30
● Grade crossing accidents	30	36	35	35
● Other accidents	15	19	20	20
● Grade crossing complaints	21	37	20	20
● Other complaints	9	21	20	20
● Operation Lifesaver presentations	8	13	15	15
● HazMat Accidents/Incidents	17	18	18	18

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Grade crossing recommended for installation/upgrade	17	15	15	15
● Grade crossing projects completed	31	18	20	20

<p>CCA.6 PROGRAM SUMMARY</p> <p>UTILITIES DIVISION</p> <p>Contact: Deborah Scott, Director Phone: (602) 542-4251 A.R.S. 42-201 et. seq.</p>
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Program 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.

Program Description:

The Utilities Division carries out its responsibilities through five organizational sections: Accounting and Rates, Economics and Research, Engineering, Safety, 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 450 traditional utilities and 650 New Market Entrants. 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 all 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. The Division inspects gas pipelines for safety and operates a railroad safety program. Utilities Division Staff is also responsible for Commission record-keeping through its Docket Control Center.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,255.7	6,591.2	6,358.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	110.0	110.0	110.0
Program Total	5,365.7	6,701.2	6,468.0
FTE Positions	87.5	94.0	94.0

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Utilities regulated	1,134	1,228	1,300	1,400
● Rate cases completed	37	31	35	40
● Tariff applications processed	350	441	450	475

- ◆ Goal 2 To promote the transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition while ensuring safe and reliable service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CLEC applications filed	20	17	30	30
● Reseller applications filed	103	23	35	40
● ESP applications filed	10	14	20	30
● Certifications processed: CLECs	3	14	25	35
● Certifications processed: Resellers	48	70	85	100
● Certifications processed: ESPs	0	10	15	20
● CLEC interconnection agreements processed	21	21	25	30
● Unbundled tariff cases completed	0	0	12	0
● Stranded cost cases completed	0	0	12	0

- ◆ Goal 3 To provide timely and efficient services to regulated utilities and consumers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Open Meeting items processed	560	551	580	600
● Filings Docketed	8,078	8,500	8,800	9,400
● Research actions performed	10,616	12,973	13,500	15,000

- ◆ Goal 4 To ensure pipeline and master meter operators are as safe as possible.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total Bluestake violations written	156	129	135	135
● Random Bluestake inspections	74	86	80	80
● Interstate violations referred to DOT	16	14	15	15
● Major pipeline operators training classes held	4	3	3	3
● Total intrastate inspections	65	136	100	100
● Total master meter violations corrected	2,041	1,452	1,773	1,773
● Seminars/Public awareness meetings held	45	29	40	40
● Total master meter inspections	1,730	1,832	1,780	1,780
● Total interstate inspections	6	6	6	6

● Violations: Interstate	16	14	15	15
● Violations: Master Meter	1,792	1,755	1,773	1,773
● Total intrastate violations corrected	2,215	1,497	1,954	1,954
● Fines collected (in thousands)	46	42.3	45	45
● Violations: Intrastate	1,886	2,023	1,954	1,954
● Number of OSC enforcement actions	0	1	0	0
● Total number code compliance inspections	1,801	1,974	1,880	1,880

- ◆ Goal 5 To maximize the Division's operating efficiency through modernization of electronic processing and enhancing the Division's Information Technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of electronic filings expected	0	11	500	1,000
● Website retrievals	NA	NA	50,000	70,000
● Percent of utility staff telecommuting	5	10	15	20

- ◆ Goal 6 To maintain public involvement, accessibility and regulatory oversight by conducting workshops, forums and community outreach programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of public comment sessions	2	7	10	15
● Workshops and forums	80	88	100	110

- ◆ Goal 7 To continue regulatory assistance to water companies in order to promote their ability to provide clean, safe drinking water at authorized rates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Small Water Assistance Team forums conducted/persons attending	3/77	0/0	4/100	4/100
● Number of water meters tested	89	80	88	96

**CCA.7 PROGRAM SUMMARY
LEGAL DIVISION**

Contact: Paul Bullis, Chief Counsel
Phone: (602) 542-3402
A.R.S. 40-106

Program 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.

Program 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 the 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 Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,144.0	1,211.0	1,244.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,144.0</u>	<u>1,211.0</u>	<u>1,244.6</u>
FTE Positions	<u>16.5</u>	<u>16.5</u>	<u>16.5</u>

Program Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Education and training expenditures	6,560	13,546	12,700	12,800
● Attorney legal education classes completed	7	7	8	8
● Classes completed: job-related education for support staff	15	36	15	15
● Classes completed: other education	1	3	3	3
● Expenditures on advanced research tools	12,832	12,751	17,500	17,500

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Docketed matters handled	796	779	884	884
● Administrative hearings handled by the Legal Division	113	113	140	140
● Orders to Show Cause prepared by the Legal Division	6	6	5	5

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Commission actions appealed to courts	29	25	30	30
● Motions, briefs and other pleadings filed in courts	NA	99	60	60

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Open Meetings/Special Open Meetings, Special Executive Sessions, and Legislative Discussion Group meetings attended by Legal counsel.	51	50	64	64



AGENCY/PROGRAM SUMMARY
BOARD OF DENTAL EXAMINERS

Julie N. Chapko, Executive Director DXA
 Contact: Pamela J. Paschal, Deputy Director
 (602) 242-1492
 A.R.S. 32-1201, 32-1299

● Total number of complaints received	448	466	525	550
● Total number of inspections conducted	41	30	50	50
● Percent of total licensees with disciplinary action	2	.05	5	5



Agency/Program Mission:

To provide professional, courteous service and information to the dental profession and the general public through the examination, licensing, and complaint adjudication and enforcement processes to protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system.

Agency/Program 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 5,000 professionals licensed or certified to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	689.8	726.2	740.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	689.8	726.2	740.9
Capital Funds	0.0	0.0	0.0
Agency Total	689.8	726.2	740.9
FTE Positions	9.0	9.0	9.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure the health, safety, and welfare of the public through regulation of the dental profession.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	117	116	80	80
● Average number of days from receipt of complaint to resolution of complaint	139	155	150	150
● Average number of days from receipt of completed application to issuance or denial of certification or issuance	23	31	60	60
● Total number of licenses/renewals issued	1,915	1,920	1,620	1,937
● Percent of investigations resulting in disciplinary or enforcement action	13	9	15	15
● Total number of applications received	277	347	250	250
● Total number of individuals or facilities licensed	5,042	5,242	5,250	5,350
● Percent of applicants or license holders reporting very good or excellent service	NA	NA	60	70
● Number of licenses revoked or suspended	2	2	2	2
● Total number of investigations conducted	304	274	350	350

AGENCY/PROGRAM SUMMARY
BOARD OF DISPENSING OPTICIANS

Careen J. Heinze, Executive Director DOA
 Contact: Careen J. Heinze, Executive Director
 (602) 542-3095
 A.R.S. 32-1671

Agency/Program Mission:

To protect the visual health of the citizens of Arizona by regulating and maintaining standards of practice in the field of opticianry.

Agency/Program Description:

The Board of Dispensing Opticians examines and licenses professionals to practice in the field of opticianry and licenses optical establishments. The Board also accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves 700 opticians and 600 optical establishments licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	69.0	81.7	91.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	69.0	81.7	91.3
Capital Funds	0.0	0.0	0.0
Agency Total	69.0	81.7	91.3
FTE Positions	0.8	0.8	1.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examination, establishment, and optician license applications and administration of the State Board Practical Examination.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Optician applications received	42	44	42	42
● Optician licenses issued	32	37	32	32
● Optician renewal applications processed	598	612	644	676
● Establishment applications received	16	60	16	16
● Establishment licenses issued	16	60	16	16
● Establishment renewal applications processed	222	238	254	270
● Average number of days from receipt of application to sit for exam and examination	75	75	75	75
● Average number of days from receipt of application for establishment license to granting of license	30	30	30	30

- ◆ Goal 2 To investigate and adjudicate consumer and Board initiated complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	18	19	18	20
● Complaints resolved	18	19	18	20
● Disciplinary action	5	5	5	5
● Number of days from receipt of complaint until completion	60	60	60	60

- ◆ Goal 3 To better protect the public through the administration of a continuing education requirement in order to upgrade the profession of opticianry in accordance with the Board's mandate.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of licensees fulfilling continuing education requirement	97	99	100	100



AGENCY/PROGRAM SUMMARY
BOARD OF FUNERAL DIRECTORS AND EMBALMERS

Rodolfo R. Thomas, Executive Director FDA
 Contact: Rodolfo R. Thomas, Executive Director
 (602) 542-3095
 A.R.S. 32-1301 et. seq.

Agency/Program 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.

Agency/Program Description:

The Board of Funeral Directors and Embalmers examines and licenses individuals that provide funeral goods and services. The Board also accepts complaints against licensees, investigates allegations and administratively adjudicates complaints. The Board oversees approximately 800 licensees practicing in the state and serves all Arizona citizens who receive funeral goods and services.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	185.3	263.0	251.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	185.3	263.0	251.9
Capital Funds	0.0	0.0	0.0
Agency Total	185.3	263.0	251.9
FTE Positions	3.0	4.0	4.0

Agency/Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	115	122	130	135
● Licenses issued	114	120	124	130
● Applications denied	1	2	2	3
● Average days to process license	45	45	30	30
● Number of investigations	15	27	20	15
● Number of inspections	15	40	100	150
● Number of complaints received	15	27	20	15
● Average number of days to investigate	90	90	90	90
● Average number of days to renew license	45	45	30	30

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of complaints received	45	50	40	40
● Number of inspections	15	40	100	140

- ◆ Goal 3 To actively and impartially investigate allegations and complaints and provide enforcement to protect the public from incompetent services, unprofessional, unethical and illegal conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints processed	45	27	20	15
● Disciplinary actions taken	17	26	15	10
● Number of complaints received	58	45	30	20
● Average days to renew license	45	45	30	30
● Average days to investigate complaint	90	90	90	90
● Number of licenses	1,224	1,301	1,375	1,425



AGENCY SUMMARY
DEPARTMENT OF GAMING

Stephen Hart, Director GMA
Contact: Steven McCance, Chief Financial Officer
(602) 604-1801

Agency Mission:

To assure the public that gaming is limited and well-regulated.

Agency Description:

The Department of Gaming is responsible for carrying out the State's responsibilities under the Tribal-State gaming compacts. The Department monitors Tribal gaming operations compliance 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)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ENFORCEMENT	2,973.4	3,515.5	3,536.3
➤ CERTIFICATION	744.2	1,177.4	1,196.8
Capital Funds	0.0	0.0	0.0
Agency Total	3,717.6	4,692.9	4,733.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,717.6	4,692.9	4,733.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,717.6	4,692.9	4,733.1
Capital Funds	0.0	0.0	0.0
Agency Total	3,717.6	4,692.9	4,733.1
FTE Positions	71.0	71.0	71.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To foster healthy and collaborative relationships between the tribes and the Arizona Department of Gaming.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Meeting with tribal officers at least once a quarter	NA	NA	4	4

- ◆ Goal 2 To assure compliance with gaming compacts.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of violations	NA	NA	48	44

- ◆ Goal 3 To develop competent and professional staff to fulfill the mission.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees satisfied	NA	NA	60	70

- ◆ Goal 4 To prepare for significant changes in technology facing the gaming industry.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hours of technical training	NA	NA	570	710

GMA.1 PROGRAM SUMMARY
ENFORCEMENT
Operations

Contact: Dave Arnell, Deputy Director of Enforcement
Phone: (602) 604-1801
A.R.S. 5-601

Program Mission:

To regulate and monitor compliance with the provisions of the Tribal-State gaming compacts.

Program Description:

The Department of Gaming monitors Tribal compliance with the compact provisions, including those governing the nature, size and conduct of gaming activities. This is accomplished through inspections of the gaming facilities, the review of records, the compliance testing of gaming devices during both scheduled and random inspections and testing of internal controls. The Department of Gaming's enforcement function is funded through a gaming device assessment established in section 12(b) of the Tribal-State compacts.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,973.4	3,515.5	3,536.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,973.4	3,515.5	3,536.3
FTE Positions	55.0	55.0	55.0

Program Goals and Performance Measures:

- ◆ Goal 1 To monitor compliance with compact provisions and internal control requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of compact compliance reviews	NA	NA	24	24
● Compliance violations	NA	NA	48	44
● Compliance violations resolved	NA	NA	24	36
● Compliance violations outstanding	NA	NA	24	40

- ◆ Goal 2 To monitor and enforce technical standards for gaming devices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inspections	NA	NA	60	120

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Number of machines inspected	NA	NA	3,000	6,000
● Number of machine deficiencies	NA	NA	70	50
● Percent of machines deficient	NA	NA	3	1

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of corporations in certification process	141	90	95	95
● Applications pending/withdrawn	5/10	20/1	20/1	20/1
● Permanent certifications/temporary certifications	98/18	100/50	105/50	105/50
● Applicants denied	10	7	7	7
● Percent of customers satisfied	NA	NA	75	85

GMA.2 PROGRAM SUMMARY

CERTIFICATION

Operations

Contact: Dave Arnell, Deputy Director
 Phone: (602) 604-1801
 A.R.S. 5-601



Program Mission:

To investigate and evaluate the suitability of applicants for state certification within time frames set by Tribal-State compacts.

Program 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 who conduct more than \$10,000 per month in business with a tribal gaming facility. The program is funded through certification fees and investigative costs established in section 5(l) of the Tribal-State compacts.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	744.2	1,177.4	1,196.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>744.2</u>	<u>1,177.4</u>	<u>1,196.8</u>
FTE Positions	<u>16.0</u>	<u>16.0</u>	<u>16.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To determine suitability of individual applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of applications received	8,693	10,400	10,800	10,800
● Number of days elapsed from receipt of completed application to the forwarding of the applicant's fingerprint card to the Department of Public Safety	2	3	3	3
● Number of temporary certifications issued in 20 days following a review of state criminal history record information	2,635	10,400	10,800	10,800
● Percent of temporary certifications issued with state criminal history record information available	99	99	99	99

- ◆ Goal 2 To determine suitability of vendor applicants.

AGENCY/PROGRAM SUMMARY	
BOARD OF HOMEOPATHIC MEDICAL EXAMINERS	
Christine Springer, Executive Director Contact: Christine Springer, Executive Director (602) 542-3095 A.R.S. 32-2901	HEA

Agency/Program Mission:

To protect the public health, safety and welfare through a self-supporting program of examination, licensing, and regulation of homeopathic physicians.

Agency/Program Description:

The Board of Homeopathic Medical Examiners 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. Annually, licensees renew their licenses, permits and registrations 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.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	65.8	70.6	71.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	65.8	70.6	71.0
Capital Funds	0.0	0.0	0.0
Agency Total	65.8	70.6	71.0
FTE Positions	1.0	1.0	1.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To issue, renew, or deny licenses, permits and registrations in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	28	42	57	62
● New licenses issued	28	41	56	57
● Licenses eligible for renewal	138	175	247	272
● Licenses renewed	135	175	247	272
● Renewal receipts mailed within 72 hours of receipt of completed application	135	170	245	270
● Average number of days from receipt of completed application to issuance or denial of certification	90	90	90	90
● Percent of applicants or license holders reporting very good or excellent service	90	90	90	90

- ◆ Goal 2 To receive, investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints or inquiries received	7	17	20	20
● Percent of complaints resolved within 120 days	75	80	80	80
● Complaints resolved by taking disciplinary action against license	0	1	1	1
● Average number of days per investigation from start to final adjudication	60	78	78	78
● Percent of total licensees with disciplinary action	1	1	1	1
● Average number of days from receipt of complaint to resolution	120	78	78	78
● Percent of investigations resulting in disciplinary or enforcement action	20	10	0	0
● Total number of investigations conducted	8	15	15	15

- ◆ Goal 3 To collect, update, and deliver information in a timely manner concerning licensees' location, practice modalities, and status for the public record.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Requests for information received	1,526	1,283	1,400	1,500
● Percent of information inquiries responded to within 48 hours	70	98	98	98



AGENCY SUMMARY
INDUSTRIAL COMMISSION OF ARIZONA

Larry Etchechury, Director ICA
Contact: Douglas R. Newton, Agency Coordinator
(602) 542-5380

Agency Mission:

To efficiently administer and effectively enforce all applicable laws, rules, and regulations relative to the protection of life, health, safety and welfare of employees within the State.

Agency Description:

The Industrial Commission is a regulatory agency that was created in 1925. While the Commission still is responsible for overseeing the State Workers' Compensation System, its role over the years has been expanded to cover other labor-related issues, including Occupational Safety and Health, child labor regulations, resolution of wage related disputes, licensing of employment counseling and talent agencies, vocational rehabilitation, and provision of workers' compensation coverage for claimants of uninsured employers or insolvent carriers and self-insured employers.

Agency Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATIVE SERVICES	2,799.0	3,116.0	3,100.2
➤ WORKERS COMPENSATION CLAIMS PROCESSING	2,600.7	2,899.7	2,946.6
➤ ADJUDICATION OF DISPUTES	4,193.6	4,530.9	4,595.8
➤ LABOR LAW ADMINISTRATION	513.9	575.5	586.7
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	2,899.6	3,306.1	3,555.0
➤ SPECIAL FUND CLAIMS PROCESSING	664.6	722.7	737.2
➤ LEGAL COUNSEL	1,053.5	1,161.6	1,185.2
Capital Funds	0.0	0.0	0.0
Agency Total	<u>14,724.9</u>	<u>16,312.5</u>	<u>16,706.7</u>

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,499.6	14,590.4	14,899.0
Other Non Appropriated Funds	144.7	177.1	166.7
Federal Funds	1,080.6	1,545.0	1,641.0
Operating Funds Subtotal	<u>14,724.9</u>	<u>16,312.5</u>	<u>16,706.7</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>14,724.9</u>	<u>16,312.5</u>	<u>16,706.7</u>
FTE Positions	<u>300.0</u>	<u>309.0</u>	<u>309.0</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To ensure that workers' compensation claims are processed in a timely and efficient manner.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Workers compensation claims processed	150,393	151,492	155,000	160,000
● Percent of claims processed within 5 days	92	95	98	98
● Employees average monthly wage determinations issued	19,361	20,593	22,000	23,000
● Percent of claims determined within 45 days	80	80	95	95

- ◆ Goal 2 To ensure that requests for hearing on workers compensation claims are heard in a timely and a cost effective manner.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Petitions for hearings received	8,872	8,518	9,718	10,270
● Awards issued	8,798	7,937	9,700	10,185
● Days between petitions received and awards issued	122	118	130	130
● Pre-hearing settlements, awards issued	5,511	4,965	6,064	6,067
● Cases that result in a hearing	3,287	2,972	3,624	3,805

- ◆ Goal 3 To ensure that labor issues involving child labor and employee wages are resolved in a timely efficient manner.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Child Labor violations investigated	352	279	300	320
● Child Labor violations confirmed	151	121	140	140
● Wage claims filed by employee	3,202	3,025	3,200	3,200

- ◆ Goal 4 To ensure that a safe workplace exists for all Arizona employees through enforcement of OSHA standards and boiler and elevator codes.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Safety violations found	2,666	1,431	2,964	2,964
● Health violations found	1,380	932	1,300	1,300
● Safety consultation surveys	288	385	500	500
● Boilers inspected	2,857	3,021	3,300	3,500
● Elevators inspected	4,724	4,647	4,700	4,700

- ◆ Goal 5 To ensure that injury claims of Special Fund claimants are processed effectively and efficiently.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● No Insurance awards issued	2,880	3,755	3,900	4,050
● Average annual cost (in dollars) of No Insurance awards	5,865	5,982	6,150	6,300
● Warrants issued in payment of Special Fund claims	17,051	15,932	17,000	17,500

- ◆ Goal 6 To administer oversight and review of operation of Industrial Commission to ensure that agency duties are conducted efficiently and effectively.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Workers compensation claimants problems resolved	6,662	5,318	6,400	6,400

● Self insurance applications and renewals processed	132	120	130	140
● Complaints received concerning non workers compensation coverage by employers	1,724	1,244	1,300	1,340
● Cases referred for outside collection	338	195	220	240
● OSHA cases referred for hearing	191	175	192	200

<p>ICA.1 PROGRAM SUMMARY</p> <p>ADMINISTRATIVE SERVICES</p> <p>Contact: Douglas R. Newton Phone: (602) 542-5380 A.R.S. 23-1, Art. 1</p>
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Program Mission:

To support all activities of the other agency programs to allow them to perform their function in the most effective and efficient manner possible.

Program Description:

Provides personnel services to individuals and departments within the agency; evaluates bonding criteria, applications, and renewals of self insured employers; provides payment of medical and compensation payments for uninsured claimants as well as ensuring collection of funds that are payable to the agency; maintains Special Fund Office Building in Phoenix and Tucson; maintains data processing functions for the agency.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,687.1	3,010.7	2,994.9
Other Non Appropriated Funds	38.0	35.0	35.0
Federal Funds	73.9	70.3	70.3
Program Total	2,799.0	3,116.0	3,100.2
FTE Positions	45.0	46.0	46.0

This Program Contains the Following Subprograms:

- ▶ Administrative Support
- ▶ Workers' Compensation Ombudsman
- ▶ Office of Director

<p>ICA.1.1 SUBPROGRAM SUMMARY</p> <p>ADMINISTRATIVE SUPPORT</p> <p>Contact: Douglas R. Newton, Agency Coordinator Phone: (602) 542-5380 A.R.S. 23-1, Art. 1</p>
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Subprogram Mission:

To support all activities of the other agency programs to allow them to perform their function in the most effective and efficient manner possible.

Subprogram Description:

The program provides personnel services to individuals and departments within the agency; evaluates bonding criteria, applications, and renewals of self insured employers; provides

payment of medical and compensation payments for uninsured claimants as well as ensuring collection of funds that are payable to the agency; maintains Special Fund Office Building in Phoenix and Tucson; maintains data processing functions for the agency.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,388.6	2,674.0	2,649.7
Other Non Appropriated Funds	38.0	35.0	35.0
Federal Funds	73.9	70.3	70.3
Program Total	2,500.5	2,779.3	2,755.0
FTE Positions	40.0	40.0	40.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To process all personnel actions in an effective manner on a timely basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Actions processed	1,372	1,650	1,400	1,500

- ◆ Goal 2 To process all accounting transactions correctly on a timely basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average invoices not processed at months end	313	308	300	300
● Average invoices not paid at month's end	189	205	200	200

- ◆ Goal 3 To process all self insurance applications and renewals efficiently and in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Renewals and applications processed	132	120	130	140
● Renewals in backlog	13	14	12	12

<p>ICA.1.2 SUBPROGRAM SUMMARY</p> <p>WORKERS' COMPENSATION OMBUDSMAN</p> <p>Contact: Mary Green, Executive Staff Assistant Phone: (602) 542-4317 A.R.S. 23-1, Art. 1</p>

Subprogram Mission:

To assist injured workers in resolving workers' compensation related problems.

Subprogram Description:

The Ombudsman must investigate all reported complaints concerning injured workers; intercede on behalf of claimants in resolution of problems with attorneys, insurance carrier, state agencies; ensure that claimants are entitled to benefits due them under workers compensation law; and refer claimants for rehabilitation and job placement.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	110.9	143.5	146.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>110.9</u>	<u>143.5</u>	<u>146.2</u>
FTE Positions	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To resolve problems concerning claims of injured workers in efficient manner on a timely basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claimants contacted	6,662	5,318	6,400	6,400
● Claimants' cases closed	65	100	100	100

ICA.1.3 SUBPROGRAM SUMMARY
OFFICE OF DIRECTOR
 Contact: Larry Etchechury, Director
 Phone: (602) 542-4411
 A.R.S. 23,101, 23,108

Subprogram Mission:

To oversee all activities of the Industrial Commission for the protection of life, health, safety and welfare of employees of Arizona.

Subprogram Description:

This subprogram, made up of the offices of the Commission, Director, and Special fund Investment Committee, controls all activities of the agency to insure that rules and laws are effectively enforced and resources efficiently used. Specifically, the program adopts all rules, approves OSHA claims, sets tax rates, approves self-insurance, reviews lump sum settlement requests, and establishes policy for investment of Special Fund.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	187.6	193.2	199.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>187.6</u>	<u>193.2</u>	<u>199.0</u>
FTE Positions	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To administer oversight and review operations of agency to ensure that agency duties are conducted efficiently and effectively.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Valid complaints received concerning agency operations	NA	Baseline	NA	NA

ICA.2 PROGRAM SUMMARY
WORKERS COMPENSATION CLAIMS PROCESSING
 Contact: Karen H. Ellerman, Manager
 Phone: (602) 542-4661
 A.R.S. 23-6

Program Mission:

To ensure that all workers' compensation claims are processed in accordance with the rules and laws of Arizona.

Program Description:

The program regulates activities of insurance carriers and self insurers who process industrial injury claims; assesses penalties or increases in insurance benefits for bad faith or unfair claims processes; ensures that every injured worker is treated fairly and properly cared for in compliance with the law; approves out of state travel for injured workers; and ensures that claims are accepted or denied within 21 days of receipt of notice of claims.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,507.4	2,789.7	2,846.6
Other Non Appropriated Funds	93.3	110.0	100.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,600.7</u>	<u>2,899.7</u>	<u>2,946.6</u>
FTE Positions	<u>84.0</u>	<u>84.0</u>	<u>84.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that permanent disability awards are issued in timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Awards issued	2,711	3,395	3,700	3,700
● Percent of awards issued within 80 days	55	60	60	60

- ◆ Goal 2 To complete employees average monthly wage in most effective, efficient manner possible.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Wage determinations issued	19,361	20,593	22,000	23,000
● Percent determined within 45 days	80	80	95	95

- ◆ Goal 3 To process lump sum settlement requests in the most efficient manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Lump sum requests processed	105	93	100	100
● Percent of requests processed within 15 days	97	95	95	95

- ◆ Goal 4 To process initial filing of Workers Compensation Claims on timely basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims processed	150,393	151,492	155,000	160,000
● Percent processed within five days	92	95	98	98

ICA.3 PROGRAM SUMMARY
ADJUDICATION OF DISPUTES
 Contact: Harriet Turney, Chief Judge
 Phone: (602) 542-5247
 A.R.S. 23-6, Art. 3

Program Mission:

To adjudicate disputed workers' compensation claims and appeals of penalty assessment issued by the Occupational Safety and Health Administration (OSHA) Division and Labor Division.

Program Description:

The program settles disputes created by decisions made by insurance carriers, self insured employers or the Industrial Commission. The workers' compensation claimant, insurance carrier or other interested party would request a hearing. Disputes are also settled in the same manner for OSHA penalty decisions appealed by the employer and Child Labor citations appealed by employees.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,193.6	4,530.9	4,595.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,193.6	4,530.9	4,595.8
FTE Positions	55.0	55.0	55.0

Program Goals and Performance Measures:

- ◆ Goal 1 To process and set hearings so that they are heard in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Petitions for hearing received: Workers Compensation	8,872	8,518	9,718	10,270
● Petitions for hearing received: OSHA	199	195	240	264
● Number of days between Workers Compensation and OSHA petitions received and awards issued	122	118	130	130

- ◆ Goal 2 To process requests for hearing in the most efficient, cost effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Awards issued without hearing	5,511	4,965	6,064	6,067

ICA.4 PROGRAM SUMMARY
LABOR LAW ADMINISTRATION
 Contact: Orlando Macias, Director
 Phone: (602) 542-4515
 A.R.S. 23-3, Art 2, 23-2, Art 3, 7

Program Mission:

To provide for the administration of labor laws for the protection of wage claimants, child employees and users of employment agencies.

Program Description:

Inspection and Regulation

The program must enforce all statutes and rules concerning the resolution of wage complaint disputes, the licensing and regulation of private employment agencies, and the enforcement of child labor laws which involve the issuing of penalties for violations. The program must also provide information on labor issues to the requesting public.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	500.5	543.4	555.0
Other Non Appropriated Funds	13.4	32.1	31.7
Federal Funds	0.0	0.0	0.0
Program Total	513.9	575.5	586.7
FTE Positions	15.0	15.0	15.0

Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently enforce the Child Labor Laws in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Injury reports reviewed	1,785	1,922	2,000	2,200
● Violations investigated	352	279	300	320
● Violations confirmed	151	121	140	140
● Turnover time (time violations known to Labor to time violation confirmed (in days)	45	33	45	45

- ◆ Goal 2 To efficiently process and investigate wage claims in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Claims filed	3,202	3,025	3,200	3,300
● Average months to complete investigation	3.7	3.2	3.5	3.5

- ◆ Goal 3 To efficiently process and monitor the licensing of private employment agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of licenses processed within 90 days	80	86	90	90
● License applications processed	10	7	10	10

ICA.5 PROGRAM SUMMARY
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION
 Contact: Darin Perkins, Director
 Phone: (602) 542-5795
 A.R.S. 23-2, Art 10

Program Mission:

To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act of 1972.

Program Description:

Under a certified and approved plan with the United States Department of Labor, administer Arizona Occupational Safety and Health Act (OSHA). Responsible for enforcing the Occupational Safety and Health standards in all industries in Arizona except:

mining, smelting, establishments located on Indian reservations and Federal agencies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,892.9	1,831.4	1,984.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,006.7	1,474.7	1,570.7
Program Total	2,899.6	3,306.1	3,555.0
FTE Positions	60.0	68.0	68.0

Program Goals and Performance Measures:

- ◆ Goal 1 To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Health compliance inspections	532	406	488	488
● Health violations	1,380	932	1,300	1,300
● Safety compliance inspections	1,197	699	1,412	1,412
● Safety violations	2,666	1,431	2,964	2,964

- ◆ Goal 2 To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Safety consultation surveys	288	385	500	500
● Hazards	1,126	2,214	2,200	2,200
● Health consultation surveys	162	103	128	128
● Hazards	389	360	450	450

- ◆ Goal 3 To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Employees trained	4,538	4,504	5,000	5,000

- ◆ Goal 4 To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Boilers inspected	2,857	3,021	3,300	3,500
● Deficiencies identified	784	672	800	800
● Elevators inspected	4,724	4,647	4,700	4,700
● Deficiencies identified	2,058	1,671	1,800	1,800

ICA.6	PROGRAM SUMMARY
SPECIAL FUND CLAIMS PROCESSING	
Contact: Terri Plew, Monitor	
Phone: (602) 542-3294	
A.R.S. 23-1065(B-G)	

Program Mission:

To act as an insurance carrier to provide benefits to all injured employees not covered by regular worker's compensation insurance

coverage or by self insurance coverage in Arizona.

Program Description:

The program processes all claims for injured workers where the employer failed to provide workers compensation insurance; provides medical and compensation to injured workers whose employer's had no insurance at the time of injury; provides continuing medical benefits for injured workers following termination of temporary benefits; administers the second injury fund; and provides for rehabilitation for scheduled and unscheduled injured workers claims.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	664.6	722.7	737.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	664.6	722.7	737.2
FTE Positions	18.0	18.0	18.0

Program Goals and Performance Measures:

- ◆ Goal 1 To process claims of injured Special Fund claimants in timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days between receipt of claims notice and issuance of award	38.5	64.2	21	21

- ◆ Goal 2 To process claims of injured Special Fund claimants in most cost effective manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average annual cost per supportive care in dollars	2,309	2,206	2,400	2,400
● Average annual cost per no insurance in dollars	5,865	5,982	6,150	6,300
● Average annual cost per rehabilitation in dollars	6,337	6,942	7,900	7,900

ICA.7	PROGRAM SUMMARY
LEGAL COUNSEL	
Contact: Anita Valainis, Chief Counsel	
Phone: (602) 542-5781	
A.R.S. 41-192	

Program Mission:

To represent the Industrial Commission of Arizona in all legal matters affecting the agency.

Program Description:

The program represents the Special Fund in all legal decisions affecting Special Fund claimants, the OSHA Division regarding contested OSHA citations, and the Labor Division in child labor and wage claim appeals. The program promulgates rules for the agency, provides legal advice as requested to the Commission and agency staff, and acts as collection agent for amounts owed to the Industrial Commission. The program also ensures compliance by Arizona employers with workers compensation coverage requirements.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,053.5	1,161.6	1,185.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,053.5	1,161.6	1,185.2
FTE Positions	23.0	23.0	23.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide quality legal representation to the Agency in contested legal matters.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● OSHA hearings	191	195	192	200
● Apportionment/Supportive Care Matters	128	105	115	126

- ◆ Goal 2 To effectively collect debts owed to the Industrial Commission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Collection investigations completed	22	22	48	48
● Collection files opened	567	488	500	520
● Delinquent collection accounts to outside counsel	338	195	220	240

- ◆ Goal 3 To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Compliance referrals	1,724	1,244	1,300	1,340
● Compliance investigations completed	139	410	429	429
● Civil penalties issued	455	491	520	540



AGENCY SUMMARY
DEPARTMENT OF INSURANCE

Charles R. Cohen, Director IDA
Contact: Scott B. Greenberg, Business & Licensing
Administrator
(602) 912-8406

Agency Mission:

To faithfully execute the state insurance laws in a manner that protects insurance consumers and encourages robust competition and economic development.

Agency Description:

The Department of Insurance monitors and promotes the financial safety and soundness of insurers transacting business in Arizona; administers receiverships of failed insurers and payment of certain claims by the Arizona guaranty funds; licenses and authorizes the transaction of insurance business by insurers, agents, brokers, and other insurance-related entities regulated under A.R.S. Title 20; 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; and, annually collects over \$150 million in insurance premium taxes and other revenues that benefit the General Fund.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ POLICY AND ADMINISTRATION	1,770.3	1,545.2	1,588.4
➤ SOLVENCY REGULATION	24,552.1	22,864.3	17,009.0
➤ CONSUMER SUPPORT	4,724.6	4,922.1	5,121.5
➤ LICENSING	1,537.7	1,620.8	1,679.0
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	122.2	130.0	133.3
➤ FRAUD INVESTIGATION AND DETERRENCE	1,057.9	1,106.9	1,126.4
Capital Funds	0.0	0.0	0.0
Agency Total	<u>33,764.8</u>	<u>32,189.3</u>	<u>26,657.6</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,388.0	5,309.8	5,435.4
Other Appropriated Funds	24.4	0.0	0.0
Other Non Appropriated Funds	28,352.4	26,879.5	21,222.2
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>33,764.8</u>	<u>32,189.3</u>	<u>26,657.6</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>33,764.8</u>	<u>32,189.3</u>	<u>26,657.6</u>
FTE Positions	<u>140.1</u>	<u>145.1</u>	<u>145.1</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To minimize the frequency, magnitude and public cost of insurer insolvencies.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Number of new domestic receiverships	0	0	0

- ◆ Goal 2 To efficiently and effectively issue insurance licenses to qualified applicants.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Average licensing time frames days required to render a decision on a producer license application	NA	33	30
● Average licensing time frames days required to render a decision on an insurer, reinsurer, service corporation, health care services organization or prepaid health plan organization license application	NA	171	175	150

- ◆ Goal 3 To make insurance-related information and assistance readily available to consumers.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Average number of copies of Insurance Department consumer-oriented publications distributed	NA	NA	15,000

- ◆ Goal 4 To detect, redress, and deter unfair and illegal practices prejudicial to insurance consumers.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Average calendar days to resolve a complaint	50	40	32
● Average calendar days to complete an investigation	50	36	35	32

IDA.1 PROGRAM SUMMARY
POLICY AND ADMINISTRATION
Office of the Director

Contact: Charles R. Cohen, Director
Phone: (602) 912-8451
A.R.S. Title 20; A.A.C. Title 4, Ch. 14

Program Mission:

To provide leadership, direction, coordination and support, enabling the department to achieve its mission.

Program Description:

Develops and implements administrative and regulatory policies and procedures; coordinates and directs activities of divisions; implements insurance-related legislation, including the promulgation of necessary and appropriate rules and substantive policy statements; provides information and assistance to the Governor's Office, Legislature and congressional delegation; develops legislative proposals to maintain effectiveness of insurance code; administers appealable agency actions and contested cases; coordinates legal representation provided by Attorney General's Office; coordinates interaction with other state and federal agencies; coordinates with fellow state insurance regulators through the National Association of Insurance Commissioners; interfaces with representatives of major constituencies including industry, licensees, consumers and media; coordinates preparation and

publication of regulatory information to consumers and regulated parties; coordinates and participates in various task forces and advisory groups related to insurance regulation; oversees administration of boards and other public bodies within department; provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,587.6	1,379.0	1,413.8
Other Appropriated Funds	24.4	0.0	0.0
Other Non Appropriated Funds	158.3	166.2	174.6
Federal Funds	0.0	0.0	0.0
Program Total	1,770.3	1,545.2	1,588.4
FTE Positions	21.8	22.8	22.8

Program Goals and Performance Measures:

- ◆ Goal 1 To provide quality accounting, budgeting, personnel, and procurement services to internal customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	90

- ◆ Goal 2 To provide quality information technology support to internal customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	90

IDA.2 PROGRAM SUMMARY

SOLVENCY REGULATION

Contact: Sara M. Begley, Deputy Director
 Phone: (602) 912-8456
 A.R.S. Title 20

Program Mission:

To promote financial safety and soundness within the Arizona insurance industry and to minimize the impact of insurer insolvencies.

Program Description:

The program monitors the financial solvency of insurers doing business in Arizona through mandatory and discretionary financial examinations and analysis of mandatory 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	349.9	355.0	364.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,202.2	22,509.3	16,645.0
Federal Funds	0.0	0.0	0.0
Program Total	24,552.1	22,864.3	17,009.0
FTE Positions	29.7	32.7	32.7

This Program Contains the Following Subprograms:

- ▶ Financial Conditions and Soundness Oversight
- ▶ Insolvency Administration

IDA.2.1 SUBPROGRAM SUMMARY

**FINANCIAL CONDITIONS AND SOUNDNESS
OVERSIGHT**

Contact: Gary A. Torticill, Assistant Director
 Phone: (602) 912-8420
 A.R.S. 20-156, 20-159, 20-169 to 20-172, Ch. 2-

Subprogram Mission:

To enforce statutory requirements applicable to the financial condition and practices of insurers doing business in Arizona, and to promote financial safety and soundness within the Arizona insurance industry.

Subprogram Description:

The Financial Condition and Soundness Oversight Subprogram monitors the financial solvency of approximately 2,000 insurers doing business in Arizona. It reviews quantitative and qualitative information obtained from insurers and other sources to ensure compliance with financial requirements, to detect insurers operating in hazardous financial conditions, to recommend corrective actions and to maintain compliance with financial regulation accreditation standards collectively promulgated by state insurance commissioners through the National Association of Insurance Commissioners. In accordance with Arizona law, it analyzes mandatory financial filings, such as, Annual and Quarterly Statements, Management Discussion & Analysis reports, Audited Financial Reports and Reports of Examination; schedules, plans and performs statutorily required and analytically targeted financial examinations of insurers and reinsurers; oversees insurers' compliance with statutory deposit requirements; and reviews requests for approval of transactions, such as, acquisitions, mergers, withdrawals, reinstatements, reinsurance and certain transactions with affiliates, including extraordinary dividend distributions.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	349.9	355.0	364.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,373.4	5,642.1	5,924.2
Federal Funds	0.0	0.0	0.0
Program Total	5,723.3	5,997.1	6,288.2
FTE Positions	20.2	20.2	20.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To detect and prevent insurer financial deficiencies and unsound practices as early as possible.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual statements analyzed by June 30th	98	98	98	98
● Percent of supplemental filings analyzed within 90 calendar days of receipt	84	98	98	98
● Number of new domestic receiverships	0	0	0	0

◆ Goal 2 To minimize the cost to policyholders and taxpayers of domestic insurer insolvencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● The percent of policyholder claims and related expenses not ultimately paid or reimbursed by the estate for domestic receiverships closed in the fiscal year	71	40	NA	NA

IDA.2.2 SUBPROGRAM SUMMARY
INSOLVENCY ADMINISTRATION
 Contact: Sara M. Begley, Deputy Director
 Phone: (602) 912-8456
 A.R.S. 20-171 and 20-172, Ch. 3, Art. 4-7

Subprogram Mission:

To effectively and efficiently conserve, rehabilitate, or liquidate insurance companies, or insurance company assets located in Arizona, that are placed in judicial delinquency proceedings, and to ensure valid outstanding claims against insolvent insurance companies are fully and promptly paid.

Subprogram Description:

This subprogram has two distinct components: the Receiver component and the Guaranty Funds component. The Receiver component takes over and administers the estates of insolvent Arizona insurers; develops and implements policies and procedures to efficiently and effectively rehabilitate or liquidate insurers taken over by the Department; collects and liquidates assets of insolvent insurers and distributes assets to creditors of insolvent insurers (including guaranty funds) according to statutory priority scheme; engages in litigation to collect and preserve assets of insolvent insurers; coordinates with other insurance departments and with the National Association of Insurance Commissioners to assist Arizona consumers with out-of-state insolvencies. The Guaranty Funds component investigates, adjudicates and pays Arizona insureds and claimants who have valid outstanding claims against insolvent insurers (subject to statutory limits); provides for continued coverage under eligible contracts; assesses member insurers with the costs of administering and paying claims; issues certificates of contribution entitling assessed member insurers to offset premium taxes; engages in litigation when necessary.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,828.8	16,867.2	10,720.8
Federal Funds	0.0	0.0	0.0
Program Total	<u>18,828.8</u>	<u>16,867.2</u>	<u>10,720.8</u>
FTE Positions	<u>9.5</u>	<u>12.5</u>	<u>12.5</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To maintain an appropriate ratio of Guaranty Funds' Loss Adjustment Expenses to total claims expenses, thereby reducing premium tax offsets by minimizing assessments of member insurers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Loss adjustment expenses as a percent of total claims expenses	16.8	13.5	12.5	12.0

◆ Goal 2 To efficiently and effectively manage the affairs of insolvent insurance companies thereby minimizing unpaid claims and the costs to taxpayers of funding guaranty fund covered claims against insolvent insurers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Receivership administrative expenses as a percentage of creditor payments for estates closed during the fiscal year	85	130	NA	NA

IDA.3 PROGRAM SUMMARY
CONSUMER SUPPORT
 Contact: John D. Gagne, Assistant Director
 Phone: (602) 912-8430
 A.R.S. Title 20, A.A.C. Title 4, Ch. 14

Program Mission:

To inform and protect Arizona insurance consumers.

Program 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 Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,774.2	1,820.9	1,867.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,950.4	3,101.2	3,254.4
Federal Funds	0.0	0.0	0.0
Program Total	<u>4,724.6</u>	<u>4,922.1</u>	<u>5,121.5</u>
FTE Positions	<u>58.0</u>	<u>58.0</u>	<u>58.0</u>

This Program Contains the Following Subprograms:

- ▶ Consumer Information and Assistance
- ▶ Market Practices Oversight

IDA.3.1 SUBPROGRAM SUMMARY
CONSUMER INFORMATION AND ASSISTANCE
 Contact: John D. Gagne, Assistant Director
 Phone: (602) 912-8430
 A.R.S. Title 20, Ch. 2, Art. 5, 6, Ch. 7, 12, 13

Subprogram Mission:

To make insurance-related information and assistance readily available to enable Arizona consumers to make informed

decisions, and to facilitate the receipt of benefits to which they are entitled.

Subprogram Description:

This subprogram annually responds to approximately 100,000 phone calls and 4,800 written complaints or requests for information and assistance regarding insurance-related problems; assists consumers, including businesses, in securing liability insurance for difficult-to-place risks; administers the Health Care Appeals program, monitors insurer compliance and provides information and guidance to assist consumers through the appeals process; provides the public with informative brochures, insurer complaint ratios, premium comparisons, statutory annual reports, department newsletters and an Internet site; conducts informational outreach through newspaper articles, public appearances, meetings and conferences conducted by department personnel in conjunction with industry and consumer groups; responds to media inquiries; and coordinates responses to subpoenas and public records' requests.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	610.7	620.9	636.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	161.2	172.5	179.3
Federal Funds	0.0	0.0	0.0
Program Total	771.9	793.4	816.1
FTE Positions	19.5	19.5	19.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To effectively and efficiently respond to consumer inquiries and to facilitate resolution of complaints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	75
● Average calendar days to resolve a complaint	50	40	32	30
● Ratio of consumer complaint files opened per filled FTE assigned to such files	318	196	190	150

- ◆ Goal 2 To assist consumers, including businesses, in securing liability insurance for difficult-to-place risks.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of successful liability coverage placements	NA	NA	90	95
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	75

- ◆ Goal 3 To effectively and efficiently administer health care appeals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percentage of Health Care Appeals overturned (including by ADOJ and outside professionals)	NA	33.5	33.3	33.3
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	75

- ◆ Goal 4 To make insurance-related information readily available to the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of complaint files prepared for public inspection or subpoena production	3,900	5,000	5,500	5,750

IDA.3.2 SUBPROGRAM SUMMARY
MARKET PRACTICES OVERSIGHT

Contact: Erin H. Klug, Assistant Director
Phone: (602) 912-8442
A.R.S. Title 20, Ch. 2, Art. 4, 4.1, 4.2, 6

Subprogram Mission:

To protect Arizona insurance consumers from unfair and illegal market practices.

Subprogram Description:

The subprogram reviews rate filings to ensure that they comply with Arizona law; reviews policies, contracts and related forms, advertising and other marketing materials to ensure they contain all provisions and coverages required by law and are not misleading; conducts market conduct examinations of insurance companies to ensure that claims, marketing, underwriting and rating practices are in accordance with information filed with the Department and are in compliance with insurance laws and rules; and conducts investigations of insurance companies, agents, brokers and other professional service licensees to ensure compliance with Arizona law and recommends disciplinary action for violations.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,163.5	1,200.0	1,230.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,789.2	2,928.7	3,075.1
Federal Funds	0.0	0.0	0.0
Program Total	3,952.7	4,128.7	4,305.4
FTE Positions	38.5	38.5	38.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To efficiently and effectively conduct investigations and to refer for prosecution cases involving violations by unauthorized entities, professional services licensees, and other violations arising out of consumer complaints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Investigation files opened per filled FTE assigned to such files	300	256	200	180
● Average calendar days to complete an investigation	50	36	35	32
● Number of professional services licensees suspended or revoked during the year	27	41	45	50
● Number of investigations conducted (number completed with a final disposition)	254	267	275	275
● Percent of investigations resulting in disciplinary enforcement action	23	37	40	45

- ◆ Goal 2 To efficiently and effectively review policies, contracts and related forms, and advertising and other marketing materials to ensure they contain all provisions and coverages required by law and are not misleading.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Property & Casualty filings per filled FTE reviewing such filings	2,322	3,578	3,626	3,709
● Life & Health filings per filled FTE reviewing such filings	685	605	633	669

- ◆ Goal 3 To efficiently and effectively review Property & Casualty rate filings to ensure they comply with Arizona law.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workers' compensation, mortgage guaranty, and title insurance rate filings per filled FTE reviewing such filings (Article 4)	109	116	123	131
● Total number of open competition rate filings per filled FTE reviewing such filings (Article 4.1)	659	779	824	852
● Number of targeted open competition rate filings per filled FTE reviewing such filings (Article 4.1)	NA	180	217	263
● Percent of targeted open competition rate filings reviewed within 90 days of filing (Article 4.1)	NA	50	60	72

- ◆ Goal 4 To efficiently and effectively target, prioritize, and conduct examinations of insurers' marketing, claims, underwriting and/or rating practices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of market conduct examination reports filed	19	32	42	40
● Amount of restitution recovered through market conduct examinations (in thousands)	1,107.9	800.8	1,000.0	1,000.0

IDA.4 PROGRAM SUMMARY

LICENSING

Contact: Scott B. Greenberg, Business/Licensing Administrator
 Phone: (602) 912-8406
 A.R.S. Title 20, A.A.C. Title 4, Ch. 14

Program Mission:

To provide efficient, effective, and high quality insurance licensing services and to ensure insurance license candidates meet all qualifications for licensure.

Program Description:

The program reviews and analyzes applications for licensure by entities regulated under A.R.S. Title 20 to ensure that only those entities meeting the requirements prescribed by law are authorized to offer insurance-related products and services in Arizona; maintains physical and computerized license file information on licensees; oversees the administration of related activities, such as producer continuing education and pre-license examinations; provides public information from license files upon request.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	496.2	518.0	530.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,041.5	1,102.8	1,148.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,537.7</u>	<u>1,620.8</u>	<u>1,679.0</u>
FTE Positions	<u>11.7</u>	<u>12.7</u>	<u>12.7</u>

This Program Contains the Following Subprograms:

- ▶ Professional Service Licensing
- ▶ Insurer Licensing

IDA.4.1 SUBPROGRAM SUMMARY

PROFESSIONAL SERVICE LICENSING

Contact: Scott B. Greenberg, Business and Licensing Administrator
 Phone: (602) 912-8406
 A.R.S. Title 20; A.A.C. Title 4, Ch. 14

Subprogram Mission:

To provide efficient, effective, and high quality licensing services to agents, brokers and other insurance-related service providers and to ensure license candidates meet all qualifications for licensure.

Subprogram Description:

The subprogram reviews and analyzes applications for licensure by entities regulated under A.R.S. Title 20 to ensure that only those entities meeting the requirements prescribed by law are authorized to offer insurance-related services in Arizona; biennially reviews and analyzes applications of agents, brokers, adjusters, managing general agents, surplus lines brokers, and risk management consultants; annually reviews and analyzes applications/filings from life and health insurance administrators, rating organizations, rate service organizations, utilization review agents and reinsurance intermediaries; maintains physical and computerized license file information on licensees; oversees the administration of the continuing education program for certain licensees; provides public information from license files upon request.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	431.8	450.0	461.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40.0	51.3	44.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>471.8</u>	<u>501.3</u>	<u>505.2</u>
FTE Positions	<u>10.5</u>	<u>11.5</u>	<u>11.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To efficiently and effectively render decisions on professional service license applications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Average licensing time frames days required to render a decision on a producer license application from the date it was received	NA	34	30	28
● Average licensing time frames days required to render a decision on a life and health insurance administrator application from the date it was received	NA	9	23	23
● Average licensing time frames days required to render a decision on a utilization review agent application from the date it was received	NA	7	7	7
● Average licensing time frames days required to render a decision on a rating organization application from the date it was received	NA	NA	15	15
● Average licensing time frames days required to render a decision on a rate service organization application from the date it was received	NA	NA	30	30
● Average licensing time frames days required to render a decision on a reinsurance intermediary application from the date it was received	NA	NA	120	90
● Producer license applications received	41,853	38,589	43,000	40,000
● Producer licenses issued	13,936	16,515	18,000	20,000
● Producer licenses renewed	18,475	17,235	19,675	18,435
● Total producers licensed	50,247	58,894	64,000	70,000

◆ Goal 2 To provide quality service to professional service license customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	75

IDA.4.2 SUBPROGRAM SUMMARY
INSURER LICENSING

Contact: Kelly M. Stephens, Deputy Assistant Director
Phone: (602) 912-8420
A.R.S. Title 20; A.A.C. Title 4, Ch. 14

Subprogram Mission:

To provide efficient, effective and high quality licensing services to insurers and other insurance risk bearing entities and to ensure license candidates meet all qualifications for licensure.

Subprogram Description:

The subprogram reviews and analyzes applications for original and amended licensure by insurers and other insurance risk bearing entities regulated under A.R.S. Title 20 to ensure that only those entities meeting the requirements prescribed by Arizona law are authorized to issue insurance products in Arizona. Licensees include insurers, reinsurers, health, medical, dental and optometric service corporations, health care services organizations, prepaid dental organizations, prepaid legal insurers, life care providers, foreign risk retention groups, risk purchasing groups, services companies and surplus lines insurers. The subprogram maintains physical and computerized license file information on licensees and provides public information from license files upon request.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	64.4	68.0	69.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,001.5	1,051.5	1,104.1
Federal Funds	0.0	0.0	0.0
Program Total	1,065.9	1,119.5	1,173.8
FTE Positions	1.2	1.2	1.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To efficiently and effectively render decisions on insurer license applications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Insurers, Reinsurers, Service Corporations, Health Care Services Organizations and Prepaid Dental Plan Organizations)	NA	171	175	150
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Prepaid Legal Insurers)	NA	NA	60	60
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Life Care Providers)	NA	NA	90	90
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Foreign Risk Retention Groups)	NA	17	17	17
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Risk Purchasing Groups)	NA	20	22	22
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Surplus Lines Insurers)	NA	5	10	10
● Average licensing time frames days from the date an application for initial license is received to the date that the license decision is rendered (Service Companies)	NA	14	15	15
● Total insurer applications received	169	163	166	165
● Total insurer certificates of authority issued	109	47	78	63
● Total insurer certificates of authority amended	91	79	85	82
● Total certificates of authority renewed	41	43	42	43
● Total insurers licensed as of June 30	2,066	2,011	2,039	2,025

◆ Goal 2 To provide quality service to insurer license customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of survey respondents indicating "satisfied" or better	NA	NA	Baseline	70

IDA.5 PROGRAM SUMMARY
PREMIUM TAX COLLECTIONS AND ANALYSIS
 Contact: Scott B. Greenberg, Business/Licensing Administrator
 Phone: (602) 912-8406
 A.R.S. 20-224 et. seq.

Program Mission:

To fully collect, promptly deposit and accurately forecast insurance premium tax revenues.

Program Description:

The program develops and provides tax report forms and information to taxpayers; collects between \$140 and \$160 million annually in 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 Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	122.2	130.0	133.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	122.2	130.0	133.3
FTE Positions	2.9	2.9	2.9

Program Goals and Performance Measures:

- ◆ Goal 1 To fully collect the premium tax required by law.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of prior fiscal year premium tax returns audited to total prior fiscal year premium tax returns	98.3	96.0	97.2	96.6

- ◆ Goal 2 To promptly deposit premium tax revenues to maximize the benefit of the revenues to the State.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average work days elapsed from date tax payment received to deposit with State Treasurer	1.1	1.3	1.2	1.3

- ◆ Goal 3 To accurately forecast premium tax revenues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Difference (absolute value) of September 1 tax revenue forecast from actual fiscal year tax revenues collected (in percent)	3.4	4.5	3.0	3.0

IDA.6 PROGRAM SUMMARY
FRAUD INVESTIGATION AND DETERRENCE
Fraud Unit
 Contact: Terry L. Cooper, Fraud Unit Chief
 Phone: (602) 912-8418
 A.R.S. 20-466 et. seq.

Program Mission:

To reduce the inflationary impact of fraud on insurance rates through prosecution and deterrence.

Program Description:

This program receives investigative referrals from insurers and other sources, conducts criminal investigations of individuals, businesses and criminal organizations alleged to be involved in submitting fraudulent claims and/or intentionally misleading claim-related information to insurance companies. The program also provides education and promotes awareness within the industry, law enforcement, and the community concerning the problems and consequences resulting from insurance fraud.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,057.9	1,106.9	1,126.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,057.9	1,106.9	1,126.4
FTE Positions	16.0	16.0	16.0

Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently and effectively investigate fraud complaints and refer cases for prosecution.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days to complete an investigation	46	66	55	55
● Percent of criminal referrals resulting in conviction	34.6	50.8	55.0	55.0
● Percent of survey respondents indicating satisfied or better	NA	NA	Baseline	80
● Number of investigations conducted	235	505	600	600
● Percent of investigations resulting in convictions	19.6	20.0	20.6	23.4

- ◆ Goal 2 To provide education and promote awareness within the industry, law enforcement, and the community concerning the problems and consequences resulting from insurance fraud..

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of referrals received	1,329	1,392	1,450	1,550



AGENCY SUMMARY
DEPARTMENT OF LIQUOR LICENSES
AND CONTROL

Howard Adams, Director LLA
 Contact: Sharon Miner, Administrative Services Manager
 (602) 542-9021

Agency Mission:

To protect the health, safety, and welfare of Arizona citizens by licensing the liquor industry and assuring compliance with state liquor laws through enforcement, training, and adjudication.

Agency Description:

The Department of Liquor Licenses and Control (DLLC) regulates all businesses dealing with spirituous liquor. The DLLC also accepts complaints, police reports, and civil violations regarding licensees. The DLLC 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. The DLLC meets on a regular basis with the Arizona Liquor Beverage Association, the Arizona Wholesale Beverage & Wine Association, Arizona Grocers Association, Arizona Hotel & Motel Association, and Arizona Restaurant Association and appears in their chapter meetings and functions, statewide. Finally the DLLC is responsive to all Arizona citizens who are served and affected by the licenses.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	1,512.6	1,001.2	1,019.1
➤ INVESTIGATIONS	1,279.0	1,570.7	1,625.2
➤ LICENSING	369.8	378.1	385.8
Capital Funds	0.0	0.0	0.0
Agency Total	3,161.4	2,950.0	3,030.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,810.8	2,384.8	2,411.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	350.6	565.2	618.2
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,161.4	2,950.0	3,030.1
Capital Funds	0.0	0.0	0.0
Agency Total	3,161.4	2,950.0	3,030.1
FTE Positions	44.0	44.0	44.0

Agency Goals and Key Performance Measures:

- ◆ 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.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Actionable police reports received	593	616	642	664

● Investigations and routine liquor inspections completed	3,807	4,057	4,098	4,139
● Percent of investigations and routine liquor inspections resulting in violations	42	23	36	42
● Cost per investigation/routine liquor inspection (in dollars)	280	336	300	275

- ◆ Goal 2 To ensure that licensees holding a restaurant license derive at least forty percent of their gross revenue from the sale of food by auditing their operations.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of licensees audited in non-compliance	47	54	60	65
● Cost per audit (in dollars)	2,682	3,161	2,600	2,500

- ◆ Goal 3 To efficiently process documents received by licensing.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New applications and transfers received	1,620	1,573	1,600	1,600
● New licenses, transferred licenses, and renewals issued	10,021	10,202	10,383	10,564
● Special event licenses issued	1,100	1,130	1,157	1,184
● Percent of customers who responded to the survey reporting very good or excellent service	99	99	99	100

- ◆ Goal 4 To provide effective means of resolving contested cases and other disputed matters.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Licenses suspended	46	38	40	40
● Percent of licensees referred for a hearing	7	1	1	1
● Average dollar amount of fine consent agreements	879	850	850	850
● Board meetings during the year	15	16	18	16

- ◆ Goal 5 To provide computer accessibility for all employees of the Department.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days computer network was down	0	0	0	0

LLA.1 **PROGRAM SUMMARY**
ADMINISTRATION

Contact: Sharon Miner, Administrative Services Manager
 Phone: (602) 542-9021
 A.R.S. Title 4

Program 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.

Program Description:

Daily departmental operations include budget preparation, personnel, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all

authorized non-reverting funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The program also provides personnel for staffing the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries and responds to public inquiries and constantly monitors all aspects of customer service. The Compliance Section receives actionable reports of violations and attempts to resolve them informally.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,512.6	1,001.2	1,019.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,512.6	1,001.2	1,019.1
FTE Positions	16.0	16.0	16.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that all financial transactions for the Department are completed accurately.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Daily deposits referred to the Department by the Treasurer's Office for any type of correction	2	1	0	0
● Transactions that did not balance with AFIS Reports	5	3	1	0
● Percent of claims and transfers with one or more corrections	8.3	5.5	2.5	.1

LLA.2	PROGRAM SUMMARY INVESTIGATIONS Contact: Myron Musfeldt, Chief of Investigations Phone: (602) 542-9041 A.R.S. 4-112, 4-113, 4-213
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Program Mission:

To foster a working relationship with both the licensees and the law enforcement community to obtain maximum compliance with State Statutes and Rules.

Program Description:

Investigations conducts Routine Liquor Inspections to ensure licensees are complying with A.R.S. Title 4 and all Departmental Rules and Regulations; provides training and assistance to the local law enforcement agencies thereby enhancing their ability to enforce liquor laws; investigates and processes all civil complaints received concerning liquor-related violations; provides criminal background checks of all individuals associated to liquor licenses in Arizona; provides leadership with respect to liquor establishments to 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 data bank which is accessible to Police Agencies; the department meets with United States Attorney's Office, Secret Service, Indian Gaming, FBI, and State Attorney General's Office.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	928.4	1,005.5	1,007.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	350.6	565.2	618.2
Federal Funds	0.0	0.0	0.0
Program Total	1,279.0	1,570.7	1,625.2
FTE Positions	17.0	17.0	17.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that licensees holding a restaurant license derive at least forty percent of their gross revenue from the sale of food by auditing their operations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of licensees audited and found in non-compliance	47	54	60	65
● Cost per audit (in dollars)	2,682	3,161	2,600	2,500

- ◆ Goal 2 To conduct routine liquor inspections and investigations of as many licensed establishments as possible to ensure compliance with Arizona Liquor Laws, Rules and Regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Actionable police reports received	593	616	642	670
● Investigations and routine liquor inspections completed	3,807	4,057	4,098	4,139
● Percent of investigations and routine liquor inspections resulting in violations	42	23	33	42
● Cost per investigation/routine liquor inspection (in dollars)	280	336	300	275

LLA.3	PROGRAM SUMMARY LICENSING Contact: Connie Wagner, Licensing Division Manager Phone: (602) 542-9055 A.R.S. Title 4
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Program Mission:

To serve applicants, licensees and the public by processing and maintaining all documents associated with the licensing process.

Program Description:

Assist applicants and licensees in the preparation and submission of required documentation for the purpose of obtaining a liquor license; create a data base capable of responding to public, corporate and law enforcement inquiries and routes filed documents to appropriate entities; maintain licensing records as required by law; analyze and correlate corporate and individual materials to determine corporate structure, Limited Liability Companies, partnerships, sole proprietorships, and the controlling individual of each; assure hearings held by local governing boards (cities, towns, counties) on each new application which is proposing to be licensed.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	369.8	378.1	385.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>369.8</u>	<u>378.1</u>	<u>385.8</u>
FTE Positions	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently process documents received by licensing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New applications and transfers received	1,620	1,573	1,600	1,600
● New licenses, transferred licenses, and renewals issued	10,021	10,202	10,383	10,564
● Special event licenses issued	1,103	1,130	1,157	1,184
● Percent of customers who responded to the survey reporting very good or excellent service	98.93	99.05	99.25	99.50



AGENCY/PROGRAM SUMMARY
BOARD OF MEDICAL EXAMINERS

Claudia Foutz, Executive Director
 Contact: Donna Linkous, Assistant Director, Licensing and Operations
 (602) 674-2792
 A.R.S. 32-1421 to 32-1429, 32-1451 et. seq., 32-14 MEA

Agency/Program Mission:

To protect the public by licensing Allopathic physicians and Physician Assistants and through the judicious enforcement of the laws governing their practice of medicine and performance of healthcare tasks.

Agency/Program Description:

The Board of Medical Examiners licenses and monitors approximately 15,000 doctors and 670 physician assistants statewide. Additionally, the investigations department handles more than 1,000 complaints each year. The staff of seven medical investigators and the supervising medical investigator review, investigate, and prepare summary reports with dispensation recommendations for each case. Completed cases are brought to the Board to determine if there is a need for disciplinary action. Note: The Board did not receive a FY 2001 appropriation; therefore, the funding reflected in the FY 2001 estimate column is the Executive recommendation for FY 2001.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,620.2	3,976.3	3,838.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,620.2	3,976.3	3,838.0
Capital Funds	0.0	0.0	0.0
Agency Total	3,620.2	3,976.3	3,838.0
FTE Positions	44.5	46.5	51.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide a timely review application process for a license, permit or certification that ensures only qualified health care practitioners are approved and admitted into the marketplace.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	NA	951	1,001	1,100
● Licenses issued	NA	806	1,500	1,500
● Resident permits issued	NA	981	1,030	1,045

- ◆ Goal 2 To ensure equitable and consistent enforcement of statutes and rules regulating the professions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Board orientations and training	NA	12	15	15
● Percent of physicians that receive notice of appearance for formal interview 20 days in advance	NA	100	100	100
● Percent of notices/agendas from regularly scheduled meetings mailed 10 days prior to meeting	NA	100	100	100
● Percent of minutes mailed within 10 days following a Board meeting	NA	100	100	100
● Complaints received	NA	1,125	1,275	1,425
● Complaints resolved	775	768	900	900
● Letters of reprimand	15	12	15	15
● Decrees of censure	1	5	3	3
● Days between receipt of complaint and referral to an assigned investigator	NA	10	10	10
● Average number of days to investigate all cases	NA	220	180	180
● Percent of cases resulting in disciplinary action	NA	23	27	30

- ◆ Goal 3 To develop a proactive public awareness education program that provides consumers and licensees information on their rights and responsibilities for becoming a full partner in health care decisions in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Verifications processed	NA	6,676	6,500	6,000
● Number of responses to public inquiries	NA	17,456	17,000	16,500
● Number of days to respond to a public information request	NA	8	6	6



AGENCY SUMMARY
STATE MINE INSPECTOR

Douglas Martin, Mine Inspector MIA
Contact: Sue Carey, Business Manager
(602) 542-5971

Agency Mission:

To enforce the State Mining Code in order to ensure the health and safety of the workers and the public in Arizona's active, inactive and abandoned mining operations.

Agency Description:

The Office of the State Mine Inspector was established by the Constitution of the State of Arizona. The Office is charged with enforcement of the Mining Code, under Title 27 - Minerals, Oil and Gas. The Office inspects the health and safety conditions and practices at all active mining operations, investigates mine accidents and employee complaints, and conducts safety certification classes for mine employees. Office instructors provide thousands of mine and contractor employees with safety training. The Office fulfills the "Mined Land Reclamation Rules and Statutes" and is administering and enforcing the program. The Office is charged with identification, mapping and closure of hazardous abandoned mines.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ MINING SAFETY ENFORCEMENT	828.1	838.3	828.4
➤ ABANDONED MINES INVENTORY & REMEDIATION	304.6	231.7	204.5
➤ MINE HEALTH & SAFETY EDUCATION & TRAINING - MSHA GRANT	229.3	225.6	306.0
➤ MINED LAND RECLAMATION	102.8	98.3	99.9
Capital Funds	0.0	0.0	0.0
Agency Total	1,464.8	1,393.9	1,438.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,046.7	1,108.3	1,102.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	95.6	46.0	46.0
Federal Funds	322.5	239.6	290.0
Operating Funds Subtotal	1,464.8	1,393.9	1,438.8
Capital Funds	0.0	0.0	0.0
Agency Total	1,464.8	1,393.9	1,438.8
FTE Positions	28.0	26.0	28.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To eliminate fatal accidents and reduce the number and severity of lost time accidents at Arizona mines,

through health and safety inspections and enforcement of the mining code.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Percent of mandated inspections completed	56	61	67
● Number of fatal mine accidents	2	3	1	0
● Number of lost time accidents	90	110	100	100
● Total number of active mines	681	692	704	716
● Total mines employment	18,292	15,990	16,100	16,900

- ◆ Goal 2 To eliminate fatal accidents and reduce the number and severity of lost time accidents at Arizona mines through safety education and training of mine employees and contractors.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Number of miners & contractors trained	3,754	3,200	3,800
● Percent of total mine employees trained	21	20	24	30

- ◆ Goal 3 To safeguard the public by identification, hazard assessment, prioritization, posting, and closing of dangerous abandoned mines. Program expectations have been reduced for FY 2000 and FY 2001 to reflect the loss of federal BLM funding as of October 1, 1999.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Percent of State inventoried for abandoned mines	6.46	7.50	8.34
● Number of mines sealed/closed	0	6	5	5
● Number of mines posted	400	1,100	1,000	1,000
● Number of mines fenced	45	83	100	100

- ◆ Goal 4 To ensure reclamation of mined lands to a safe and stable environmental state.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Properties regulated by the Mined Land Reclamation Act	12	23	25

MIA.1 PROGRAM SUMMARY
MINING SAFETY ENFORCEMENT

Contact: Sue Carey, Business Manager
Phone: (602) 542-5971
A.R.S. 27-124 et. seq.

Program Mission:

To ensure the health and safety of the workers in Arizona's mines through inspections and by enforcement of the Mining Code at the active mining operations.

Program Description:

The Mine Safety Enforcement Program accomplishes its mandated requirements through frequent inspections at active mines and related facilities within the State of Arizona, conducts investigation 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 permits and underground diesel equipment operating permits as tools to

alleviate hazards and unsafe and unhealthy conditions at mine sites, to ensure a safe and healthy work environment. Operations under this program's jurisdiction include asphalt hot plants, concrete batch plants, aggregate pits, quarries and processing plants; underground and open pit mines, mills, concentrators, SX EW Plants, and smelters; and blasting agent manufacturers and explosives storage facilities. Jurisdiction also covers contractor employees working at mine sites.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	805.1	838.3	828.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	828.1	838.3	828.4
FTE Positions	17.0	17.0	17.0

Program Goals and Performance Measures:

- ◆ Goal 1 To eliminate fatal accidents and reduce the number and severity of lost time accidents at Arizona mines, through health and safety inspections and enforcement of the mining code.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of mandated inspections completed	56	61	67	67
● Number of fatal mine accidents	2	3	1	0
● Number of lost time accidents	90	110	100	100
● Total number of active mines	681	692	704	716
● Total mines employment	18,292	15,990	16,100	16,900

MIA.2 PROGRAM SUMMARY

ABANDONED MINES INVENTORY & REMEDIATION

Contact: Sue Carey, Business Manager
 Phone: (602) 542-5971
 A.R.S. 27-318

Program Mission:

To protect the public from hazards that may exist at inactive and abandoned mines in the State of Arizona.

Program Description:

The program's responsibilities fall into two categories: the inventory of abandoned mine sites and the closures of abandoned mines. The abandoned mine inventory maps mines within the 72,931,840 acres that comprise the state of Arizona. 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 survey records the exact location of abandoned mines using a global positioning satellite system. This information is differentially corrected and downloaded into a database for use with a geographic information system. The database of surveyed abandoned mines is compiled to provide for the prioritization of significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the agency to accurately investigate public concerns and complaints about abandoned mines in a timely manner. The abandoned mine

closure first prioritizes sites listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designed as necessary for abandoned mine closures on state lands. The closing of these mines is funded and administered through the Abandoned Mine Safety fund pursuant to A.R.S. 27-131. National Park sites are reviewed as per Park Service closure specifications. Bids are solicited for closures on these sites, and the agency oversees all construction, filling, or other measures used to secure troublesome excavations. The program performs regular monitoring to assure mine closures remain in good condition and they are adequately performing their intended purpose. The program coordinates local, state and federal agencies as well as other states and volunteer groups. These groups include the Yuma County Sheriff's Search and Rescue Group, Maricopa County Sheriff's Office Search and Rescue, Arizona Department of Mines and Mineral Resources, United States Forest Service, the AZ State Land Department, AZ Game and Fish, AZ Department of Environmental Quality, U.S. Forest Service, the Environmental Protection Agency, Western Governors Association, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	138.8	171.7	174.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	56.8	30.0	30.0
Federal Funds	109.0	30.0	0.0
Program Total	304.6	231.7	204.5
FTE Positions	5.0	3.0	3.0

Program Goals and Performance Measures:

- ◆ Goal 1 To locate and catalogue all abandoned mines in the state of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of state inventoried for abandoned mines	6.46	7.5	8.34	9.18
● Mines inventoried	1,288	506	500	500

- ◆ Goal 2 To categorize public and environmental hazards of each abandoned mine identified.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Public safety hazards identified	166	154	100	100
● Environmental hazards identified	110	35	35	35

- ◆ Goal 3 To safeguard the public by ensuring the provisions of the Arizona Mining Code pertinent to abandoned or inactive mines are fulfilled.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mines fenced	45	83	100	100
● Mines posted	400	1,100	1,000	1,000
● Mines permanently sealed	0	6	5	5
● Bat gates constructed	0	0	9	6
● Public complaints received	5	6	7	8
● Percent of public complaints investigated	100	100	100	100

<p>MIA.3 PROGRAM SUMMARY</p> <p>MINE HEALTH & SAFETY EDUCATION & TRAINING - MSHA GRANT</p> <p>Contact: Sue Carey, Business Manager Phone: (602) 542-5971 A.R.S. 27-124 et. seq.</p>
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Program Mission:

To eliminate fatalities, serious injuries, and illness from exposure to health hazards to Arizona's miners through continuous quality education and training programs for miners.

Program Description:

The Education and Training Program formulates and introduces development and delivery systems for mine safety education and training programs. The emphasis is placed on current health and safety regulations in compliance with the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Part 48, 49, 56, and 57. In addition to mining company employees, contractors, vendors 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 division.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15.8	16.0	16.0
Federal Funds	213.5	209.6	290.0
Program Total	229.3	225.6	306.0
FTE Positions	4.0	4.0	6.0

Program Goals and Performance Measures:

- ◆ Goal 1 To eliminate accidents and exposure to safety and health hazards in Arizona's mining industry through the training of those who work in the industry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Trainers certified	28	30	32	40
● Number of miners and contractors trained	3,754	3,200	3,800	5,000

<p>MIA.4 PROGRAM SUMMARY</p> <p>MINED LAND RECLAMATION</p> <p>Contact: Sue Carey, Business Manager Phone: (602) 542-5971 A.R.S. 27-318</p>

Program Mission:

To ensure that mining companies return disturbed lands to a safe and stable environment as new mines are opened, existing mines expand, and mineral exploration is undertaken.

Program Description:

The State Mine Inspector is the regulatory agency overseeing the Mined Land Reclamation Program for Arizona. 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 and on-site inspections of the regulated mines are a part of the continual monitoring process to ensure protection of the public before, during, and after mining activity.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	102.8	98.3	99.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	102.8	98.3	99.9
FTE Positions	2.0	2.0	2.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure existing and proposed mining units and exploration operations have approved reclamation plans and financial assurance mechanisms on file with this agency and are in compliance with the Mined Land Reclamation Act (A.R.S. 27-901 et seq). Reclamation plans approved within statutory time constraints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Properties regulated by the Mined Land Reclamation Act	12	23	25	35

- ◆ Goal 2 To ensure proposed and future mining operations are in compliance with the Mined Land Reclamation Act. Over the next one to three years, between ten and fifteen additional mining operations may resume or begin operations. These operations will have processed reclamation plans and financial assurance mechanisms within statutory time constraints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New reclamation plans received and processed	NA	2	5	5

- ◆ Goal 3 To ensure regulated mining companies continue to comply with the Mined Land Reclamation Act by reviewing annual status reports and corporate financial data and conducting annual on-site inspections. Annual status reports and corporate financial data for all current and future mining operations reviewed in a timely manner. Each mine site will be visited and compliance with the Act will be determined.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual reports reviewed	NA	23	25	30
● Mine sites visited	NA	23	25	30



AGENCY/PROGRAM SUMMARY
NATUROPATHIC PHYSICIANS BOARD
OF MEDICAL EXAMINERS

Dr. John L. Brewer, Executive Director NBA
 Contact: Dr. John L. Brewer, Executive Director
 (602) 542-8242
 A.R.S. 32-1501

Agency/Program Mission:

To protect public health, safety and welfare by regulating the practice of naturopathic medicine.

Agency/Program Description:

The Board regulates Naturopathic Medical Doctors (NMD) physicians who engage in the practice of naturopathic medicine including certification of those in specialty practice; certifies NMD graduates to engage in internship and preceptorship training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves naturopathic medical schools, internships, preceptorships and clinical training programs in naturopathic medicine; certifies NMD physicians to dispense natural substances, medicines and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetency and unprofessional conduct.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	120.0	157.4	151.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	120.0	157.4	151.6
Capital Funds	0.0	0.0	0.0
Agency Total	120.0	157.4	151.6
FTE Positions	2.0	3.0	3.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently process license and certificate applications and administer examinations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	NA	524	410	460
● Licenses/certificates issued	250	629	337	380
● Number of days to process licensing applications	NA	60	60	60
● Examinations conducted for license	65	74	75	75
● Percent of licensees/students pass examinations	85	95	85	85
● Total number individuals or facilities licensed	287	409	370	420

- ◆ Goal 2 To timely investigate and adjudicate complaints to protect the public from incompetent and unprofessional practitioners and report the unlawful practice of naturopathic medicine to the county attorneys and the Office of the Attorney General.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received (licensees and certificates)	16	13	25	25
● Complaints resolved (received same FY)	3	5	25	30
● Disciplinary actions taken (complaint same FY)	4	5	20	26
● Average number of days to resolution (received same FY)	160	120	120	120
● Average days to resolution (received prior FY)	365	365	365	365
● Percent of licensees with more than one complaint	1	1	1	1
● Unlicensed complaints received	14	7	20	23
● Percent of total licensees with disciplinary action	2	2	5	5
● Total number of inspections conducted	0	0	20	20

- ◆ Goal 3 To implement a program that would audit NMD physicians prescribing and dispensing practices and also the compliance with the annual continuing medical education (CME) requirement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of physicians in compliance with dispensing statute	40	70	70	90
● Percent of physicians disciplined for failure to meet dispensing statute	0	0	20	10
● Percent of physicians disciplined for failure to meet CME requirements	0	0	15	5
● Percent of physicians in compliance with CME requirement	60	80	80	90



**AGENCY SUMMARY
BOARD OF NURSING**

Joey Ridenour, Executive Director BNA
 Contact: Joey Ridenour, Executive Director
 (602) 331-8410

Agency Mission:

To protect the public health, safety, and welfare through the safe and competent practice of nurses and nursing assistants.

Agency 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 licensees and certificate holders compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ LICENSING AND REGULATION - RN/LPN	1,672.0	2,227.4	2,072.9
➤ NURSING ASSISTANT	685.5	1,005.5	685.5
Capital Funds	0.0	0.0	0.0
Agency Total	2,357.5	3,232.9	2,758.4

Funding and FTE Summary: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	320.0	0.0
Other Appropriated Funds	1,672.0	2,227.4	2,072.9
Other Non Appropriated Funds	276.9	276.9	276.9
Federal Funds	408.6	408.6	408.6
Operating Funds Subtotal	2,357.5	3,232.9	2,758.4
Capital Funds	0.0	0.0	0.0
Agency Total	2,357.5	3,232.9	2,758.4
FTE Positions	36.0	45.0	45.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To produce policies and procedures that standardize essential Board decisions and Agency staff functions.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Guidelines developed to improve decision-making process to prevent public harm	3	4	4	4
● Mechanism developed to evaluate and ensure continued competency of licensees	1	1	1	1

BNA.1 PROGRAM SUMMARY

LICENSING AND REGULATION - RN/LPN

Contact: Joey Ridenour, Executive Director
 Phone: (602) 331-8410
 A.R.S. 32-1601 to 32-1668

Program 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.

Program 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 investigations 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,672.0	2,227.4	2,072.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,672.0	2,227.4	2,072.9
FTE Positions	25.9	34.6	34.6

Program Goals and Performance Measures:

- ◆ Goal 1 To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customers reporting very good or excellent service (%)	55	NA	80	90
● Average days from application received to RN/LPN renewal license issued	25	17	15	10
● RN/LPN renewals issued	23,699	23,439	21,000	21,000
● Total licensees	57,137	55,968	56,000	57,000

- ◆ Goal 2 To reduce the cycle time needed to investigate complaints, complete hearings and increase compliance with consent agreements and Board orders.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total complaints received	2,200	1,840	2,080	2,100
● Percent of licensees with disciplinary action	1	2	1	1
● Average hours per investigation needed to complete a case	14.7	14.9	15	15
● Average months needed to complete investigations and present cases to the Board	20	10	9	8
● Average calendar days from receipt of complaint to resolution	586	301	275	250
● Average calendar days per investigation from start to final adjudication	NA	NA	NA	NA
● Percent of investigations resulting in disciplinary enforcement action	1	2	2	2

- ◆ Goal 3 To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Licensees in CANDO program	201	200	200	220
● Licensees completing CANDO program (%)	70	78	79	79

- ◆ Goal 4 To provide an effective educational program monitoring process for schools of Nursing that promotes a high percentage of RN/LPN examinees passing NCLEX.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Nursing programs monitored for non-compliance	0	2	1	1
● Examinees from program successfully passing NCLEX	93	93	94	95

<p>BNA.2 PROGRAM SUMMARY</p> <p>NURSING ASSISTANT</p> <p>Contact: Joey Ridenour, Executive Director Phone: (602) 331-8410 A.R.S. 32-1645</p>
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Program Mission:
To protect the public health, safety, and welfare through the provision of competent Certified Nursing Assistant care.

Program 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 (CNA's). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNA's.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	320.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	276.9	276.9	276.9
Federal Funds	408.6	408.6	408.6
Program Total	685.5	1,005.5	685.5
FTE Positions	10.1	10.4	10.4

Program Goals and Performance Measures:

- ◆ Goal 1 To operate the program efficiently and effectively.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applicants or certificate holders reporting very good or excellent service	NA	NA	80	80
● Average calendar days from receipt of completed application to denial of certification	280	280	270	260
● Total individuals certified	26,369	25,693	26,000	27,000
● Total complaints received	841	714	757	760
● Average calendar days from receipt of complaint to resolution	300	325	275	275
● Percent of CNA's with disciplinary action	.003	.005	.005	.005
● Total investigations conducted	479	518	400	400
● Percent of investigations resulting in disciplinary enforcement action	10	19	30	30
● Average calendar days per investigation from start to final adjudication	300	300	300	300



AGENCY/PROGRAM SUMMARY

**BOARD OF EXAMINERS OF NURSING
CARE INSTITUTION ADMINISTRATORS
AND ADULT CARE HOME MANAGERS**

Arthur Washington, Executive Director NCA
 Contact: Arthur Washington, Executive Director
 (602) 542-8156
 A.R.S. 36-446.02

Agency/Program Mission:

To protect residents of skilled and intermediate care nursing institutions and assisted living facilities by ensuring the administrators and managers meet educational and training qualifications.

Agency/Program Description:

The Board licenses nursing home administrators and certifies assisted living facility managers. Continuing education is prescribed by law for both groups. The Board approves continuing education and ensures that required hours are met. Complaints are investigated as they are received from members of the public or the Department of Health Services. Appropriate disciplinary action is recommended and enforced.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	133.7	184.6	177.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	133.7	184.6	177.8
Capital Funds	0.0	0.0	0.0
Agency Total	133.7	184.6	177.8
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To strengthen education and continuing education requirements for nursing care institution administrators.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints concerning quality of care and ethical issues	10	6	6	4
● Complaints from the Department of Health Services regarding substandard quality of care and immediate jeopardy to residents	NA	3	5	5

- ◆ Goal 2 To rapidly investigate complaints and provide enforcement to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints (Adult Care Home Managers and Nursing Care Institution Administrators)	22	20	22	20
● Disciplinary actions	7	6	5	6
● Complaints resolved	14	12	15	12
● Average number of days per investigation from start to final adjudication	77	75	75	75
● Investigations conducted	17	25	22	20
● Percent of investigations resulting in disciplinary or enforcement action	50	25	25	25
● Average number of days from receipt of complaint to resolution	90	90	90	90

- ◆ Goal 3 To ensure that licenses and certificates are granted to competent individuals with high standards of professional and ethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions	5	4	6	4
● Applications filed (Adult Care Home Managers and Nursing Care Institution Administrators)	NA	650	775	700
● Applications and certifications issued	592	625	735	650
● Average days to issue certificate or license	90	90	75	60



AGENCY/PROGRAM SUMMARY
BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Edward C. Logan, Executive Director OTA
 Contact: Edward C. Logan, Executive Director
 (602) 542-6784
 A.R.S. 32-3401 to 3445

Agency/Program Mission:

To assure the public's health, safety and welfare by licensing and regulating individuals who provide occupational therapy services.

Agency/Program Description:

The Board of Occupational Therapy Examiners is a regulatory board which issues and annually renews approximately 1,500 licenses for the occupational therapy profession. By law, the Board requires that each applicant meet minimum standards of education, experience and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action and responds to inquires from consumers as to the license status of individual occupational therapy professionals.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	106.0	126.6	133.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	106.0	126.6	133.2
Capital Funds	0.0	0.0	0.0
Agency Total	106.0	126.6	133.2
FTE Positions	2.0	2.0	2.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure qualified applicants are issued an initial license in 60 days.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	1,422	266	1,715	1,845
● Percent of licenses issued within 10 days	100	100	100	100
● Initial licenses issued within 10 calendar days	302	192	350	350
● Average time in calendar days from receipt of the completed application to issuance or denial of licensure	31	31	31	31
● Percent of applicants/licensees reporting very good or excellent service	96	89	95	99

- ◆ Goal 2 To assure license renewal applicants complete required continuing education within their licensure period.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Licenses received for renewal	1,120	74	1,099	150
● Application received in full compliance and approved within sixty days	1,120	74	1,099	150
● Percent of applications in full compliance	100	100	100	100
● Number of inspection conducted	0	74	1,099	150

- ◆ Goal 3 To investigate violations of the statute and rules and resolve issues within 120 days.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	3	3	13	14
● Complaints that violate statutes or rules	0	1	9	9
● Percent of disciplinary or enforcement actions	0	0	.8	1
● Percent of complaints resolved within 120 days	100	100	100	100



AGENCY/PROGRAM SUMMARY
BOARD OF OPTOMETRY

April Hart, Executive Director
 Contact: April Hart, Executive Director
 (602) 542-3095
 A.R.S. 32-1701

OBA

Agency/Program Mission:

To protect the health, safety and welfare of Arizona citizens by regulating the optometry profession.

Agency/Program Description:

The Arizona State Board of Optometry examines and licenses professionals to practice the profession of optometry. The Board also accepts complaints against licensees, investigates allegations and administratively adjudicates complaints. The Board serves approximately 604 professionals licensed to practice in the state as well as all Arizona residents who receive these professional services.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	68.7	132.7	130.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	68.7	132.7	130.3
Capital Funds	0.0	0.0	0.0
Agency Total	68.7	132.7	130.3
FTE Positions	2.0	2.0	2.0

Agency/Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applicants receiving licensure	80	90	80	80
● Licenses/renewals issued	603	603	603	603
● Average time in calendar days from receipt of completed application to issuance or denial of certification or issuance	36	36	36	36
● Individuals or facilities licensed-optometrist	603	603	603	603
● Average number of days from exam to license issuance	36	30	30	30

- ◆ Goal 2 To timely investigate and adjudicate allegations and complaints in accordance with statutes to provide enforcement of licensees and to protect the public from incompetent services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints processed	18	72	72	72
● Complaints resolved	18	72	72	72
● Average days from receipt of complaint to resolution	125	100	100	100
● Percent of complaints processed resulting in a letter of concern	2	10	10	10
● Average time in calendar days per investigation from start to final adjudication	125	125	125	125
● Licenses revoked or suspended	1	1	1	1

- ◆ Goal 3 To maintain a strong relationship between the public and the licensed Optometrists in the state of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Questions and concerns from public	730	820	800	800
● Number of new applications	50	680	53	700
● Number of new applications and renewals completed in less than 60 days	688	691	685	685
● Number of new applicant examinations	51	53	55	55



AGENCY/PROGRAM SUMMARY BOARD OF OSTEOPATHIC EXAMINERS Ann Marie Berger, Executive Director OSA Contact: Ann Marie Berger, Executive Director (480) 657-7703 Ext. 22 A.R.S. 32-1800 et seq.	
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Agency/Program Mission:

To protect the public health and safety of both citizens and visitors to the state of Arizona through the efficient and effective regulation of the practitioners and practice of osteopathic medicine and surgery in the state.

Agency/Program Description:

The Board of Osteopathic Examiners in Medicine and Surgery licenses and regulates osteopathic physicians in the State of Arizona. The Board serves approximately 1,600 professionals licensed to practice in Arizona as well as all Arizona citizens and visitors to Arizona who receive these professional services. The Board is made up of seven members appointed by the Governor for five-year terms.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	378.0	491.7	490.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	378.0	491.7	490.3
Capital Funds	0.0	0.0	0.0
Agency Total	378.0	491.7	490.3
FTE Positions	5.5	8.0	8.0

Agency/Program Goals and Performance Measures:

- ◆ 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, welfare and safety of the public is protected.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received/processed	106	150	200	250
● Licenses granted	104	113	195	245
● Licenses denied	3	4	5	5
● Days to process license applications	72	68	65	60
● Renewals received/processed	252	1,432	1,650	1,700
● Renewed licenses	198	1,301	1,550	1,600
● Days to process renewals	30	28	15	10

- ◆ Goal 2 To timely investigate and adjudicate complaints to protect the public from incompetent, unprofessional and/or unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	199	197	250	250
● Complaints resolved	216	148	249	250
● Disciplinary Action taken	22	18	25	25
● Average number of days to resolution	180	175	120	120

- ◆ Goal 3 To provide public information and verifications on licensees upon request in a timely and accurate manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Request for information received	9,522	12,500	15,000	15,000
● License verification information provided	9,522	12,500	15,000	15,000
● Average number of days to provided information	4	3	2	1
● Percent of verifications prepared with no errors	98	99	100	100
● Percent of verifications mailed within 3 days of receipt of request for information	99	100	100	100



AGENCY/PROGRAM SUMMARY
BOARD OF PHARMACY

Llyn Loyd, Executive Director
 Contact: Johnnie Teutschman, Office Manager
 (602) 255-5125
 A.R.S. 32-1902

PMA

Agency/Program Mission:

To protect the public health, safety and welfare relevant to the dispensing, sale, storage, manufacturing, repackaging and distribution of controlled substances, prescription and non-prescription medications, poisons and related hazardous substances.

Agency/Program Description:

The Board is responsible for establishing and enforcing quality standards necessary for the licensure of pharmacists and the issuing of permits to drug manufacturers, wholesalers, repackagers, pharmacies and non-pharmacy retail outlets. The Board enforces and observes voluntary compliance with the established standards, both state and federal, through education of its licensees and the public on the proper distribution and use of approved medications.

Funding and FTE Summary: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	704.6	943.1	895.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	13.8	13.8	13.8
Operating Funds Subtotal	718.4	956.9	909.2
Capital Funds	0.0	0.0	0.0
Agency Total	718.4	956.9	909.2
FTE Positions	12.0	14.0	14.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that licenses are granted only to competent applicants with high standard of professional and ethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions/100 Registered Pharmacists (RPH)	0.01	1.3	1.0	1.0
● Complaints per 100 practitioners	0.1	1.0	3.0	3.0
● Continuing education seminars conducted for pharmacists	30	40	40	40
● Total number of inspections conducted	1,538	1,860	1,800	1,800

- ◆ Goal 2 To expedite licensing of qualified applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to issuance of license	6	10	10	10
● Average cost to client of application processed (dollars)	188	200	200	200
● Total number licenses/renewals issued	2,000	7,997	7,000	7,000
● Total number individuals or facilities licensed	11,052	11,072	12,000	12,000

- ◆ Goal 3 To investigate complaints and provide enforcement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions	26	73	16	16
● Average days from receipt of complaint to resolution	120	100	120	120
● Total number of complaints received	60	80	120	120
● Total number of investigations conducted	38	91	50	50
● Number of licenses revoked or suspended	4	2	1	1



AGENCY/PROGRAM SUMMARY
**BOARD OF PHYSICAL THERAPY
 EXAMINERS**

Dolores C De Baca, Executive Director PTA
 Contact: Dolores C De Baca, Executive Director
 (602) 542-3095
 A.R.S. 32-2001

Agency/Program Mission:

To administer examinations and license applicants for physical therapy practitioner and to uphold the standards prescribed by statute to protect the health of the public.

Agency/Program Description:

The State Board of Physical Therapy examines and licenses qualified physical therapists and physical therapy assistants, investigates complaints, holds hearings, and enforces the standards of practice for the physical therapy profession. The Board serves approximately 2,736 professionals licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	157.4	235.2	203.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	157.4	235.2	203.8
Capital Funds	0.0	0.0	0.0
Agency Total	157.4	235.2	203.8
FTE Positions	2.0	3.0	3.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently process the license applications of Physical Therapists and Physical Therapy Assistants to determine whether the Board's statutory and rule requirements have been met.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Permanent certificates issued	NA	172	50	50
● Permanent licenses issued	310	375	350	350

- ◆ Goal 2 To timely investigate complaints and provide enforcement to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	30	15	15	15
● Complaints resolved	30	12	15	15
● Disciplinary action taken	2	6	5	5

- ◆ Goal 3 To provide the highest quality customer service on all requests for information and license verifications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of written license requests processed within one day of receipt	NA	100	100	100
● Percent of telephone calls for information satisfied the same day received	NA	100	100	100



AGENCY/PROGRAM SUMMARY

BOARD OF PODIATRY EXAMINERS

Linda A. Wells, Executive Director POA
 Contact: Linda A. Wells, Executive Director
 (602) 542-3095
 A.R.S. 32.801

Agency/Program Mission:

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

Agency/Program Description:

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.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	74.2	86.4	85.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	74.2	86.4	85.2
Capital Funds			
Agency Total			
FTE Positions	1.0	1.0	1.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that licenses are only granted and renewed to competent physicians with high standards of professional and ethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Examination applications received	20	19	21	22
● Licenses issued	14	19	21	22
● Average number of days from receipt of application to grant of license	150	120	130	130
● Dispensing registrations received	155	149	159	159
● Dispensing registrations issued	155	149	159	159

- ◆ Goal 2 To timely investigate complaints and provide enforcement to protect the public from incompetent services, and to provide favorable service from the Board.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	25	22	29	30
● Investigations concluded	25	21	29	29
● Average number of days from receipt of complaint to resolution	72	120	90	90
● Percent of complaints indicating favorable service	93	89	97	97
● Disciplinary actions taken	3	0	2	2



AGENCY/PROGRAM SUMMARY

POWER AUTHORITY

Mark Mitchell, Executive Director PAA
 Contact: Frank Bonfili, Assistant Administrator
 (602) 542-4263
 A.R.S. Title 30, Ch. 1

Agency/Program 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.

Agency/Program Description:

Established in 1944, 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 which 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 in the best interest of the state of Arizona. The Authority is fully self funding and receives no appropriated funds.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,283.0	22,169.0	22,500.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	22,283.0	22,169.0	22,500.0
Capital Funds	0.0	0.0	0.0
Agency Total	22,283.0	22,169.0	22,500.0
FTE Positions	15.0	15.0	15.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To control and reduce the cost of power from Hoover Dam.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Hoover annual revenue requirements (in thousands)	48,145	49,729	46,145	49,878

- ◆ Goal 2 To control and reduce the costs of the transmission system used for the delivery of Hoover Dam power.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost of Intertie Transmission (\$/kW-year)	6.58	12.00	12.00	12.00
● Cost of Parker-Davis Transmission (\$/kW-year)	12.96	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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customers purchasing power from Arizona Power Authority	31	31	31	31

- ◆ Goal 4 To maintain accurate customer accounts and billing and ensure bills are mailed on time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Bills mailed after 10th day of month	0	0	0	0
● Billing errors	1	0	0	0



AGENCY SUMMARY
STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION
 Teri Candelaria, Executive Director PVA
 Contact: Teri Candelaria, Executive Director
 (602) 542-5709

Agency Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Agency Description:

The Board licenses and regulates approximately 115 private postsecondary educational institutions, serving approximately 70,000 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)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ LICENSING AND REGULATION	170.5	174.5	177.9
➤ STUDENT TUITION RECOVERY FUND	321.4	233.4	330.4
Capital Funds	0.0	0.0	0.0
Agency Total	<u>491.9</u>	<u>407.9</u>	<u>508.3</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	170.5	174.5	177.9
Other Non Appropriated Funds	321.4	233.4	330.4
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>491.9</u>	<u>407.9</u>	<u>508.3</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>491.9</u>	<u>407.9</u>	<u>508.3</u>
FTE Positions	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To ensure legal operations, ethical practices and quality education in the private postsecondary education sector.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of institutions licensed	120	109	115	120
● Number of licenses approved	255	227	250	275
● Number of adverse actions taken	7	1	5	5
● Number of inspections conducted	5	22	30	35
● Total number of students enrolled	75,650	73,400	75,500	77,500
● Number of licenses denied	7	1	5	5

- Number of institutional closures 8 15 10 10
- ◆ Goal 2 To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of student complaints filed	33	25	30	30
● Number of student complaints investigated	6	7	15	15
● Number of student complaints rejected	27	17	15	15
● Number of student complaints resolved	6	6	15	15
● Number of student complaints resulting in disciplinary action	0	0	0	0
● Number of consumer complaints filed	0	1	1	1
● Number of consumer complaints investigated	0	1	1	1
● Number of consumer complaints resolved	0	0	2	1
● Number of consumer complaints resulting in disciplinary action	0	0	0	0

- ◆ Goal 3 To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of claims filed	35	14	25	25
● Number of claims rejected	2	2	5	5
● Number of claims paid/settled	11	12	175	20
● Number of claims pending	155	155	0	0

- ◆ Goal 4 To provide students access to their educational records in a timely manner.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of student record requests received	509	720	750	750
● Number of student record requests processed	509	720	750	750
● Average number of days to process requests	21	21	21	21

PVA.1 PROGRAM SUMMARY
LICENSING AND REGULATION
Licensing and Regulation
 Contact: Teri Candelaria, Executive Director
 Phone: (602) 542-5709
 A.R.S. 32-3001 to 32-3058

Program Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Program Description:

The Board licenses and regulates approximately 115 private postsecondary educational institutions, serving approximately 70,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	170.5	174.5	177.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	170.5	174.5	177.9
FTE Positions	3.0	3.0	3.0

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of institutions licensed	120	109	115	120
● Number of licenses approved	255	227	250	275
● Number of adverse actions taken	7	1	5	5
● Number of inspections conducted	5	22	30	35
● Number of students enrolled	75,650	73,400	75,500	77,500
● Number of licenses denied	7	1	5	5
● Number of institutional closures	8	15	10	10

- ◆ Goal 2 To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of student complaints filed	33	25	30	30
● Number of student complaints rejected	27	17	15	15
● Number of student complaints investigated	6	7	15	15
● Number of student complaints mutually resolved	6	6	15	15
● Number of student complaints resulting in disciplinary action	0	0	0	0
● Number of consumer complaints filed	0	1	1	1
● Number of consumer complaints investigated	0	1	1	1
● Number of consumer complaints resolved	0	0	2	1
● Number of consumer complaints resulting in disciplinary action	0	0	0	0

PVA.2 PROGRAM SUMMARY

STUDENT TUITION RECOVERY FUND

Contact: Teri Candelaria, Executive Director
 Phone: (602) 542-5709
 A.R.S. 32-3071 to 32-3077

Program Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Program 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 Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	321.4	233.4	330.4
Federal Funds	0.0	0.0	0.0
Program Total	321.4	233.4	330.4
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of claims filed	35	14	25	25
● Number of claims rejected	2	2	5	5
● Number of claims paid/settled	11	12	175	20
● Number of claims pending	155	155	0	0
● Average number of months to pay fund claims	6	6	6	6

- ◆ Goal 2 To collect or secure monies sufficient to provide for student financial restitution.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of institutions billed	115	4	10	110
● Amount of assessments collected (in thousands)	170.1	8.0	5.0	190.0
● Amount available to students (in thousands)	396.3	321.4	233.4	330.4

- ◆ Goal 3 To provide students access to their educational records in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of student record requests received	509	720	750	750
● Number of student record requests processed	509	720	750	750
● Average number of days to process requests	21	21	21	21



AGENCY/PROGRAM SUMMARY
BOARD OF PSYCHOLOGIST EXAMINERS
 Maxine McCarthy, Executive Director SYA
 Contact: Maxine McCarthy, Executive Director
 (602) 542-8162
 A.R.S. 32-2061, et. seq.

Agency/Program Mission:

To protect the health, safety and welfare of Arizona citizens by regulating the psychology profession.

Agency/Program Description:

The State Board of Psychologist Examiners examines and licenses professionals to practice in the field of psychology. The Board also accepts complaints against licensees, investigates allegations and administratively adjudicates complaints. The Board serves approximately 1,500 professionals licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	222.6	278.7	284.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	222.6	278.7	284.0
Capital Funds	0.0	0.0	0.0
Agency Total	222.6	278.7	284.0
FTE Positions	4.0	4.0	4.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To efficiently process the license applications of psychologists to determine if the Board's statutory and rule requirements have been met to protect the public from incompetent practitioners.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New licenses issued in the fiscal year following receipt of application	0	25	23	23
● New licenses issued	49	29	40	40
● Average number of days to process applications	154	57	55	55
● Total renewals issued	0	1,480	0	1,500
● Applications received	51	54	65	65

- ◆ Goal 2 To timely investigate and adjudicate complaints to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	34	42	45	45
● Average number of days to resolve a complaint	73.5	113	110	110
● Percent of licensees with disciplinary actions	<1	<1	<1	<1
● Total number of investigations conducted	34	42	45	45
● Licensees with more than one complaint during the fiscal year	5	4	4	4
● Licenses suspended or revoked	1	1	1	1

- ◆ Goal 3 To protect the public through implementation of a program of continuing education to ensure the licensees are kept apprised of current standards of practice.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Licenses audited	NA	50	NA	53
● Percent of licensees in compliance with continuing education requirements	NA	98	NA	98
● Disciplinary actions taken for non-compliance	NA	0	NA	0



AGENCY SUMMARY
DEPARTMENT OF RACING

James Higginbottom, Director RCA
Contact: Carolyn S. Evans, Administrative Service Officer
(602) 277-1704

Agency Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public.

Agency Description:

The Department of Racing regulates the Arizona pari-mutuel horse and greyhound racing industry. The Department oversees and supervises all commercial horse, greyhound, and county fair meetings; licenses all participants; collects state revenues generated by race meetings; promotes and encourages the breeding of horses and greyhounds in the state; and enforces laws and rules related to racing and wagering to protect industry participants and the public. The Department also collects revenues for the State Boxing Commission.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ COMMERCIAL RACING	3,497.5	3,516.4	3,558.5
➤ COUNTY FAIR RACING	1,042.5	1,162.3	1,172.8
Capital Funds	0.0	0.0	0.0
Agency Total	4,540.0	4,678.7	4,731.3

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,589.5	2,632.8	2,678.5
Other Appropriated Funds	300.8	362.3	372.8
Other Non Appropriated Funds	1,649.7	1,683.6	1,680.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	4,540.0	4,678.7	4,731.3
Capital Funds	0.0	0.0	0.0
Agency Total	4,540.0	4,678.7	4,731.3
FTE Positions	56.8	54.8	54.8

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To monitor business of regulated industry, identify trends affecting industry and make information available to Governor and legislative leadership, industry, public and others.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Monthly reports distributed within 30 days	3	0	6	10
● Average hourly incoming phone calls	19	13	13	13

- ◆ Goal 2 To effectively regulate and supervise racing at racetracks, while expanding oversight of wagering at off-track locations and enhance pari-mutuel auditing activities.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Year round small county sites inspected 2 or more times annually/all year round small county OTB sites	26/26	17/17	30/30	30/30
● Year round Maricopa & Pima county sites inspected quarterly/all year round Maricopa & Pima county sites	37/37	26/26	30/30	30/30
● Quarterly totalizator systems audits at Commercial race tracks resulting in 100% compliance/total audits	21/23	14/17	16/16	16/16
● Distribution of total audits of permittee daily reports verifying 100% compliance with statutes	1,508	2,392	2,500	2,500
● Percent of incidents reported and/or patron complaints to Department determined to have been handled properly pursuant to Arizona rules	NA	91	90	90
● Percent of licensees satisfied	NA	94	97	98

- ◆ Goal 3 To enhance the Department's computer system and its data bases to provide information required by staff to effectively regulate the racing industry.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average monthly computer section work orders	30	45	50	50
● Percent of work orders completed on time	97	100	100	100
● Percent of field & office locations with access to Arizona Racing License Information System data base	36	100	100	100
● Percent of employees receiving systems & software training	95	50	100	100
● Percent of pertinent current information available to all users at all times	70	95	100	100

- ◆ Goal 4 To comply with requirements mandated to state agencies by statutes/rules and enforced by Department of Administration or other appropriate authority.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of documents (deposits & claims) processed without error	99	98	99	99

RCA.1 PROGRAM SUMMARY
COMMERCIAL RACING

Contact: Carolyn S. Evans, Administrative Service Officer
Phone: (602) 277-1704
A.R.S. 5-101 to 5-115

Program Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public.

Program Description:

The Arizona 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 compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,589.5	2,632.8	2,678.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	908.0	883.6	880.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,497.5</u>	<u>3,516.4</u>	<u>3,558.5</u>
FTE Positions	<u>48.8</u>	<u>46.8</u>	<u>46.8</u>

This Program Contains the Following Subprograms:

- ▶ Horse Racing
- ▶ Greyhound Racing
- ▶ Racing Commission

RCA.1.1 SUBPROGRAM SUMMARY
HORSE RACING
 Contact: Carolyn S. Evans, Administrative Service Officer
 Phone: (602) 277-1704
 A.R.S. 5-101 to 5-115

Subprogram 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.

Subprogram Description:

The Department of Racing regulates and supervises all commercial horse racing meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,168.7	1,201.4	1,223.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	383.3	371.6	368.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,552.0</u>	<u>1,573.0</u>	<u>1,591.2</u>
FTE Positions	<u>23.5</u>	<u>22.5</u>	<u>22.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that all participants and permittees involved in commercial horse racing operate and perform in compliance with applicable Arizona racing-related statutes, rules and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected

● Rulings issued	600	414	600	600
● Original actions upheld on appeal/actions appealed	18/20	9/11	19/20	19/20
● Cases adjudicated within 30 days of alleged incident	50	60	65	70
● Percent of investigations resulting in disciplinary action	40	40	40	40
● Total complaints received	8	5	6	5
● Average calendar days from receipt of complaint to resolution	11	5	10	10
● Average calendar days per investigation from start to final adjudication	20	20	20	20

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applicants	2,520	3,654	2,100	3,200
● Licenses issued	2,516	3,654	2,090	3,180
● Percent of customers reporting very good or excellent service	NA	95	95	95
● Investigations conducted regarding licensing	400	545	400	400
● Investigations resulting in disciplinary or enforcement action	25	25	25	25
● License denials upheld/denials appealed	3/3	8/0	1/1	3/3
● Average calendar days from receipt of completed application to issuance or denial of certification	1	1	1	1
● Percent of licensee reviews with no violations	NA	99	99	99

- ◆ Goal 3 To encourage and promote horse breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders and Stallion Awards Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of eligible breeders	2,184	2,268	2,250	2,275
● Percent of eligible breeders winning awards	7.0	6.6	6.6	6.5
● Number of eligible horses	3,500	3,866	3,750	3,875
● Percent of eligible horses winning awards	8.5	6.7	7.7	7.7
● Average number of days to calculate and distribute awards	19	15	15	15

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employee turnover	2	3	3	3

RCA.1.2 SUBPROGRAM SUMMARY
GREYHOUND RACING
 Contact: Carolyn S. Evans, Administrative Service Officer
 Phone: (602) 277-1704
 A.R.S. 5-101 to 5-115

Subprogram 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.

Subprogram Description:

The Department of Racing regulates and supervises all commercial greyhound racing meetings, conducts investigations, 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 Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,399.9	1,411.7	1,435.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	524.7	512.0	512.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,924.6</u>	<u>1,923.7</u>	<u>1,947.6</u>
FTE Positions	<u>25.3</u>	<u>24.3</u>	<u>24.3</u>

Subprogram Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Rulings issued	200	171	200	200
● Original actions upheld on appeal/actions appealed	2/2	0/0	2/2	2/2
● Percent of cases adjudicated within 30 days of alleged incident	50	60	65	70
● Investigations conducted regarding compliance with rules	40	177	175	175
● Average calendar days from receipt of complaint to resolution	18	12	10	10
● Percent of licensees with disciplinary action	5	5	5	5

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applicants	761	1,739	800	750
● Licenses issued	754	1,739	790	740
● Percent of customers reporting very good to excellent services	NA	95	95	95
● Licenses denied or revoked	12	28	12	12
● Investigations conducted regarding licensing	160	217	160	160
● Investigations resulting in disciplinary enforcement action	40	30	30	30
● License denials upheld/denials appealed	2/2	6/0	1/1	2/2
● Percent of licensee reviews with no violations	NA	98.9	99.0	99.0

- ◆ Goal 3 To license participants and inspect dogs and the facilities where they are maintained and 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Facilities licensed	70	59	70	70
● Inspections at facilities	240	251	240	240
● Percent of inspections resulting in violations and disciplinary action	5	5	5	5
● Litter inspections	190	235	200	200
● Number of litter inspections conducted within 30 days	190	235	200	200

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Breeders winning awards/eligible breeders	103/614	98/627	150/675	150/700
● Greyhounds earning awards	1,500	1,333	1,500	1,500
● Eligible greyhounds (in thousands)	9.7	10.9	13.4	15.4
● Average days to calculate and distribute awards	19	15	15	15

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employee turnover	3	4	5	4
● Accredited stewards/all stewards	4/8	5/8	6/8	7/8

**RCA.1.3 SUBPROGRAM SUMMARY
RACING COMMISSION**

Contact: Carolyn S. Evans, Administrative Service Officer
Phone: (602) 277-1704
A.R.S. 5-101 to 5-115

Subprogram Mission:

To grant racing permits, issue racing dates, and promulgate rules to govern racing which protect and promote the safety and welfare of animals participating and protect and promote the health, safety and welfare of the people of Arizona, as directed by Arizona Revised Statutes.

Subprogram Description:

The Racing Commission reviews and takes action on permit applications, considers and adopts rules, and hears appeals of decisions by the Department.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	20.9	19.7	19.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>20.9</u>	<u>19.7</u>	<u>19.7</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To evaluate all applications to conduct racing meetings and approve only those which are in the best interests of the state and the racing industry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Active permits (Racing/Teletrack)	24/188	23/221	21/225	21/225

- ◆ Goal 2 To adopt rules governing horse and greyhound racing which protect animals, participants, and the wagering public and which best serve the interests of the state and the racing industry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Rules adopted	5	9	4	4

RCA.2 PROGRAM SUMMARY
COUNTY FAIR RACING
 Contact: Carolyn S. Evans, Administrative Service Officer
 Phone: (602) 277-1704
 A.R.S. 5-101 to 5-115

Program 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.

Program Description:

The Arizona Department of Racing, County Fair Racing, regulates and supervises all county fair horse racing meetings, provides staff to operate race meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, conducts hearings on investigation referrals, collects revenues for the State and provides information upon request to the public and other agencies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	300.8	362.3	372.8
Other Non Appropriated Funds	741.7	800.0	800.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,042.5</u>	<u>1,162.3</u>	<u>1,172.8</u>
FTE Positions	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that all participants and permittees

involved in county fair racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Races supervised	600	536	600	600
● Rulings issued	100	71	100	100
● Original actions upheld on appeal/actions appealed	5/5	0/0	5/5	5/5
● Percent of cases adjudicated within 30 days of alleged incident	70	70	70	70
● Investigations conducted regarding compliance with rules	20	49	50	50
● Licensees with disciplinary action	5	5	5	5
● Average calendar days per investigation from start to final adjudication	20	30	30	30

- ◆ Goal 2 To process and investigate license applications in a timely manner while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules and regulations receive licenses.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applicants	500	737	300	500
● Licenses issued	490	737	298	490
● Percent of customers reporting very good or excellent service	NA	80	90	90
● Licenses denied or revoked	20	0	15	20
● Investigations conducted regarding licensing	60	162	60	60
● Investigations resulting in disciplinary or enforcement action	33	20	20	20
● License denials upheld/denials appealed	1/1	2/0	1/1	1/1
● Average calendar days from receipt of completed application to issuance or denial of certification	1	1	1	1

- ◆ Goal 3 To encourage and promote county fair racing in Arizona by providing staff to operate County Fair race meetings and through the distribution of subsidies for purses and Betterment Fund monies to Fair facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Amount of Betterment monies distributed (thousands)	692.8	695.9	775.7	775.7
● Percent of Arizona County Racing Association Meetings attended by Department staff	100	100	100	100

- ◆ 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 hours racing industry.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Employee turnover	2	5	3	4
● Accredited stewards/all stewards	3/3	3/3	3/3	3/3

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AGENCY SUMMARY
RADIATION REGULATORY AGENCY

Aubrey Godwin, Director AEA
 Contact: Art Nunez, Business Manager
 (602) 255-4845 Ext. 223

Agency Mission:
To protect the health and safety of the citizens of the State of Arizona from unnecessary radiation exposure from all natural and/or man-made sources.

Agency 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 certification of those who operate X-ray equipment.

Agency Summary: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ RADIATION EVALUATION AND COMPLIANCE	1,778.8	1,907.1	1,986.9
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	115.1	155.2	157.1
Capital Funds	0.0	0.0	0.0
Agency Total	1,893.9	2,062.3	2,144.0

Funding and FTE Summary: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,605.8	1,666.7	1,671.5
Other Appropriated Funds	115.1	155.2	157.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	173.0	240.4	315.4
Operating Funds Subtotal	1,893.9	2,062.3	2,144.0
Capital Funds	0.0	0.0	0.0
Agency Total	1,893.9	2,062.3	2,144.0
FTE Positions	29.0	30.0	30.0

Agency Goals and Key Performance Measures:

◆ Goal 1 To identify, regulate, monitor, and respond to potential radiation hazards.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● X-ray tubes registered	9,057	9,372	9,652	9,845
● Percent of x-ray tubes inspected	33	27	29	35
● Non-ionizing radiation licenses	395	418	420	430
● Percent of non-ionizing radiation licensees inspected	43	33	36	36
● Radioactive material licenses	327	247	250	250
● Percent of radioactive material licensees inspected	50	63	64	64

● Percent of total licensees with disciplinary action	13.8	11	12	12
● Radiation Incidents/Accidents (Except PVNGS)	14	17	16	16
● Average time in calendar days from receipt of complaint to resolution	NA	112	130	130
● Percent of investigations resulting in disciplinary or enforcement action	100	100	100	100
● Number of licenses revoked or suspended	0	2	5	10
● Total number of investigations conducted	0	42	50	45
● Total number complaints received	15	19	25	30
● Average time in calendar days per investigation from start to final adjudication	NA	112	160	160

◆ Goal 2 To support the federal, state and local agency programs involving radiation sources or exposure with Agency expertise.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Drinking water and mining water samples	24	82	85	88
● Federal Government Exercises	1	1	1	1
● Other State Exercises	2	17	2	2
● Industrial laser facilities inspected	13	12	20.0	20
● X-ray registrants inspected	1,296	1,300	1,300	1,400

◆ Goal 3 To improve efficiency and effectiveness of Agency programs.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of x-ray tubes inspected on time	84	97.5	98	97
● Average days to process radioactive material applications	30	27	28	27
● Average days to process non-ionizing radiation applications	30	25	25	25

◆ Goal 4 To increase public awareness in order to achieve responsible public radiation safety awareness.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Distribute Agency regulatory information	NA	NA	2	4

AEA.1 PROGRAM SUMMARY
RADIATION EVALUATION AND COMPLIANCE

Contact: Art Nunez, Business Manager
 Phone: (602) 255-4845 Ext. 223
 A.R.S. Title 30, Ch. 4

Program Mission:
To fulfill the scientific and technical requirements of the agency mission.

Program Description:
 Radiation Evaluation and Compliance (REC) is comprised of five subprograms. The duties of the subprograms are distinguished according to primary responsibilities: licensing/registration, inspection, emergency (incident) response, environmental

surveillance, and administrative services.

The Nuclear Emergency Management Fund monies are represented here as Other Non-Appropriated Funds, but they originate as a General Fund appropriation reimbursed by an industry assessment.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,605.8	1,666.7	1,671.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	173.0	240.4	315.4
Program Total	1,778.8	1,907.1	1,986.9
FTE Positions	27.0	27.0	27.0

This Program Contains the Following Subprograms:

- ▶ Radioactive Materials/non-ionizing Radiation
- ▶ X-ray Compliance
- ▶ Emergency Response
- ▶ Radiation Measurement Laboratory
- ▶ Administrative Services

AEA.1.1 SUBPROGRAM SUMMARY
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION
 Contact: Art Nunez, Business Manager
 Phone: (602) 255-4845 Ext. 223
 A.R.S. Title 30, Ch. 4

Subprogram Mission:

To ensure radiation health and safety for the people of Arizona by regulating the users of radioactive material, particle accelerators and non-ionizing radiation sources.

Subprogram Description:

Radioactive Materials (RAM) and Non-Ionizing (NIR) subprogram licenses medical, industrial, and academic users of radioactive materials, particle accelerators, and non-ionizing radiation sources. On-site inspection of radioactive materials licensees in Arizona are conducted to ensure proper techniques for use, storage and shipment of radioactive materials. NIR conducts inspections of lasers, tanning booths, radio frequency emitters, power lines, and microwave ovens.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	336.3	343.8	343.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	336.3	343.8	343.8
FTE Positions	5.0	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify and license or register all users of

radioactive materials or particle accelerators in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Radioactive material licenses	345	247	250	250
● New licenses and renewals	75	60	60	60
● Accelerator registrations	40	48	48	50
● Accelerator registration actions	15	2	10	10

- ◆ Goal 2 To identify and license all new users of non-ionizing radiation sources in Arizona and renew licenses as appropriate.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Non-ionizing radiation licenses	380	418	420	430
● Non-ionizing radiation licensing actions	175	178	180	185

- ◆ Goal 3 To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Radioactive materials inspections	165	155	160	160
● Accelerator inspections	15	21	25	25

- ◆ Goal 4 To inspect NIR users to assure conformance with radiation safety regulations

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of non-ionizing radiation licenses inspected	39	33	38	37
● Non-ionizing radiation licenses inspected	147	139	160	160

AEA.1.2 SUBPROGRAM SUMMARY
X-RAY COMPLIANCE
 Contact: Art Nunez, Business Manager
 Phone: (602) 255-4845 Ext. 223
 A.R.S. Title 30, Ch. 4

Subprogram Mission:

To protect the citizens of Arizona from overexposure or unnecessary exposure to x-ray radiation.

Subprogram 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 mammographic, chiropractic, dental, veterinary, industrial and medical disciplines. The subprogram supports safe use by operators and the minimization of patient exposure.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	284.8	289.5	290.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	109.1	110.1	110.1
Program Total	393.9	399.6	400.6
FTE Positions	7.0	7.0	7.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To register all x-ray tubes within the State of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● X-Ray tubes registered	9,057	9,372	9,652	9,845

◆ Goal 2 To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● X-Ray tubes inspected	3,023	2,536	2,786	3,400
● Percent of x-ray tubes inspected	33	27	29	35
● X-ray machines inspected	2,758	2,347	2,582	3,200

AEA.1.3 SUBPROGRAM SUMMARY
EMERGENCY RESPONSE
 Contact: Art Nunez, Business Manager
 Phone: (602) 255-4845 Ext. 223
 A.R.S. Title 30, Ch. 4

Subprogram Mission:

The mission of the Emergency Response Program is 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 off-site.

Subprogram Description:

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 conducts training of and directs a 40-member monitor pool. The subprogram also arranges for the disposal of abandoned radioactive material sources.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	173.1	175.8	178.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	75.0	150.0
Program Total	173.1	250.8	328.1
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To respond effectively to any radiological incidents or accidents within Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Radiological incidents (non Palo Verde related)	14	17	16	16
● Radiological incidents (Palo Verde related)	0	1	2	2

◆ Goal 2 To promote Agency radiological incident response capabilities within the State's HAZMAT community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of contact procedure pamphlets distributed to users	500	800	700	700
● Number of assistance requests (state, local or federal agency)	4	11	6	6

◆ Goal 3 To continually maintain a pool of trained volunteers from state, county and local government agencies for emergency response to radiological accidents or incidents at the Palo Verde Nuclear Generating Station.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of volunteers trained	159	120	142	125
● Number of monitoring team members	45	36	33	48

◆ Goal 4 To ensure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive materials.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of qualified teams to which instrumentation was provided	14	6	22	10
● Number of response team members trained	109	17	40	40

AEA.1.4 SUBPROGRAM SUMMARY
RADIATION MEASUREMENT LABORATORY
 Contact: Art Nunez, Business Manager
 Phone: (602) 255-4845 Ext. 223
 A.R.S. Title 30, Ch. 4

Subprogram Mission:

To measure and monitor man-made and naturally occurring radiation sources throughout the state with an emphasis in nuclear reactor facilities, uranium mining operations, and drinking water.

Subprogram 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 and other statewide concerns for radiation releases to the environment. As Arizona's primary radiation laboratory, the subprogram is contracted to provide technical and analytical support to the ADEQ drinking water program. The subprogram also provides mobile and fixed analytical laboratory support to the Emergency Response and Radioactive Materials/ Non-Ionizing subprograms. The subprogram participates in 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	474.3	501.2	501.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	63.9	55.3	55.3
Program Total	<u>538.2</u>	<u>556.5</u>	<u>556.5</u>
FTE Positions	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To analyze environmental samples to ensure that no radioactivity beyond background is present.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Environmental sample analyses	6,000	6,863	7,000	7,500

- ◆ Goal 2 To analyze radon test canisters for the presence of radon in public schools above the recommended action level established by the U.S. Environmental Protection Agency (EPA).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Radon canisters analyzed	4,400	2,713	2,200	2,000

- ◆ Goal 3 To monitor statewide population centers and mining concerns for radiation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● TLD Monitoring sites	84	85	95	105
● Air Samples stations throughout the state	28	23	24	25

- ◆ Goal 4 To provide laboratory support to the Department of Environmental Quality drinking water and mining programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of water samples analyzed	50	82	70	80

**AEA.1.5 SUBPROGRAM SUMMARY
ADMINISTRATIVE SERVICES**

Contact: Art Nunez, Business Manager
Phone: (602) 255-4845 Ext. 223
A.R.S. Title 30, Ch. 4

Subprogram Mission:

The Administrative Services is to provide administrative, computer and public information support to the Agency.

Subprogram Description:

Radiation Regulatory Agency support functions include office administration, human resources, fiscal services, annual report preparation, budget preparation, a public information program and various special projects.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	337.3	356.4	357.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>337.3</u>	<u>356.4</u>	<u>357.9</u>
FTE Positions	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop methods that the public can interface and receive information on regulatory and radiation safety matters with the Agency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Conduct information meeting for users/public	3	4	4	5

- ◆ Goal 2 To have an Agency computer database data and tracking system for all subprograms.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● X-Ray database changes	2,205	2,068	2,130	2,173

**AEA.2 PROGRAM SUMMARY
MEDICAL RADIOLOGIC TECHNOLOGY
BOARD OF EXAMINERS**

Contact: Art Nunez, Business Manager
Phone: (602) 255-4845 Ext. 223
A.R.S. Title 32, Ch. 28

Program 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.

Program Description:

The program assures that minimum standards of education and training are met by ionizing machine operators; sets standards for and approves schools of radiologic and practical technology; and enforces A.R.S. 32-2801, et. seq. and Title 12, Chapter 2, Arizona Administrative Code.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	115.1	155.2	157.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>115.1</u>	<u>155.2</u>	<u>157.1</u>
FTE Positions	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To assure qualifications and issue certificates to qualified applicants.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Qualified technologists certified	994	2,245	2,350	2,470
● Certificates issued within 30 days	994	2,243	2,350	2,470
● Certificates active	4,600	4,581	4,700	4,800

◆ Goal 2 To enforce ARS §32-2801 et seq.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Complaints	15	29	19	35
● Complaints resolved	15	29	19	35

◆ Goal 3 To conduct investigations required by ARS §32-2821(B).

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Investigations	5	7	7	6

◆ ◆ ◆ ◆ ◆ ◆

AGENCY SUMMARY
DEPARTMENT OF REAL ESTATE

Jerry Holt, Commissioner REA
 Contact: John King, Deputy Commissioner
 (602) 468-1414 Ext. 135

Agency Mission:

To safeguard and promote the public interest through timely and capable assistance, fair and balanced regulation and sound and effective education.

Agency Description:

Under A.R.S. Title 32, Chapter 20 and Arizona Administrative Code Title 4, Chapter 28, the Department regulates real estate, cemetery, and membership camping licensees, including the approval and monitoring of pre-licensing and continuing education courses to ensure the quality content of courses and the competence of instructors, as well as the quality and timeliness of materials being taught. The Department oversees the activities of licensees, investigates complaints against licensees and land developers, and participates in administrative hearings pertaining to their conduct. The Department regulates the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds and cemeteries. The Department also administers a recovery assistance program available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgement against a licensee for conduct violating statutory duty.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ DEPARTMENT OF REAL ESTATE	3,354.1	3,430.0	3,492.3
Capital Funds	0.0	0.0	0.0
Agency Total	3,354.1	3,430.0	3,492.3

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,072.5	3,135.4	3,197.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	281.6	294.6	295.2
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,354.1	3,430.0	3,492.3
Capital Funds	0.0	0.0	0.0
Agency Total	3,354.1	3,430.0	3,492.3
FTE Positions	68.0	68.0	68.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To request funding and resume quarterly production and distribution of the Department's Real Estate Bulletin.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Number of editions of bulletin printed	NA	0	1	1

- ◆ Goal 2 To seek funding to implement GITA approved computer replacement schedule by FY 2002

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Percent of outdated equipment replaced	NA	20	20	20

REA.1 PROGRAM SUMMARY
DEPARTMENT OF REAL ESTATE

Contact: Jerry Holt, Commissioner
 Phone: (602) 468-1414 Ext. 135
 A.R.S. 32-2101 et. seq.

This Program Contains the Following Subprograms:

- ▶ Central Administrative Services
- ▶ Education and Licensing
- ▶ Regulation
- ▶ Land Development
- ▶ Recovery Assistance

REA.1.1 SUBPROGRAM SUMMARY
CENTRAL ADMINISTRATIVE SERVICES

Contact: John King, Deputy Commissioner
 Phone: (602) 468-1414 Ext. 135
 A.R.S. 32-2101 et. seq.

Subprogram Mission:

To set the philosophical objectives and direction for the Department; ensure that all of the programs within the Department have sufficient resources to function in accordance with service exigencies and mandates in a competent and efficient manner; provide an avenue for courteous, quality general customer assistance to persons who contact the Department; and, to provide an accurate and efficient management information system.

Subprogram Description:

The Central Administrative Services (CAS) Program is responsible for the establishment of the overall regulatory and fiscal policies for the Department, setting the strategic direction and allocation of budgetary resources to ensure that the needs of all programs are met in a timely and efficient manner. The Department's computer information services are included in this program. The Commissioner is the final authority on all matters pertaining to administrative sanctions resulting from the Commissioner's orders and consent agreements and is the primary source for proposed legislation and rule changes. The Customer Services Division provides a single point of contact which serves the public and licensees by answering questions, giving instructions on how to file a complaint or other methods to resolve a problem and dissemination of information on Department laws, rules and other real estate related topics. The CAS Program includes the Department Ombudsman and is also responsible for the review of waiver request applications and the granting of preclearance and continuing education waivers.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,113.4	1,131.2	1,155.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,113.4</u>	<u>1,131.2</u>	<u>1,155.2</u>
FTE Positions	<u>22.0</u>	<u>22.0</u>	<u>22.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that all program needs are met without exceeding the budgetary limitations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of budget utilized	99.9	99.0	99.0	99.0

- ◆ Goal 2 To continuously improve upon customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of surveys indicating good to excellent service	NA	99	99	99

- ◆ Goal 3 To provide accurate and timely accounting services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of claims approved within 30 days that are out within 30 days	80	100	100	100
● Percent of travel claims paid within 10 days of submission	90	100	100	100

- ◆ Goal 4 To handle as many in-coming calls as possible without transferring them.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of calls received that are completed	82	85	85	85

- ◆ Goal 5 To implement and maintain an internal training program which encompasses ethics, sexual harassment and Departmental procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of new employees that complete DOA required training within six months of hire date	0	100	100	100
● Percent of training requirements reviewed and updated for all current employees	0	100	100	100

- ◆ Goal 6 To implement approved data replacement schedule beginning in FY 2002.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of outdated data equipment replaced	NA	20	20	20

REA.1.2 SUBPROGRAM SUMMARY
EDUCATION AND LICENSING
 Contact: John Bechtold, Director
 Phone: (602) 468-1414 Ext. 345
 A.R.S. 32-2101 et. seq.

Subprogram Mission:

To protect and serve the public by educating licensees and the public on real estate issues; constantly striving to improve the quality of real estate prelicense and continuing education; confirming that candidates for a real estate license and renewing licensees have the mandated education and experience to be licensed.

Subprogram Description:

The Education/Licensing Program of the Department ensures the quality of pre-licensing and continuing education of Arizona real estate licensees; issues real estate, cemetery, and membership campground licenses and issues renewals in compliance with applicable statutes, rules and office procedures; and administers license examinations. It also confirms that candidates for a real estate license and renewal licensees have the mandated education and experience to be licensed; confirms that schools, instructors and licensees comply with the Department's statutes and rules; responds promptly, accurately, and professionally to the public and licensees requesting information from the Division; and, reviews programs and searches continuously for ways to provide more efficient customer service.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	737.5	738.9	753.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22.1	34.2	34.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>759.6</u>	<u>773.1</u>	<u>787.4</u>
FTE Positions	<u>18.0</u>	<u>18.0</u>	<u>18.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To review and approve new courses quickly and efficiently.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to approval of course	4	4	3	3

- ◆ Goal 2 To improve the quality of class offerings and instructors by monitoring and auditing more classes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Classes monitored	276	238	250	275
● Instructor development workshops	1	0	3	4

- ◆ Goal 3 To create and maintain procedures to process and print a license in an efficient and timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to issuance of license	3	3.9	3	3
● Total applications received	53,241	45,012	50,000	50,000

- ◆ Goal 4 To provide better customer service to licensees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of telephone calls handled in person	50	60	70	80
● Percent of surveys indicating good to excellent service	NA	89	90	95

REA.1.3 SUBPROGRAM SUMMARY
REGULATION
 Contact: John King, Deputy Commissioner
 Phone: (602) 468-1414 Ext. 135
 A.R.S. 32-2101 et. seq.

Subprogram Mission:

To enforce the real estate statutes and rules by firm but fair disciplinary and educational measures through investigations, audits, alternative dispute resolution techniques and hearings.

Subprogram Description:

The Regulation Program includes all areas of the Department that deal with discovering violations, ensuring compliance with the Department's statutes and rules and the pursuit of penalties for those who have violated these statutes and rules.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	616.2	642.5	653.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>616.2</u>	<u>642.5</u>	<u>653.5</u>
FTE Positions	<u>15.0</u>	<u>15.0</u>	<u>15.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To audit and document brokers' compliance with timely maintenance of legally required records.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of brokers audited	8.0	8.2	8.4	8.6
● Percent of surveys indicating good to excellent service	NA	100	99	99

- ◆ Goal 2 To reduce the hearing caseload through viable alternatives to the hearing process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of cases referred for prosecution that result in consent orders	125	76	70	70

- ◆ Goal 3 To coordinate and facilitate the Department's administrative hearings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of notices issued same or next day	60	100	100	100
● Percent of notices served within 10 days	82	86	90	90

- ◆ Goal 4 To monitor and enforce compliance with ordered or stipulated terms or provisions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cases reviewed	108	79	80	80
● Number of cases referred for further action	1	1	2	2
● Number of cases referred for collection	7	27	25	25

- ◆ Goal 5 To maintain a firm but fair enforcement policy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of licenses revoked or suspended	26	48	40	40
● Percent of licensees with disciplinary action	.1	.1	.1	.1

- ◆ Goal 6 Maintain the timeliness of the investigative process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total complaints received	380	377	400	400
● Average calendar days from receipt of complaint to resolution	257	143	120	120

REA.1.4 SUBPROGRAM SUMMARY
LAND DEVELOPMENT
 Contact: Roy Tanney, Director
 Phone: (602) 468-1414 Ext. 410
 A.R.S. 32-2101 et. seq.

Subprogram Mission:

To protect the public interest through oversight and approval of the marketing of real estate developments offered for sale in Arizona so as to ensure compliance with the Arizona real estate statutes and rules.

Subprogram Description:

The Land Development Program examines subdivision, cemetery, time-share, unsubdivided lands and membership camping filings and issues a public report on the development or a certificate of authority for a cemetery prior to the entities making offers for sale or lease in Arizona.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	605.4	622.8	635.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>605.4</u>	<u>622.8</u>	<u>635.2</u>
FTE Positions	<u>12.0</u>	<u>12.0</u>	<u>12.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To issue timely public reports.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● applications received	2,343	1,961	2,000	2,000
● Number of working days to issue deficiency letter on improved lot subdivision applications	21	21	15	13
● Number of working days to issue public reports for improved lot subdivision	37	34	30	28
● Percent of applicants reporting good to excellent service	NA	100	100	100

REA.1.5 SUBPROGRAM SUMMARY
RECOVERY ASSISTANCE
 Contact: Anne Manross, Recovery Fund Administrator
 Phone: (602) 468-1414 Ext. 175
 A.R.S. 32-2186 et. seq.

Subprogram Mission:

To protect the public interest by administering the real estate recovery fund, a payor of last resort, so as to provide relief from out-of-pocket financial loss suffered by the illegal acts of real estate and cemetery licensees.

Subprogram Description:

The Recovery Assistance Program offers a form of relief for those who have sustained out-of-pocket losses as a result of conduct by an actively licensed real estate or cemetery broker or salesperson which violates the licensee's statutory duty. If a claimant obtains an unrecoverable judgment and other wise complies with the statutes, a superior or justice court judge may order payment to a victim from the fund of up to \$20,000 per transaction, not to exceed \$40,000 per license. The program is funded solely by assessments of new license applicants and an accross-the-board assessment of all renewing licensees when required by statute.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	259.5	260.4	261.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>259.5</u>	<u>260.4</u>	<u>261.0</u>
FTE Positions	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To efficiently serve the public interest by administering the Real Estate Recovery Fund.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of cases initially reviewed	28	22	60	60
● Number of cases reviewed for payment	9	16	25	30



AGENCY SUMMARY	
REGISTRAR OF CONTRACTORS	
Michael Goldwater, Director Contact: Michael Hawthorne, Chief of Admin (602) 542-1525	RGA

Agency 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.

Agency Description:

The agency licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors. It administers the Residential Contractors Recovery Fund, designed to reimburse residential property owners for improper workmanship by licensed residential contractors.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ REGULATORY AFFAIRS	7,094.0	8,158.2	7,627.1
➤ RECOVERY FUND	4,245.7	4,564.1	4,980.7
Capital Funds	0.0	0.0	0.0
Agency Total	11,339.7	12,722.3	12,607.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,094.0	8,158.2	7,627.1
Other Non Appropriated Funds	4,245.7	4,564.1	4,980.7
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	11,339.7	12,722.3	12,607.8
Capital Funds	0.0	0.0	0.0
Agency Total	11,339.7	12,722.3	12,607.8
FTE Positions	117.8	141.8	141.8

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To ensure quality service to internal and external consumers.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
	● Percent of external customer surveys indicating excellent service	69	71	74
● Percent of internal customer surveys indicating excellent service	71	75	80	84

RGA.1	PROGRAM SUMMARY
REGULATORY AFFAIRS	
Contact: Michael Hawthorne, Chief of Admin. Phone: (602) 542-1525 A.R.S. 32-1107(A)(3)	

Program 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.

Program Description:

The program licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,094.0	8,158.2	7,627.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	7,094.0	8,158.2	7,627.1
FTE Positions	112.8	134.8	134.8

Program Goals and Performance Measures:

- ◆ Goal 1 To expedite the licensing of qualified applicants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of contractors licensed in state	41,641	43,363	45,965	48,723
● Applications received	6,374	6,093	6,276	6,464
● Licenses issued	5,941	5,378	5,539	5,706
● Renewals issued	12,903	14,490	15,359	16,281
● Average number of days from receipt of complete application to approval	5	3	3	3
● Percent of licensing customers indicating they received excellent service	71	75	76	78

- ◆ Goal 2 To provide quality and timely service to the customer in the investigation of their complaints against persons found to be in violation of existing contracting or related laws or regulations of the state of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received - unlicensed contractors	1,792	1,896	2,085	2,294
● Special investigations initiated by Registrar of Contractors	32	45	50	55
● Total disciplinary actions taken against unlicensed contractors	2,886	2,972	3,269	3,595
● Percent of investigations resulting in conviction	37	28	32	37
● Average number of days per complaint from receipt to investigation completion	31	17	16	15
● Percent of investigations customers indicating they received excellent service	73	74	76	78

- ◆ Goal 3 To rapidly resolve complaints filed against licensed contractors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received by licensed contractors	7,818	7,781	8,170	8,579
● Total complaints closed through compliance	6,080	6,638	6,781	7,120
● Total inspections conducted	9,548	9,573	10,052	10,554

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Average number of days from receipt of licensed complaint to conduct jobsite inspections	49	35	22	15
● Average number of days from receipt of complaint to action taken	NA	NA	36	29
● Average percent of complaints closed through compliance	82	83	83	83
● Percent of inspections customers indicating they received excellent service	68	69	70	71

◆ Goal 4 To meet the informational needs of the public and the support requirements of the agency.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Percent of calls transferred to department stations by the Information Center	22	21	21	20
● Percent of Information Center customers indicating they received excellent service	70	71	72	73
● Percent of Administration internal customers indicating they received excellent service	72	76	77	78

◆ Goal 5 To oversee and ensure the fairness and effectiveness of the Administrative Hearing process.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Number of cases resulting in a Citation for Hearing	1,511	1,553	1,630	1,712
● Total number of disciplinary license revocations and suspensions	642	584	613	644
● Percent of licenses with disciplinary action	2	1	1.5	2
● Average number of days to process a file for hearing	2	1	1	1
● Percent of legal customers indicating they received excellent service	61	66	68	70

RGA.2 PROGRAM SUMMARY
RECOVERY FUND
 Contact: Michael Hawthorne, Chief of Admin.
 Phone: (602) 542-1525
 A.R.S. 32-1170 to 32-1170.03

Program Mission:

To reimburse consumers who have been injured by an act, representation, transaction or conduct of a licensed residential contractor.

Program Description:

The Residential Contractor s 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 \$20,000 for the violation.

Funding and FTE Amounts:

	(\$ Thousands)		
	<u>FY 1999 Actual</u>	<u>FY 2000 Estimate</u>	<u>FY 2001 Estimate</u>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,245.7	4,564.1	4,980.7
Federal Funds	0.0	0.0	0.0
Program Total	<u>4,245.7</u>	<u>4,564.1</u>	<u>4,980.7</u>
FTE Positions	<u>5.0</u>	<u>7.0</u>	<u>7.0</u>

Program Goals and Performance Measures:

◆ 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.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Average number of days per claim from receipt to resolution	123	129	128	125
● Percent of recovery fund customers indicating they received excellent service	56	68	70	71



AGENCY/PROGRAM SUMMARY
RESIDENTIAL UTILITY CONSUMER OFFICE

Barbara Wytaske, Acting Director UOA
 Contact: Marylee Diaz Cortez, Audit Manager
 (602) 200-3343
 A.R.S. 40-461 et. seq.

Agency/Program 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.

Agency/Program Description:

The Residential Utility Consumer Office (RUCO) examines rate cases presented to the Corporation Commission and determines in which cases to intervene. The technical and legal staff, as well as expert consultants, research, study, and analyze these rate cases. They determine a reasonable position for residential ratepayers and earnestly advocate that position using all judicial avenues available.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	813.3	994.0	1,014.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	813.3	994.0	1,014.6
Capital Funds	0.0	0.0	0.0
Agency Total	813.3	994.0	1,014.6
FTE Positions	11.0	11.0	11.0

Agency/Program Goals and Performance Measures:

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cases of preliminary analysis	132	102	120	120
● RUCO interventions	18	34	28	28

- ◆ Goal 2 To secure for residential utility ratepayers the lowest reasonable rates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of utility rate hearings	8	4	8	6
● Average rate increase requested by utilities (millions)	12.7	.3	80	5
● Average rate increase recommended by RUCO (millions)	7.4	.1	30	1
● Average rate increase approved (millions)	8.2	.2	45	2.5

- ◆ Goal 3 To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● RUCO interventions in cases involving competitive issues	8	12	4	4



AGENCY/PROGRAM SUMMARY
BOARD OF RESPIRATORY CARE
EXAMINERS

Mary Hauf Martin, Executive Director RBA
 Contact: Mary Hauf Martin, Executive Director
 (602) 542-5995
 A.R.S. 32-3521 to 32-3558

Agency/Program 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.

Agency/Program Description:

The Board of Respiratory Care Examiners licenses respiratory care practitioners based on minimum competency standards set by the Legislature and regulates the practice of respiratory care in Arizona by enforcing the state laws, rules and regulations to protect the public.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	162.5	164.6	167.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>162.5</u>	<u>164.6</u>	<u>167.7</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>162.5</u>	<u>164.6</u>	<u>167.7</u>
FTE Positions	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To process license and renewal applications in a timely, accurate manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New licenses issued	713	711	735	740
● Renewals	1,052	1,077	1,200	1,232
● Average days from receipt to granting a temporary license	NA	1	1	1
● Total licenses/renewals issued	1,344	1,788	1,352	1,354
● Total number applications received	426	427	432	434
● Percent of applicants or license holders reporting very good or excellent service	NA	NA	90	90

- ◆ Goal 2 To consistently complete the initial stages of an investigation of alleged unprofessional conduct within thirty days of receipt of the allegation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints received	104	108	112	114
● Average days from receipt of complaint to resolution	51	52	60	60
● Average monthly backlog of complaints not yet resolved	2	1	1	1
● Average number of days per investigation from start to final adjudication	51	52	60	60
● Number of licenses revoked or suspended	21	15	21	21
● Total number of investigations conducted	92	101	96	98
● Percent of investigations resulting in disciplinary or enforcement action	45	56	45	45
● Licensees with disciplinary action	3	3	3	3



AGENCY/PROGRAM SUMMARY
STRUCTURAL PEST CONTROL
COMMISSION

Michael L. Siler, Executive Director SBA
 Contact: Barry J. Levitch, Deputy Director
 (602) 255-3664
 A.R.S. 32-2301 et. seq.

Agency/Program 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, their property and protection of their property and the environment.

Agency/Program Description:

The Structural Pest Control Commission (SPCC) licenses and regulates pest control companies and conducts examinations of applicators of structural pesticides.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,458.0	1,648.7	1,649.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	115.1	142.1	142.1
Operating Funds Subtotal	1,573.1	1,790.8	1,791.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,573.1	1,790.8	1,791.4
FTE Positions	31.0	34.0	34.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide accurate and efficient service to prospective licensees and certified applicators in obtaining and maintaining credentials.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total applications received	8,572	8,469	8,500	8,500
● Average calendar days from receipt of completed application to issuance or denial of certification	144	90	90	90
● Licenses issued	200	125	150	150
● Renewals issued	800	861	1,000	1,000
● Total individuals or facilities licensed	6,004	6,135	6,350	6,350
● Certified applicators renewed	5,004	5,149	5,200	5,200
● Percent of applicants or license holders reporting very good or excellent service	NA	95	96	97

- ◆ Goal 2 To provide continuous quality education to the current and future industry members through Structural Pest Control Commission presented or approved programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Hours of Commission ordered additional training	NA	116	125	125

- ◆ Goal 3 To progressively increase the monitoring of pesticide applications to assure proportionate efforts across all categories of licensure.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total inspections conducted	1,003	1,194	1,400	1,500
● Pretreatments monitored	637	740	1,100	1,200

- ◆ Goal 4 To protect and maximize the safety of the general public through effective investigation of consumer and Commission generated complaints.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total investigations conducted	882	921	950	950
● Percent of investigations resulting in disciplinary enforcement actions	4.7	5.2	6	6
● Investigations resulting in convictions	41	48	60	60
● Average number of calendar days per investigation from start to final adjudication	NA	180	120	90
● Total number of licenses revoked or suspended	NA	4	6	6
● Percent of licensees with disciplinary action	4.7	5.2	6	6
● Total consumer and Commission generated complaints	179	120	130	130
● Average calendar days from receipt of complaint to resolution	90	60	50	45



AGENCY/PROGRAM SUMMARY
BOARD OF TECHNICAL REGISTRATION
 Ronald W. Dalrymple, Executive Director TEA
 Contact: Ronald W. Dalrymple, Executive Director
 (602) 255-4053
 A.R.S. 32-101, 32-106, 32-107

Agency/Program Mission:

To provide for the safety, health and welfare of the public through promulgation and enforcement of standards of qualification for those individuals licensed and seeking licenses pursuant to the statutes governing the practice of architecture, assaying, engineering, geology, landscape architecture and land surveying. To certify Remediation Specialists under the Greenfield program.

Agency/Program Description:

The agency's duties are to screen applicants; adopt and administer qualifying examinations as needed to determine whether minimum standards for registration or certification have been satisfied; to enforce professional practice standards for registrants and certificate holders, and to enforce statutes relating to unlicensed practice.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	981.2	962.0	963.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	981.2	962.0	963.1
Capital Funds	0.0	0.0	0.0
Agency Total	981.2	962.0	963.1
FTE Positions	16.5	16.5	16.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To rapidly and accurately process applications for registration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of denial decisions accepted without appeal by applicants as satisfactory	100	100	100	100
● Percent of new registrants grading application processing as good or better	99	100	100	100
● Percent of applications transmitted to Board Members for action within five days of receipt of last needed item	100	100	100	100
● Applications processed	1,859	1,561	1,900	1,900
● Applications received	1,859	1,870	1,900	1,900
● Average number of days to process an application	NA	87	90	90

- ◆ Goal 2 To efficiently and effectively administer exams to all applicants qualified for examination.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of exam candidates rating exam process as good or higher	99	99	100	100
● Applicants certified for examination	1,340	1,340	1,340	1,340
● Applicants eligible for comity registration	937	937	937	937

- ◆ Goal 3 To rapidly and accurately respond to requests for information relating to registration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of persons grading response to request for information as good or better	100	100	100	100
● Number of information requests	1,200	1,850	1,900	1,900

- ◆ Goal 4 To actively investigate all instances of possible illegal conduct related to professional practice.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of complainants grading complaint processing as good or higher	100	99	100	100
● Percent of complaints resolved by informal methods	99	99	100	100
● Number of investigations completed	180	177	200	200
● Number of complaints received	170	149	170	170
● Average time in calendar days from receipt of complaint to resolution	386	285	350	350

- ◆ Goal 5 To develop certification examinations for the Certified Remediation Specialist program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Certification exams developed	0	2	2	0



AGENCY/PROGRAM SUMMARY	
VETERINARY MEDICAL EXAMINING BOARD	
Louise Battaglia, Executive Director	VTA
Contact: Louise Battaglia, Executive Director (602) 542-3095 A.R.S. 32-2201	

Agency/Program 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, and veterinary premises.

Agency/Program Description:

The examination and licensing of veterinarians is conducted on a monthly basis. Veterinary technicians are tested and certified annually. Premises are inspected for licensing as applications are received. Complaints are docketed as received and are reviewed at monthly Board meetings. Investigations are conducted as to the illegal practice of veterinary medicine by unlicensed practitioners, and for alleged infractions of the Veterinary Practice Act by a licensed veterinarian. The Board also administratively adjudicates complaints through an informal interview process or formal hearing.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	242.1	282.6	279.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	242.1	282.6	279.6
Capital Funds	0.0	0.0	0.0
Agency Total	242.1	282.6	279.6
FTE Positions	3.5	4.5	4.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days from receipt to granting of license	65	65	60	60
● Veterinary applications processed	112	128	130	130
● Veterinary technicians certified	64	62	100	100
● Average cost per application processed (in dollars)	235	235	250	250
● Total number of premise renewals	0	542	0	560
● Total number of veterinarians licensed	1,460	1,360	1,500	1,550
● Veterinary renewals issued	4	1,360	6	1,550
● Veterinary technician renewals	0	280	0	300
● Veterinary technician applications received	170	119	200	200

- ◆ Goal 2 To rapidly investigate complaints and provide enforcement to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complaints docketed	85	132	105	105
● Complaints resolved	82	92	90	90
● Disciplinary actions	15	40	15	15
● Average number of days from receipt of complaint to resolution	90	90	90	90
● Investigations conducted	22	17	50	50
● Percent of investigations resulting in enforcement action	100	65	90	90

- ◆ Goal 3 To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions per 100 practitioners	1.7	2.9	1.8	1.8
● Complaints per 100 practitioners	6	10	7	7



AGENCY SUMMARY	
DEPARTMENT OF WEIGHTS AND MEASURES	
John Hays, Director	WMA
Contact: Sandy Williams, Deputy Director (480) 255-5211	

Agency Mission:

To ensure equity and accuracy and the effective communication of weight and measurement standards, and to promote clean air through regulation of petroleum products and dispensing systems within the Arizona marketplace.

Agency Description:

The Department of Weights and Measures ensures that commercial devices used for the sale or use of items by weight or measure are correct and accurate for their intended use; houses and maintains the state's primary standards; prevents unfair dealing by weight or measure in commodities sold and purchased in this state; ensures proper labeling of products sold by weight or measure; ensures pricing of all commodities is in conformance with state law and rules; and licenses weighmasters and registered service agencies and their employees who are responsible for weight certification and calibration of devices in the marketplace. The Department also regulates two petroleum-related environmental programs: Oxygenated Fuel and Vapor Recovery. The major stakeholders of the agency are all people who buy, sell, service, or receive items, commodities or services by weight, measure or count within Arizona.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ GENERAL SERVICES	1,367.6	1,731.9	1,487.1
➤ AIR QUALITY OXYGENATED FUEL	508.6	767.9	761.9
➤ VAPOR RECOVERY	339.4	342.4	348.7
Capital Funds	0.0	0.0	0.0
Agency Total	2,215.6	2,842.2	2,597.7

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,707.0	1,731.5	1,764.3
Other Appropriated Funds	508.6	1,110.7	833.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	2,215.6	2,842.2	2,597.7
Capital Funds	0.0	0.0	0.0
Agency Total	2,215.6	2,842.2	2,597.7
FTE Positions	43.5	40.5	40.5

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To promote a healthy business and consumer climate through fair and equitable trade in the marketplace.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of metrology test equipment pieces certified	7,852	7,077	7,800	7,800
● Percent of overall compliance in Air/Fuel programs	NA	68.6	96.0	98.0
● Percent of overall compliance in Weights and Measures programs	NA	89.2	91.0	93.0

- ◆ Goal 2 To deliver responsive and efficient service to Arizona citizens and State employees.

Key Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to process a license	NA	20	20	20
● Average customer satisfaction rating (1-5)	NA	NA	4	4
● Average number of days to respond to complaints	17	21	14	10

<p>WMA.1</p>	<p>PROGRAM SUMMARY</p> <p>GENERAL SERVICES</p> <p>Contact: Sandy Williams, Deputy Director Phone: (602) 255-5211 Ext. 2966 A.R.S. 41-2051 et. seq.</p>
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Program Mission:

To ensure through systematic licensing, compliance and prompt regulatory actions that both buyer and seller receive and sell a fair weight or measure within Arizona; certify testing standards and equipment and house the state's primary standards; and provide customer service and public information to all stakeholders.

Program Description:

The program's responsibility is to ensure that weighing and measuring devices are correct and accurate for their intended use; to prevent unfair dealing by weight or measure in commodities sold and purchased in this state; to provide standards and uniformity for weighing and measuring equipment; to ensure that petroleum products sold are properly represented through sampling and testing procedures; to ensure that retailers represent their prices accurately and appropriately; to ensure that all testing standards used by registered service agencies as well as those requested to be calibrated by industry meet national requirements; to ensure that all licenses are processed within required timeframes and that licensees adhere to required laws and rules; and to ensure that all stakeholders receive pertinent information relative to weights and measures programs and receive quality customer service.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,367.6	1,389.1	1,415.6
Other Appropriated Funds	0.0	342.8	71.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,367.6	1,731.9	1,487.1
FTE Positions	30.0	27.0	27.0

Program Goals and Performance Measures:

- ◆ Goal 1 To meet targeted compliance rates for all major

inspection programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of small scales in compliance	NA	97	98	98
● Percent of large scales in compliance	NA	93	98	98
● Percent of liquid measure nonLPG's in compliance	NA	100	100	100
● Percent of liquid measure LPG's in compliance	NA	87	95	98
● Percent of dispensing devices in compliance	NA	88	90	95
● Percent of taxi's in compliance	NA	97	98	98
● Percent of packages in compliance	NA	98	98	98
● Percent of UPC (price scanning) devices in compliance	NA	40	50	60

- ◆ Goal 2 To license all retailers who use commercial weighing devices; weighmasters who certify weight; and companies who install, service, or test weighing and measuring devices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of days to process applications	20	20	20	20

WMA.2 PROGRAM SUMMARY

AIR QUALITY OXYGENATED FUEL

Contact: Dennis Ehrhart, Chief Enforcement Officer
 Phone: (602) 255-5211 Ext. 2968
 A.R.S. 41-2065.(A)(14,15), (D), (E), 41-2082, and 2121 t

Program Mission:

To ensure that gasoline and diesel products sold to and used by consumers are in accordance with national and state adopted standards.

Program Description:

The program's responsibility is to protect the environment and the consumer by sampling and testing gasoline and diesel fuel quality and taking appropriate regulatory action. The program is also responsible for the enforcement of the Arizona Cleaner Burning Gasoline (AzCBG) program which involves the registration and regulation of the registered suppliers, blenders, and transporters of AzCBG.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	508.6	767.9	761.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	508.6	767.9	761.9
FTE Positions	6.0	6.0	6.0

Program Goals and Performance Measures:

- ◆ Goal 1 To monitor quality of gas and diesel products through the collection and analysis of fuel samples.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of non-CBG's in compliance	99	99	99	99
● Percent of AzCBG's in compliance	NA	99	99	99

- ◆ Goal 2 To register all suppliers of AzCBG and maintain a 100% compliance in reporting.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Registered suppliers	NA	11	11	11

WMA.3 PROGRAM SUMMARY

VAPOR RECOVERY

Contact: Dennis Ehrhart, Chief Enforcement Officer
 Phone: (602) 255-5211 Ext. 2968
 A.R.S. 41-2065(A4), 41-2131 to 41-2134

Program Mission:

To proficiently manage Arizona's mandated vapor recovery program as required by statutes and rules enacted to comply with the Environmental Protection Agency (EPA) Clean Air Act.

Program Description:

The program's responsibility is to ensure that vapor recovery systems are installed in all required motor gasoline dispensing facilities and that installations are in compliance with state and EPA requirements.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	339.4	342.4	348.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	339.4	342.4	348.7
FTE Positions	7.5	7.5	7.5

Program Goals and Performance Measures:

- ◆ Goal 1 To ensure that facilities install vapor recovery systems meeting equipment and performance requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of preburial tests in compliance	100	100	100	100

- ◆ Goal 2 To conduct compliance inspections and witness performance tests to ensure proper operation and maintenance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of facilities inspected annually that are in compliance	83	85	90	95
● Percent of facilities inspected for compliance that are compliant	NA	90	95	95





Education

AGENCY/PROGRAM SUMMARY	
COMMISSION ON THE ARTS	
Shelley Cohn, Executive Director	HUA
Contact: Shelley Cohn, Executive Director	
(602) 255-5882	
A.R.S. 41-982	

Agency/Program Mission:

To act on behalf of the public with support to programs, services and grants to artists and arts/community organizations which assure and protect an environment where the highest quality arts grow and thrive throughout Arizona.

Agency/Program Description:

To promote the arts in Arizona, and ensure access to high quality arts for all citizens, the Arizona Commission on the Arts (ACA) functions as a leader in three key areas: 1) as a funding agency, providing matching grants to communities and arts organizations statewide for programs in all areas of the arts; 2) designing and operating programs developed in response to community needs and providing qualitative services to individual artists and organizations in all disciplines; and 3) as a service agency, providing: online information; staff assistance and facilitation; consultant assistance; workshops and conferences in board development, fund-raising, management skills and planning; an information and referral resource for artists, local arts agencies and community and arts organizations; and a specialized arts resource center. The Commission's knowledge and experience equips it to take a leadership role in the formation of partnerships from the public and private sectors, the arts community and academia to make Arizona a richer, more stimulating place to live, work and operate a business. The Arizona Commission on the Arts uses appropriated funds in the Community Service Projects line-item, the Arizona Arts Trust Fund, and the income from Arizona ArtShare, to support these statewide endeavors. Arizona ArtShare, the arts endowment, appropriated principal is documented in the figures below.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	4,360.4	4,365.2	4,373.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,392.3	1,434.1	1,326.5
Federal Funds	598.1	666.4	568.6
Operating Funds Subtotal	6,350.8	6,465.7	6,268.4
Capital Funds	0.0	0.0	0.0
Agency Total	6,350.8	6,465.7	6,268.4
FTE Positions	20.0	20.0	20.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide lifelong opportunities for Arizonans to experience the arts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent change in number of attendees for programs supported by agency	+3	+3	+3	+3

● Community-driven project applications received/grants awarded	564/530	600/537	585/500	600/500
● Percent dollar requests awarded to organizations	60	59	53.8	52
● Local matching funded generated/grants awarded (millions)	60/2.6	70/3.0	75/3.0	75/3.0
● Ratio of local matching funds generated/grants awarded	23:1	23.3:1	25:1	25:1

- ◆ Goal 2 To recognize and support individual artists, arts, and community organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number grants awarded	530	537	500	500
● Percent of community driven grants funded	93	90	85	85
● Percent of applicant organizations that did not apply in previous year of total/percent of new applicants funded	16/82	26/85	25/77	25/77
● ArtShare contributions (dollars) for statewide purposes	75,000	545,336	750,000	1,000,000
● Artshare contributions to institutions (in thousands)	4,696.6	6,422.8	8,000.0	8,000.0
● Average participant satisfaction	8.5	9.1	8.9	8.9

- ◆ Goal 3 To stimulate support and visibility for the arts in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Attendees at public outreach events (speaking engagements, meetings, workshops, and conferences) held each year	3,612	4,879	5,000	5,500
● Total workshops/Participants	17/380	35/668	30/600	30/600
● Total staff outreach (site visits, speaking engagements, referrals, technical assistance, planning meetings)	1,261	4,766	4,743	4,743

- ◆ Goal 4 To promote and perpetuate Arizona's diverse ethnic arts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Awards to ethnic-run organizations (in thousands of dollars)	159	229	191	191
● Percent applications from ethnic-run organizations funded	89	88	93	93

- ◆ Goal 5 To make the arts fundamental to education, particularly pre-Kindergarten through high school.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Education applications funded (Artists in Residence, Anti-Drug APPLE Corps, Education Projects, AZ Arts Education Research Institute)	251	272	258	258
● Percent of existing public pre-Kindergarten through high schools served	51	68	80	80

- ◆ Goal 6 To develop and manage systems in a cost-effective and efficient manner for the delivery of programs, grants, and services to support the arts of the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Satisfaction ratings (1=low) by constituents with programs and services (General, AIE Conference, Southwest Arts Conference, Symposium)	8.7	8.94	8.9	8.9
● Dollar ratio of panel review costs in relation to amount of grants awarded (in percent)	.50	.42	.42	.42



AGENCY/PROGRAM SUMMARY
ARIZONA HISTORICAL SOCIETY

Joel Hiller, Acting Executive Director HIA
Contact: William L. Ponder, Chief Administrative Officer
(520) 628-5774
A.R.S. 41-821(A)

Agency/Program Mission:

To collect, preserve, interpret and disseminate the history of Arizona, the West and northern Mexico, as it pertains to Arizona.

Agency/Program Description:

The Society 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, authorizes and approves all expenditures. The Administrative Division provides finance, budget, personnel, and management support to each of the divisions. The Field Services Division supports 57 historical societies in disseminating Arizona history. The Society also supports other board-approved community activities that relate to its mission.

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,660.6	4,487.5	4,541.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,171.6	1,591.4	1,401.8
Federal Funds	15.0	200.0	200.0
Operating Funds Subtotal	5,847.2	6,278.9	6,143.5
Capital Funds	0.0	0.0	0.0
Agency Total	5,847.2	6,278.9	6,143.5
FTE Positions	64.5	66.5	66.5

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To collect and preserve the physical materials pertaining to the history of Arizona from A.D. 1540 to the present.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total number of linear feet of archives processed sufficient to provide public access in the fiscal year	584	581	625	643
● Percent of three dimensional collections available to the public	85	87	88	90

- ◆ Goal 2 To interpret and disseminate the history of Arizona for a broad general audience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of public programs	132	148	164	180
● Public program attendance	287,300	249,000	280,000	300,000
● Number of public inquiries	123,587	129,185	132,300	138,900
● On-site public attendance at AHS-certified local historical societies (in thousands)	1,031.9	1,077.3	1,100.0	1,150.0



AGENCY/PROGRAM SUMMARY
STATE BOARD FOR CHARTER SCHOOLS
 Cassandra Larsen, Executive Director CSA
 Contact: Cassandra Larsen, Executive Director
 (602) 468-6369
 A.R.S. 15-181 to 15-189

Agency/Program Mission:

To improve student achievement through market choices.

Agency/Program Description:

The State Board for Charter Schools, established by A.R.S. 15-182, grants charters space to as many as twenty-five qualifying applicants per fiscal year pursuant to A.R.S. 15-183 and exercises general and specific supervision over the schools that it sponsors.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	292.5	665.7	651.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	292.5	665.7	651.9
Capital Funds	0.0	0.0	0.0
Agency Total	292.5	665.7	651.9
FTE Positions	6.0	8.0	8.0

Agency/Program Goals and Performance Measures:

◆ Goal 1 To sponsor successful charter schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of ASBCS applications requested	250	300	400	400
● Number of ASBCS applications received from applicants	40	55	50	50
● Number of ASBCS sponsored school sites in operation	162	187	215	260
● Total number of ASBCS charters approved	90	115	140	165

◆ Goal 2 To improve parental and public satisfaction through the dissemination of charter school information by responding to requests for charter school information and charter school complaints in an accurate and timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of parental satisfaction surveys sent to charter school parents	NA	15,000	25,000	40,000
● Number of parental satisfaction surveys returned by parents	NA	5,040	7,500	12,000
● Number of charter school employee surveys sent	NA	NA	5,000	7,500
● Number of charter school employee surveys returned	NA	NA	1,500	2,250
● Number of annual parent complaints received	60	150	300	400

◆ Goal 3 To provide necessary oversight of ASBCS sponsored charter schools on an annual and on-going basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of charter files to maintain and update annually	90	115	140	165
● Number of ASBCS charter school sites in operation	162	187	215	260
● Number of ASBCS charter school sites visited	100	125	150	150
● Number of corrective action plans entered into	2	5	10	20
● Number of ASBCS schools formally notified of compliance related problems	0	20	50	50
● Number of ASBCS charters revoked	0	0	0	0



AGENCY SUMMARY	
STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES	
Donald Puyear, Executive Director Contact: Mary Jo Saiz, Business Manager (602) 255-4037	CMA

Agency Mission:

To provide for the governance, oversight, planning and coordination of Arizona's community college system, in order to provide an integrated statewide system of community colleges that satisfies the differing educational needs of all Arizonans.

Agency Description:

The State Board of Directors for Community Colleges of Arizona provides for governance and oversight of the statewide community college districts as provided by A.R.S. § 15-1424. The Board is authorized to adopt rules concerning contracting by the college districts; adopt rules regarding construction, remodeling, and repair of buildings; and determine college locations. Audited full-time student equivalent (FTSE) and student annual unduplicated headcount for the 1997/1998 academic year was 85,168 and 299,246, respectively.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ STATE BOARD ADMINISTRATION	484.9	508.8	527.9
➤ EDUCATIONAL SERVICES AND RESEARCH	384.5	395.0	395.0
➤ TEACHER CERTIFICATION	148.9	148.1	150.4
➤ AID TO COMMUNITY COLLEGES	123,662.5	132,532.2	135,762.7
Capital Funds	500.0	500.0	0.0
Agency Total	125,180.8	134,084.1	136,836.0

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	121,490.0	130,245.0	133,494.6
Other Appropriated Funds	148.9	148.1	150.4
Other Non Appropriated Funds	5.3	0.0	0.0
Federal Funds	3,036.6	3,191.0	3,191.0
Operating Funds Subtotal	124,680.8	133,584.1	136,836.0
Capital Funds	500.0	500.0	0.0
Agency Total	125,180.8	134,084.1	136,836.0
FTE Positions	15.5	15.5	15.5

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To provide Arizona's citizens access to community colleges.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Institutional Effectiveness "Access" (Report To Arizona) System headcount as a percent of state population >18 (national average 4.7%)	8.9	8.8	9.0	9.2
● Determine effectiveness of ABOR/community colleges agreement on unmet needs	NA	Baseline	Yes	Yes
● Increase number of rural and urban sites connected to ALS	NA	Yes	Yes	Yes

◆ Goal 2 To improve transfer of students.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Implement and monitor Transfer Articulation Plan	Yes	Yes	Yes	Yes

CMA.1	PROGRAM SUMMARY
STATE BOARD ADMINISTRATION	
Contact: Thomas J. Saad, Assoc. Executive Director Phone: (602) 255-4037 A.R.S. 15-1466	

Program Mission:

To assist the State Board members in the performance of their duties and responsibilities by the administration of the State Office, research, advice, and implementation of directives.

Program Description:

Administration includes: the Office of Executive Director and the Administrative Services Division. Principal functions include: staff support to the State Board with respect to its statutory powers, duties, and responsibilities; policy development and implementation; agency operations; facilities planning and approval; review and recommendations concerning college districts' requests requiring formal state board approval or authorization. District requests often begin as inquiries of the Administrative staff, either initiated because the State Board has statutory responsibility or advice is needed, then the items are researched and when ready for Board discussion or resolution are placed on the Board's meeting agenda as action items. Action items can also be initiated by staff or Board members. The Board also retains the Facilities Advisory Council (FAC), for advice and council on facilities planning and approval. The FAC consists of three to five experts in mechanical, electrical, and structural architecture.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	479.6	508.8	527.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	484.9	508.8	527.9
FTE Positions	7.5	7.5	7.5

Program Goals and Performance Measures:

- ◆ Goal 1 To provide advice and support for the State Board members with respect to their powers, duties and responsibilities, and provide policy

recommendations concerning governance and oversight as mandated by law.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Review rules and regulations	NA	Baseline	Yes	Yes
● State Board meetings	9	10	10	10
● Average percentage of Board member attending	80	80	90	92
● Board action items reviewed and acted upon	178	178	180	185

- ◆ Goal 2 To provide assistance and responsive service to the Arizona Community College Districts to ensure that their needs, requests, and proposals to the State Board are considered promptly and are understood thoroughly by the State Board Members.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of district requests submitted by deadline that were action items at next subsequent board meeting	100	100	100	100
● Percent of districts satisfied with State Board assistance with agenda items	86	88	90	90

- ◆ Goal 3 To provide advocacy for Arizona Community Colleges with public and private organizations concerned with higher education to create a better understanding in the community about what Arizona community colleges are and what they do.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number accessing Web site	1,565	7,702	9,000	11,000
● Satisfaction on usefulness of Web page	Baseline	NA	NA	NA

CMA.2 PROGRAM SUMMARY
EDUCATIONAL SERVICES AND RESEARCH

Contact: Gordon Hall, Assoc. Exec. Director
 Phone: (602) 255-4037
 A.R.S. 15-1424

Program Mission:

To assist the State Board members in the performance of their duties and responsibilities through institutional research, data gathering and reporting, and the administration of federal vocational programs.

Program Description:

Principal functions include: staff support to the State Board with respect to its statutory powers, duties, and responsibilities; and statistical reports and research; and review and recommendations concerning college districts' requests requiring formal state board approval or authorization. Much of the data researched and collected by the Educational Services staff is prompted by immediate local or statewide concerns. Additionally, the State Board compiles data on community college curriculum for use by college and university occupational administrators, the Postsecondary Commission, and the State Board of Education.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	215.0	220.0	220.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	169.5	175.0	175.0
Program Total	384.5	395.0	395.0
FTE Positions	5.0	5.0	5.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide leadership, administration, fiscal management, and reporting for the federal Carl Perkins Vocational Education Grant.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of federal reports of districts filed as required	100	100	100	100
● Percent of federal reports of districts filed on time	94	100	100	100
● Attendees at statewide technology preparatory meetings	576	600	610	615

- ◆ Goal 2 To maintain current, accurate statistical data on the Arizona Community College system and its component Community College Districts for use by various public and private entities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Report To Arizona on Institutional Effectiveness	NA	Baseline	Yes	Yes
● Percent satisfied with new curriculum approval process and dissemination efforts	95	95	95	95

- ◆ Goal 3 To prepare timely and accurate reports, and disseminate information on the Arizona Community College System for the Governor, the Legislature, and other public and private entities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Governor's annual reports prepared	1	1	1	1
● Reports on Academic Performance of High School Graduates prepared	1	1	1	1

CMA.3 PROGRAM SUMMARY
TEACHER CERTIFICATION

Contact: Gordon Hall, Assoc. Executive Director
 Phone: (602) 255-4037
 A.R.S. 15-1425

Program Mission:

To assist the community colleges in hiring competent and knowledgeable teachers by certifying individuals who meet the prescribed minimum state teaching requirements.

Program Description:

The Certification program issues certificates to individuals based upon that individual's education and occupational experience. The certificate indicates that a person has met the minimum requirements for teaching in a particular discipline. There are four types of certificates: regular, provisional, special, and district

specific. Except for the regular certificate, which is permanent unless revoked, the other types of certificates must be renewed at varying intervals. Additionally, each type of certificate requires different educational and/or occupational experience.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	148.9	148.1	150.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	148.9	148.1	150.4
FTE Positions	3.0	3.0	3.0

Program Goals and Performance Measures:

- ◆ Goal 1 To provide accurate, prompt certification services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Working days from receipt of information to granting of certificate	12	12	10	10
● Formal appeals	0	0	0	0
● Average service (1=low,5=high)	4.34	4.40	4.50	4.50

CMA.4 PROGRAM SUMMARY
AID TO COMMUNITY COLLEGES
 Contact: Thomas J. Saad, Assoc. Exec. Director
 Phone: (602) 255-4037
 A.R.S. 15-1466

Program Mission:

To support and aid the community colleges in the education of Arizona's populous so that all may exercise intelligently and morally the rights, privileges, and responsibilities of self-government.

Program Description:

State funds are passed through the State Board to the individual community college districts in the form of maintenance and operating aid, capital outlay aid, and equalization aid. Federal funds are passed through from the Arizona Department of Education.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	120,795.4	129,516.2	132,746.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,867.1	3,016.0	3,016.0
Program Total	123,662.5	132,532.2	135,762.7
FTE Positions	0.0	0.0	0.0

This Program Contains the Following Subprograms:

- ▶ Operating State Aid
- ▶ Capital Outlay State Aid
- ▶ Equalization State Aid

▶ Federal Vocational Education

CMA.4.1 SUBPROGRAM SUMMARY
OPERATING STATE AID
 Contact: Thomas J. Saad, Assoc. Executive Director
 Phone: (602) 255-4037
 A.R.S. 15-1466

Subprogram Mission:

To support and aid the community colleges in the education of Arizona's populace by increasing the maintenance and operating funds available to the colleges.

Subprogram Description:

Operational State Aid provides the college districts with funds for continuing maintenance and operating expenditures. Funding is critical to the continuation of educational services and to the attainment of the institutional mission.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	97,361.0	104,864.2	106,449.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	97,361.0	104,864.2	106,449.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To demonstrate the effectiveness of Arizona's system of community colleges by assessing how well community college districts' address the following elements: access, transfer, and economic/workforce development.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual full-time student equivalent	85,168	86,250	86,250	87,000
● Annual unduplicated headcount	299,246	305,000	310,000	320,000
● Access: System headcount as percent of state population >18 (national average 4.7%)	8.9	8.8	9.0	9.2
● Transfer: Percent of upper division students at universities transferring from community colleges (12 or more credit hours)	33	34	35	36

CMA.4.2 SUBPROGRAM SUMMARY
CAPITAL OUTLAY STATE AID
 Contact: Thomas J. Saad, Assoc. Executive Director
 Phone: (602) 255-4037
 A.R.S. 15-1466

Subprogram Mission:

To assist the college districts, through public funding, with the capital land, buildings, and equipment needs of their colleges throughout the State.

Subprogram Description:

Capital Outlay State Aid provides the college districts with funds for capital projects. This funding is critical to the continuation of

services to the populace of Arizona. The State of Arizona owns all community college land and buildings.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	14,016.5	14,659.0	15,333.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	14,016.5	14,659.0	15,333.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the populace of Arizona with safe, clean, accessible community college facilities located within their communities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total square feet of new facilities added	313,787	558,696	553,469	398,017
● Average cost per square foot of new facilities	102.33	93.88	125.29	149.20

- ◆ Goal 2 To collect and compile statistical data on key elements of facility acquisition and management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Capital expenditures (in millions)	128.0	141.2	223.2	123.1
● General obligation bond expenditures (in millions)	85.2	92.4	109.5	98.2
● Revenue bond/COPS (in millions)	.8	1.1	3.1	6.9

CMA.4.3 SUBPROGRAM SUMMARY
EQUALIZATION STATE AID
 Contact: Thomas J. Saad, Assoc. Executive Director
 Phone: (602) 255-4037
 A.R.S. 15-1466

Subprogram Mission:

To provide additional state funding to college districts within counties that have primary assessed valuations below a statutorily defined minimum.

Subprogram Description:

Equalization State Aid provides the college districts with funds used to support the maintenance and operation of the community colleges. Funding is critical to the continuation of educational services and to the attainment of institutional mission.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,417.9	9,993.0	10,964.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	9,417.9	9,993.0	10,964.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure that all districts with assessed valuation

less than the prescribed minimum receive funding for equalization in lieu of primary tax levy.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Districts eligible for equalization aid	5	5	5	5
● Percent of districts eligible for equalization aid	50	50	50	50

CMA.4.4 SUBPROGRAM SUMMARY
FEDERAL VOCATIONAL EDUCATION
 Contact: Gordon Hall, Assoc. Executive Director
 Phone: (602) 255-4037
 A.R.S. 15-1466

Subprogram Mission:

To improve vocational education for Arizona residents at the Postsecondary adult level, including members of special populations.

Subprogram Description:

The Carl Perkins Federal Vocational Grant is passed through from the Arizona Department of Education to the college districts, and administered by the State Board. The purpose of the grant is to supplement state and local vocational funds and to provide services to designated populations in vocational education in order to make the United States more competitive in the global economy. Beginning in FY 1992-93 postsecondary institutions receiving Carl Perkins federal funds have been required to evaluate the effectiveness of vocational-technical programs. The overall purpose for the mandated performance evaluation of programs is to improve and strengthen local programs. The measures and standards system is developed and monitored by the State Board and implemented at the district level.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,867.1	3,016.0	3,016.0
Program Total	2,867.1	3,016.0	3,016.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To collect and compile statistics that will demonstrate program performance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of districts meeting program standards and measures of performance	98	100	100	100
● Percent of student program completers who participate in further education	Baseline	40	45	48
● Percent of districts receiving grant funds that demonstrate successful completion on annual project goals	93	100	100	100



AGENCY SUMMARY
ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND
 Dr. Kenneth D. Randall, Superintendent SDA
 Contact: Lauren Peirce, Executive Staff Assistant
 (520) 770-3719

Agency Mission:

To provide excellence in education of all children and youth with sensory impairments throughout Arizona; and to foster partnerships with families, school districts and others that will enable children and youth with sensory impairments to succeed in adult life.

Agency Description:

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide evaluation and education to sensory-impaired children and youth from birth to age 22. School-aged children are served at any one of two separate schools in Tucson or one in Phoenix. A boarding option is provided at the Tucson schools. Preschool children are served at any one of two preschools in Tucson or three preschools in Phoenix. Infants and toddlers receive services in their homes throughout the state, coordinated at offices in southern, central and northern Arizona locations. School-aged children also receive education and/or evaluation services in their home school districts through regional programs. Currently, regional programs are operational in north central, southeastern and southwestern Arizona, and funded and in the organizational stages for other areas of the state. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ASDB ADMINISTRATION	1,965.8	2,405.0	2,389.4
➤ ASDB-PHOENIX	6,310.8	6,303.0	6,690.9
➤ ASDB STATEWIDE	7,989.4	8,865.1	8,953.9
➤ ASDB-TUCSON	13,251.0	13,937.2	14,028.9
Capital Funds	440.0	0.0	0.0
Agency Total	29,957.0	31,510.3	32,063.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	17,742.4	17,922.2	18,446.6
Other Appropriated Funds	5,895.5	7,485.3	7,583.4
Other Non Appropriated Funds	4,608.6	4,832.3	4,762.6
Federal Funds	1,270.5	1,270.5	1,270.5
Operating Funds Subtotal	29,517.0	31,510.3	32,063.1
Capital Funds	440.0	0.0	0.0
Agency Total	29,957.0	31,510.3	32,063.1
FTE Positions	686.7	722.2	751.7

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To provide leadership and vision for agency programs and to secure, maintain, and protect resources needed in meeting the mission of the agency.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of parents satisfied with leadership	88	88	89	89

- ◆ Goal 2 To maintain and improve high quality educational programs providing ongoing student evaluation and individual program planning necessary to assure that each student enrolled in the instructional programs receives the most appropriate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of parents satisfied with their involvement in the program (Phoenix Campus)	94	97	95	95
● Percent of parents satisfied with their involvement in the program (Tucson Campus)	94	97	95	95

- ◆ Goal 3 To identify, assess, and define the educational needs of infants and children with sensory impairments in a timely and accurate manner.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Member districts/eligible districts	96/203	123/232	195/232	195/232
● Percent satisfaction of district staff, parents, and others with the evaluation services	95	95	96	96

- ◆ Goal 4 To insure accountability in the acquisition and use of, and maintenance of records related to, financial resources, personnel, physical facilities, real property, and equipment of the agency.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Findings in the annual financial audit of the Auditor General	NA	0	0	0
● Percent of parents satisfied with the quality of the physical environment	93	95	95	95
● Percent of parents satisfied with the quality of transportation services provided	85	89	90	90
● Percent of parents satisfied with the quality of food services	86	87	87	88
● Percent of permanent certified positions filled	93	84	85	90
● Percent of permanent classified positions filled	85	92	94	96
● Percent of permanent certified staff turnover	6.3	13	10	7
● Percent of permanent classified staff turnover	13	10	10	10

SDA.1 PROGRAM SUMMARY
ASDB ADMINISTRATION
 Contact: Kenneth D. Randall, Superintendent
 Phone: (520) 770-3718
 A.R.S. 15-1300 et. seq.

Program Mission:

To provide leadership and vision for agency programs and to

secure, maintain, and protect resources needed to meet the mission of the agency.

Program Description:

Administration provides agency wide services necessary to operate the educational programs. The Superintendent's Office provides accountability to the Board of Directors and leadership to the educational programs; the Personnel Office provides and maintains the human resources of the agency; the Finance Office maintains and protects the fiscal resources of the agency; and the Operations Office operates and maintains facilities, transportation, food service and loss prevention services of the agency.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,948.5	2,164.0	2,218.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5.0	228.7	159.0
Federal Funds	12.3	12.3	12.3
Program Total	1,965.8	2,405.0	2,389.4
FTE Positions	41.9	42.9	42.9

Program Goals and Performance Measures:

- ◆ Goal 1 To provide leadership and vision for agency programs and to secure, maintain and protect personnel, financial, transportation, food services, and physical resources needed to meet the mission of the agency through a variety of methods including but not limited to an effective loss prevention program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of parents satisfied with leadership	70	75	80	85

- ◆ Goal 2 To prudently and fairly manage personnel resources of the Agency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of permanent certificated positions filled	93	84	85	90
● Percent of permanent classified positions filled	85	92	94	96
● Percent of permanent certificated staff turnover	6.3	13	10	7
● Percent of permanent classified staff turnover	13	10	10	10

- ◆ Goal 3 To prudently manage the financial resources and fiscal business of the agency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Findings in the annual financial audit of the Auditor General	0	0	0	0

- ◆ Goal 4 To effectively manage facilities, transportation, food service and loss prevention to ensure that these services are supportive of the educational programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of parents satisfied with the quality of the physical environment	93	95	95	95
● Percent of parents satisfied with the quality of transportation services provided	85	89	90	90

- Percent of parents satisfied with the quality of food services 86 87 87 88

SDA.2 PROGRAM SUMMARY

ASDB-PHOENIX

Contact: Wilbur H. Lewis, Superintendent
 Phone: (520) 770-3718
 A.R.S. 15-1300 et. seq.

Program Mission:

To provide high quality education to children and youth who are deaf and hard of hearing enrolled at ASDB Phoenix (Phoenix Day School for the Deaf), and to foster partnerships with families, school districts and others that will prepare students with the living, learning and working skills necessary for active participation in a global society.

Program Description:

ASDB Phoenix enrolls deaf and hard of hearing students from the Metropolitan Phoenix area. The school provides a complete curriculum as well as specialized services related to the hearing impairment. Elementary, middle and high school programs are offered. A boarding option is available in Tucson for students whose residence is beyond the transportation limits for ASDB Phoenix. The instructional program focuses on the development of literacy and communication skills, including American Sign Language, and the development of English as a second language. The school employs staff with specialized training, including training in American Sign Language. The school also provides specialized materials and equipment. These accommodations allow the students to access educational information primarily through the mode of vision. ASDB Phoenix provides an instructional program that is community based with a focus on functional skills for students with hearing impairment and multiple disabilities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,275.5	2,585.7	2,952.3
Other Appropriated Funds	2,797.2	3,479.2	3,500.5
Other Non Appropriated Funds	52.6	52.6	52.6
Federal Funds	185.5	185.5	185.5
Program Total	6,310.8	6,303.0	6,690.9
FTE Positions	148.8	165.3	166.3

Program Goals and Performance Measures:

- ◆ Goal 1 To involve parents, school districts, agencies, and communities as partners in the education of their children who are deaf or hard of hearing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of parents satisfied with their involvement in the program	84	88	90	92

SDA.3	PROGRAM SUMMARY
ASDB STATEWIDE	
Contact: Wilbur H. Lewis, Superintendent	
Phone: (520) 770-3718	
A.R.S. 15-1300 et. seq.	

Program Mission:

To enable infants, children, and youth with sensory impairments, including those with multiple disabilities, to reach their individual potential by providing parent education services, technical assistance to schools, and appropriate local educational programs and services, working in partnership with families, with schools, with state agencies, and with others.

Program Description:

ASDB Statewide provides services that are not part of a campus school, including a statewide parent outreach program, preschool programs for children with sensory impairment, student assessment and other technical assistance to schools, and regional education programs in cooperation with local schools in areas throughout the state. The Parent Outreach Program provides education and support to families of infants newly identified as sensory impaired and prepares them to be active partners in the education of their children. Staff in Parent Outreach Program work in collaboration with staff in the Arizona Early Intervention Program(AzeIP), Division of Developmental Disabilities (DDD), and the Department of Health Services (DHS), and the Arizona Department of Education (ADE) to fully implement IDEA, Part C. ASDB Statewide operates preschools in the Tucson and Phoenix metropolitan areas, including: Center for Hearing Impaired Children in Tucson and Phoenix, the Visually Impaired Preschoolers Program in Tucson, and the Cooperative Preschool in Phoenix. These specialized preschools prepare children for entry at the age of five into a public school, or into one of the campus programs. Educational programs and services for school age children are provided through the regional cooperatives. Through a cooperative, districts can provide for the identification of sensory impaired children requiring special education programs and services, accurate and complete evaluations, development of individualized education plans from which each child will benefit, and placement in a program in a manner consistent with federal and state requirements. Other resources made available to districts through ASDB Statewide include the Arizona Deaf-Blind Project and diagnostic and evaluation services. These services are delivered at the request of school districts directly, or through regional cooperatives.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,582.3	3,441.7	3,530.5
Other Appropriated Funds	93.7	110.0	110.0
Other Non Appropriated Funds	4,457.3	4,457.3	4,457.3
Federal Funds	856.1	856.1	856.1
Program Total	7,989.4	8,865.1	8,953.9
FTE Positions	173.7	194.7	223.2

Program Goals and Performance Measures:

- ◆ Goal 1 To identify, assess, and define the educational needs of infants and children with sensory impairments in a timely and accurate manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Member districts/eligible districts	96/203	123/232	195/232	195/232
● Percent of satisfaction of district staff, parents, and others with the evaluation services	96	95	96	96

- ◆ Goal 2 To provide early intervention services for families with infants and toddlers with sensory impairments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Infants and toddlers identified as sensory impaired/numbers of infants and toddlers referred for evaluation, at risk of having a sensory impairment	500/850	525/850	550/875	600/900
● Percent of parents satisfied with early intervention services as measured by survey	92	92	95	95

- ◆ Goal 3 To develop and implement individualized educational programs and services for children and youth with sensory impairments.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students receiving instructional services	600	731	800	900
● Cost per student-HI	9,100	9,300	9,500	9,700
● Cost per student-VI	8,000	8,200	8,400	8,600
● Cost per student-MDSSI	8,000	8,000	8,000	8,000
● Percent of parents satisfied with instructional programs and services as measure by a survey	95	96	95	95

SDA.4	PROGRAM SUMMARY
ASDB-TUCSON	
Contact: Wilbur H. Lewis, Superintendent	
Phone: (520) 770-3718	
A.R.S. 15-1300 et. seq.	

Program Mission:

To provide high quality education of sensory impaired children who are enrolled in the Arizona School for the Deaf and the Arizona School for the Blind, and to foster partnerships with families, school districts, and others to enable sensory impaired children to succeed in adult life.

Program Description:

ASDB Tucson enrolls sensory impaired students from throughout the state. Each school provides a complete curriculum as well as specialized services related to the sensory impairment. Elementary, middle and high school programs are offered. A boarding option is available to students whose residence is beyond the transportation limits for ASDB Tucson. The Arizona School for the Blind serves students with visual impairments, including students with multiple disabilities, whose needs cannot be met within a local school district setting. The emphasis of the program is on the educational, vocational, and independent living skills to enable individuals to function as independently as possible in school, job, home, and family settings. The Arizona School for the Deaf focuses on the development of literacy and communication skills, including American Sign Language, and the development of English as a second language. The school employs staff with specialized training, including training in American Sign Language. Specialized materials, equipment and training allow the students to access educational information primarily through the mode of

vision. For students with sensory impairment and multiple disabilities, ASDB Tucson provides an instructional program that is community based with a focus on functional skills.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	9,936.1	9,730.8	9,745.7
Other Appropriated Funds	3,004.6	3,896.1	3,972.9
Other Non Appropriated Funds	93.7	93.7	93.7
Federal Funds	216.6	216.6	216.6
Program Total	13,251.0	13,937.2	14,028.9
FTE Positions	322.3	319.3	319.3

Program Goals and Performance Measures:

- ◆ Goal 1 To involve parents, school districts, agencies, and communities as partners in the education of their children who are deaf/hard of hearing or blind/partially sighted.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	85	62	85	85
● Percent of IEPs developed with participation of parent	90	91	92	93
● Percent of parents satisfied with their involvement in the program	95	95	95	95

- ◆ Goal 2 To maintain and improve high quality educational programs providing ongoing student evaluation and individual program planning necessary to assure that each student enrolled in the instructional programs at ASDB Tucson receives the most appropriate education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students successful in transition settings (e.g., local public schools, post graduate education or training, or work) 3 years after graduation	68	95	75	80
● Percent of parents satisfied with the quality of the program	97	99	97	97
● Percent of parents whose children board at the schools are satisfied with the quality of boarding and health services	93	90	95	95



AGENCY SUMMARY	
DEPARTMENT OF EDUCATION	
Lisa Graham Keegan, Superintendent Contact: Vicki G. Salazar, Director (602) 542-3234	EDA

Agency Mission:

To ensure academic excellence for all students.

Agency Description:

The Agency operates under the direction of the Superintendent of Public Instruction to provide services to 1235+ schools in 228+ districts and 240 charter schools operating at 380+ sites. The Agency executes the policies of the State Board of Education, and the State Board for Vocational and Technological Education. The Agency implements academic state standards, administers statewide assessments, disseminates information, administers and allocates federal and state funds, and provides program improvement assistance to schools and districts.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION	4,138.1	370.2	368.3
➤ SCHOOL FINANCE	2,216,561.0	2,337,021.0	2,433,606.0
➤ ACADEMIC ACCOUNTABILITY	31,197.3	35,561.7	31,544.3
➤ PROFESSIONAL DEVELOPMENT	2,611.0	2,792.5	2,559.7
➤ ACADEMIC ASSISTANCE	255,640.7	364,795.2	303,689.4
➤ STUDENT HEALTH AND SAFETY	178,528.2	190,437.8	139,661.1
➤ SUPPORT SERVICES	9,835.5	19,015.6	6,156.7
➤ ADMINISTRATION	4,250.8	4,483.4	4,420.9
Capital Funds	0.0	0.0	0.0
Agency Total	2,702,762.1	2,954,477.3	2,922,006.5

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	2,223,012.4	2,351,962.7	2,447,217.0
Other Appropriated Funds	74,799.4	69,622.1	72,106.2
Other Non Appropriated Funds	5,901.0	4,570.4	4,011.2
Federal Funds	399,049.3	528,322.2	398,672.1
Operating Funds Subtotal	2,702,762.1	2,954,477.3	2,922,006.5
Capital Funds	0.0	0.0	0.0
Agency Total	2,702,762.1	2,954,477.3	2,922,006.5
FTE Positions	416.3	407.2	407.2

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To advocate and support increased student

achievement.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of high school seniors meeting or exceeding state academic standards in math and language arts	NA	NA	NA	Baseline
● Percent of students in grades 3, 5 & 8 meeting or exceeding state academic standards in math and language arts	NA	NA	Baseline	+5
● Percent of students tested in grades 2-11 who perform at or above the national norm on Stanford 9	49.8	50.9	51.8	52.7
● Percent of students assessed through alternate performance measures meeting or exceeding state academic standards in Math and Language Arts	NA	NA	NA	Baseline
● Percent of students tested	86.2	88.6	100	100

- ◆ Goal 2 To ensure curriculum and instruction are aligned to state standards.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of schools verifying alignment of curriculum to state standards in math and language arts	88	91	100	100
● Percent of schools verifying alignment of instruction to state standards in math and language arts	88	91	100	100
● Percent of schools verifying alignment of curriculum to state standards in science, workplace skills and comprehensive health	NA	32	100	100
● Percent of schools verifying alignment of instruction to state standards in science, workplace skills and comprehensive health	NA	32	100	100
● Percent of schools verifying alignment of curriculum to state standards in social studies	NA	NA	Baseline	100
● Percent of schools verifying alignment of instruction to state standards in social studies	NA	NA	Baseline	100

- ◆ Goal 3 To develop and implement a system to ensure maximum academic and financial accountability.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent completion of school level academic, statistical and financial database	50	90	100	100
● Percent of Agency programs integrated into the data warehouse	NA	50	100	100
● Percent completion of telecommunications connectivity to state's education sites	65	85	92	100
● Percent of schools that conduct on-line data transfer with the Agency	NA	71	78	100

- ◆ Goal 4 To communicate critical information to the public.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of value added (student academic growth) data available on the agency's web site	NA	NA	100	100

● Percent of aggregate Arizona Instrument to Measure Standards (AIMS) test scores for students in grade 10 on the agency's web site	NA	NA	100	100
● Percent of school-level budget information available on the agency's web site	NA	NA	99	100
● Percent of school report cards available in hard copy and on the agency's web site	100	100	100	100
● Number of school report card inquiries on the agency's web site	NA	74,460	80,000	94,000

◆ Goal 5 To improve the efficiency of Department operations for quality customer service.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent completion of on-line Arizona Financial Information System (AFIS) Import and Reporting Project	NA	50	75	100

EDA.1 PROGRAM SUMMARY

STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION

Contact: Corinne Velasquez, Executive Director
Phone: (602) 542-5057
A.R.S. Title 15

Program Mission:

The Arizona Board of Education sets statewide policies and administers programs to foster excellence in public education.

Program Description:

This program includes the two State Policy Boards which operate as independent entities from the Department of Education. The State Board of Education is responsible for supervising and regulating the conduct of the public school system, while the State Board for Vocational and Technological Education is tasked with exercising general supervision over, and regulating the conduct of, vocational and technological education in the public school system.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,246.6	370.2	368.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,891.5	0.0	0.0
Program Total	4,138.1	370.2	368.3
FTE Positions	4.0	5.0	5.0

This Program Contains the Following Subprograms:

- ▶ State Board of Education/Vocational and Technological Education
- ▶ State Board of Education/Charter Schools

EDA.1.1 SUBPROGRAM SUMMARY

STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION

Contact: Corinne Velasquez, Executive Director
Phone: (602) 542-5057
A.R.S. 15-203, 15-781.01

Subprogram Mission:

The Arizona Board of Education sets statewide policies and administers programs to foster excellence in public education.

Subprogram Description:

The State Board of Education meets at least ten times annually to supervise and regulate the conduct of the public school system. Arizona's education code, Title 15, charges the Board with 24 specific powers and duties in its stewardship of more than 730,000 students from kindergarten through 12th grade. 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. Arizona's education code, Title 15, charges the State Board for Vocational and Technological Education with 16 specific powers and duties related to policy for vocational and technological education programs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	152.3	266.6	262.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	152.3	266.6	262.9
FTE Positions	2.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To complete a system that measures and communicates the results of student performance in achieving the state academic standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of system to measure and communicate the results of student performance in achieving the state academic standards	25	60	75	90

- ◆ Goal 2 To improve the professional certification process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of Arizona Teacher Professional Assessment (ATPA) program	10	30	50	75
● Percent completion of criminal history data analysis on applicants for certification	NA	NA	50	100

- ◆ Goal 3 To implement a monitoring system for State Board of Education sponsored Charter Schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual audits completed	NA	NA	35	50

◆ Goal 4 To improve vocational education in the state of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of analysis on existing vocational education programs	NA	NA	20	40

EDA.1.2 SUBPROGRAM SUMMARY
STATE BOARD OF EDUCATION/CHARTER SCHOOLS
 Contact: Bonnie Barclay, Director
 Phone: (602) 542-5968
 A.R.S. 15-181 to 15-189

Subprogram Mission:

To assist in the creation and operation of State Board sponsored charter schools for the purpose of providing educational choices.

Subprogram Description:

Charter schools provide a learning environment that will improve pupil achievement and provide additional academic choices for parents and pupils. A charter school can be a new school, or all or any portion of an existing school. An applicant seeking to establish a charter school must submit a written proposal to a sponsor. The sponsor of a charter school may be either a School District Governing Board, the State Board of Education, or the State Board for Charter Schools. The State Board of Education can sponsor up to 25 charter schools each fiscal year.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,094.3	103.6	105.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,891.5	0.0	0.0
Program Total	3,985.8	103.6	105.4
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve communication with customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of charter school specific information available on web site	NA	NA	100	100
● Percent of charter school operator information on web site	NA	NA	25	50
● Percent of charter school general information on web site	NA	NA	10	30

◆ Goal 2 To increase efforts to assist Charter Schools in achieving compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of charter schools audit reports received	NA	NA	NA	100
● Percent of five-year reviews completed	NA	NA	NA	100

EDA.2 PROGRAM SUMMARY
SCHOOL FINANCE
 Contact: Lyle Friesen, Director
 Phone: (602) 542-5695
 A.R.S. Title 15

Program Mission:

To ensure compliance with financial requirements for all publicly funded schools.

Program Description:

The School Finance Program provides state aid through the funding formulas; collects and provides required financial, student, transportation and staffing data; determines and facilitates the districts' compliance with budget and expenditure limits; assists districts and charter schools in complying with state law and requests for data. This program contains the following subprograms, which are identified below: Payment and Financial Compliance and Administration, Research, and Support.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,142,627.0	2,268,352.0	2,362,470.0
Other Appropriated Funds	73,934.0	68,669.2	71,136.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,216,561.0	2,337,021.0	2,433,606.0
FTE Positions	16.0	16.0	16.0

This Program Contains the Following Subprograms:

- ▶ Payment and Financial Compliance
- ▶ Administration, Research, and Support

EDA.2.1 SUBPROGRAM SUMMARY
PAYMENT AND FINANCIAL COMPLIANCE
 Contact: Lyle Friesen, Director
 Phone: (602) 542-5695
 A.R.S. Title 15

Subprogram Mission:

To administer State aid and monitor financial compliance for publicly funded schools.

Subprogram Description:

This subprogram provides equalization assistance (Basic State Aid) for basic maintenance and operations funding to both school districts and charter schools and other special formula funding programs. In addition, the subprogram monitors financial compliance through statutory testing of school district budget limits and analyses of required reports and data submitted by both school districts and charter schools.

Equalization assistance is designed to provide equitable per-pupil funding among school districts and charter schools for maintenance and operation needs. Equalization assistance is based on the district's 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. Other formula funding programs under this subprogram are: Additional State Aid (Homeowner's Rebate Program); Assistance to School Districts (education of children whose parents or legal guardians are employed by certain state institutions; Certificate of Educational Convenience; Special Education and Residential Voucher; Permanent and Institutional Vouchers; County Jails and Detention Centers; and Juvenile Corrections and Adult Corrections. In addition, this subprogram monitors the expenditures of school districts for statutory compliance and assists school districts in the resolution of non-compliance issues.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,141,961.0	2,267,656.0	2,361,774.0
Other Appropriated Funds	73,934.0	68,669.2	71,136.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,215,895.0</u>	<u>2,336,325.0</u>	<u>2,432,910.0</u>
FTE Positions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve technical assistance to schools for financial compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of budget limit analyses posted on ADE web site on or before November 15	NA	NA	80	90

- ◆ Goal 2 To improve the payments process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of the Payment and Financial Compliance procedure manual on the new payment system (SAIS)	NA	NA	90	100
● Percent completion of other Formula Programs procedure manual on the new payment system (SAIS)	NA	NA	90	100
● Percent reduction of paper distribution of payment reports to districts and charter schools	NA	NA	20	64
● Percentage of expenditure analyses posted on ADE web site on or before April 15	NA	NA	100	100
● Percentage of school districts resolving over-expenditures within 90 days of notification	NA	80	85	85

EDA.2.2 SUBPROGRAM SUMMARY
ADMINISTRATION, RESEARCH, AND SUPPORT
 Contact: Lyle Friesen, Director
 Phone: (602) 542-5695
 A.R.S. Title 15

Subprogram Mission:

To collect and analyze data on publicly funded schools for state aid payments, statutory requirements and accountability to the public.

Subprogram Description:

This subprogram collects data for purposes of calculating equalization assistance and budget limits as applicable for publicly

funded education entities. The subprogram also collects related data principally to meet reporting requirements for the federal Common Core of Data. Its main purposes are to support the Payments and Financial Compliance subprogram and to provide education related data to other governmental agencies and taxpayers as requested and/or required.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	665.5	695.8	696.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>665.5</u>	<u>695.8</u>	<u>696.0</u>
FTE Positions	<u>16.0</u>	<u>16.0</u>	<u>16.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the process of data collection.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of districts/charter schools submitting student attendance information electronically	70	78	78	85
● Percent of district/charter schools submitting special education census electronically	49	70	70	70
● Percent of district/charter schools submitting expenditure budgets electronically	NA	NA	Baseline	+65
● Percent of district/charter schools submitting Annual Financial Reports (AFR) electronically	NA	NA	Baseline	+65

EDA.3 PROGRAM SUMMARY
ACADEMIC ACCOUNTABILITY
 Contact: Dr. Billie J. Orr, Associate Superintendent
 Phone: (602) 542-3504
 A.R.S. Laws 1990, Ch. 233

Program Mission:

To promote attainment of high academic achievement for all students.

Program Description:

The Academic Accountability program focuses on improving student achievement through academic and technical skill attainment. Program initiatives include the promotion of educational reform through full implementation of the Arizona Academic Standards; student assessment; school accountability; professional development for teachers and administrators; and program evaluation and research.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	11,767.7	11,640.1	11,371.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	19,429.6	23,921.6	20,172.9
Program Total	<u>31,197.3</u>	<u>35,561.7</u>	<u>31,544.3</u>
FTE Positions	<u>27.1</u>	<u>28.1</u>	<u>28.1</u>

This Program Contains the Following Subprograms:

- ▶ Arizona Academic Standards
- ▶ Student Assessment and School Accountability
- ▶ Research and Policy
- ▶ Comprehensive School Reform
- ▶ Accountability Measures

EDA.3.1 SUBPROGRAM SUMMARY
ARIZONA ACADEMIC STANDARDS
 Contact: Paul Young, Director
 Phone: (602) 542-5031
 A.R.S. 15-741, 741.01

Subprogram Mission:

To provide educators with support that promotes high academic achievement of all students.

Subprogram Description:

The Academic Standards Program provides professional development to Arizona educators in the implementation of the Arizona Academic Standards and educates the public to understand the academic requirements for all students in Arizona public schools. Funds are provided under Titles II and VI of the Improving America's Schools Act and Goals 2000: Educate America Act to promote innovative instructional practices among teachers and other educators by ensuring their access to sustained, intensive professional development, aligned to the state's challenging content standards. This program also strengthens reform and school renewal in both public and private settings; provides capital for technology in education initiatives; enables formation of collaborative partnerships, particularly those involving a child's parents and community; and supports the flexibility that assures program effectiveness and enduring impact.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	234.0	225.9	225.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	17,374.6	21,116.2	17,755.8
Program Total	<u>17,608.6</u>	<u>21,342.1</u>	<u>17,981.7</u>
FTE Positions	<u>10.9</u>	<u>11.9</u>	<u>11.9</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the services educators need to implement Arizona Academic Standards.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Number of Arizona Academic Standard training/presentations offered	12	29	30	32
● Number of orientations provided to school districts regarding Federal Programs (Title II, VI, and Goals 2000)	NA	15	17	19
● Percent of school district on-site technical reviews conducted that determine progress of Arizona Academic Standards implementation	NA	NA	10	15

EDA.3.2 SUBPROGRAM SUMMARY
STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY
 Contact: Kelly Powell, Director
 Phone: (602) 542-5031
 A.R.S. 15-741, 746

Subprogram Mission:

To implement the fair assessment of all students and report accountability information to the public.

Subprogram Description:

This program provides for the collection and reporting of statewide student achievement data through administration of both a nationally standardized, norm-referenced achievement test and a test of the Arizona Academic Standards, developed in conjunction with Arizona educators. Information on student academic achievement and other measures of school accountability are collected, analyzed and disseminated to educators, policy makers and the public through the annual publication of the School Report Cards and various other information products.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	4,915.7	6,208.3	5,939.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	70.4	137.9	106.3
Program Total	<u>4,986.1</u>	<u>6,346.2</u>	<u>6,045.9</u>
FTE Positions	<u>10.5</u>	<u>10.5</u>	<u>10.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To create a fair and objective assessment system to measure student achievement.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Percent completion of alternative assessment for students with disabilities	NA	NA	100	100
● Number of students with disabilities taking an alternative assessment	NA	NA	NA	Baseline
● Number of Arizona Instrument to Measure Standards (AIMS) editions developed for grades 3, 5, and 8 in English	NA	NA	3	3
● Number of Arizona Instrument to Measure Standards (AIMS) editions developed for grades 3, 5, and 8 in Spanish	NA	NA	3	3
● Number of Arizona Instrument to Measure Standards (AIMS) editions developed for high school	NA	2	2	2

EDA.3.3 SUBPROGRAM SUMMARY
RESEARCH AND POLICY

Contact: David Garcia, Director
 Phone: (602) 542-5151
 P.L. 100-77

Subprogram Mission:

To conduct research designed to assist the educational community and the public.

Subprogram Description:

Research and Policy (R&P) provides timely, accurate and objective research to inform the public and to support educators and policymakers. Research projects include statutory research requirements, program evaluations and independent research. R&P maintains a relationship with the Arizona State Legislature to communicate education research issues. In addition, R&P works to include the perspective of school districts in our research and provides technical support.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	158.3	205.9	205.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	40.8	154.9	73.4
Program Total	199.1	360.8	279.3
FTE Positions	5.7	5.7	5.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of required reports.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of required reports completed on time	NA	60	75	95

- ◆ Goal 2 To increase the number of new research projects completed.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of completed research projects.	NA	NA	3	4

- ◆ Goal 3 To increase communication with customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of presentations/workshops conducted on educational research issues.	NA	35	45	60
● Number of sessions conducted with districts/schools on educational research issues.	NA	8	10	15

EDA.3.4 SUBPROGRAM SUMMARY
COMPREHENSIVE SCHOOL REFORM

Contact: Robert Hanson, Coordinator
 Phone: (602) 542-2391
 P.L. 105-78

Subprogram Mission:

To provide support and assistance for schools in the development of comprehensive school reforms in order to improve student achievement.

Subprogram Description:

The Comprehensive School Reform Program at the Arizona Department of Education administers a federally funded stimulus program entitled Comprehensive School Reform Demonstration Program, CSRD (a.k.a. Obey-Porter). Schools in need of substantial improvement of student achievement were eligible to apply for competitive three-year grants in FY99. Funds were competitively awarded to 26 schools to initiate schoolwide change that integrated nine specific reform components listed in the legislation. Comprehensive school reform emphasizes changes in all aspects of school operations rather than a fragmented, piecemeal approach to reform, enabling all students, especially low-achieving students, to meet Arizona's State Standards.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,943.8	2,512.6	2,237.4
Program Total	1,943.8	2,512.6	2,237.4
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the level of technical assistance to participating schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of training opportunities provided on Comprehensive School Reform Demonstration Program	NA	26	30	34

EDA.3.5 SUBPROGRAM SUMMARY
ACCOUNTABILITY MEASURES

Contact: David Garcia, Director
 Phone: (602) 542-5151
 A.R.S. 15-747

Subprogram Mission:

To facilitate distribution of financial incentives for schools based on a measure of student achievement and parent satisfaction.

Subprogram Description:

This unit implements A.R.S. 15-747, coordinating the work of the technical advisory committee and overseeing the administration of the standardized norm-referenced achievement test twice each year. In addition, this unit coordinates and analyzes the data received from the required parent quality survey and calculates the composite scores in accordance with the statute.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,459.7	5,000.0	5,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,459.7	5,000.0	5,000.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To ensure continued quality of survey/assessment data.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent margin of error on survey/assessment data	NA	NA	1	1
● Percent of assessment/survey completed on time	NA	100	100	100

EDA.4	PROGRAM SUMMARY
PROFESSIONAL DEVELOPMENT	
Contact: Corinne Velasquez, Executive Director	
Phone: (602) 542-5057	
A.R.S. 15-203, 15-534, 15-918	

Program Mission:

To provide professional quality instructors to meet the needs of Arizona students.

Program Description:

The Professional Development Unit verifies the educational credentials of teachers and administrators through evaluation of transcripts and standard assessments; investigates criminal history and complaints of immoral or unprofessional conduct; and encourages continual professional growth through incentive and recognition programs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,481.3	1,555.6	1,558.8
Other Appropriated Funds	865.4	952.9	970.1
Other Non Appropriated Funds	47.0	232.6	0.0
Federal Funds	217.3	51.4	30.8
Program Total	2,611.0	2,792.5	2,559.7
FTE Positions	33.0	31.0	31.0

This Program Contains the Following Subprograms:

- ▶ Career Ladders
- ▶ Certification/investigation
- ▶ Professional Evaluation and Recognition

EDA.4.1	SUBPROGRAM SUMMARY
CAREER LADDERS	
Contact: Dr. Charles Wiley, Manager	
Phone: (602) 542-2746	
A.R.S. 15-918	

Subprogram Mission:

To provide leadership and assistance to school districts to meet requirements of continued incentive funding for retention of teachers.

Subprogram Description:

The Arizona Career Ladder program is a multi-faceted, performance-based incentive plan for teachers and other school personnel which supports the improvement of student achievement. For teachers, placement and advancement on a hierarchical career ladder is based

on demonstrated performance of teaching skills, student academic progress and instructional responsibilities; compensation is based on placement level. The program supports and encourages collaboration and teamwork, and provides opportunities for leadership and professional growth. The program allows for additional incentive programs for other personnel at the school or district level and provides for awards based upon group, team, school or district.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	92.9	128.9	130.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	92.9	128.9	130.4
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the effectiveness of the Career Ladder Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Career Ladder effectiveness study completed	NA	25	50	100

◆ Goal 2 To improve the analysis of data collected on the Career Ladder Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of teachers participating in approved Career Ladder programs	59	65.9	67	69
● Percent of Career Ladder teachers continuing in Career Ladder Program	NA	96.5	96.5	97
● Percent increase in academic achievement rates of approved Career Ladder programs	NA	NA	Baseline	+2

EDA.4.2	SUBPROGRAM SUMMARY
CERTIFICATION/INVESTIGATION	
Contact: Corinne Velasquez, Executive Director	
Phone: (602) 542-5057	
A.R.S. 15-203	

Subprogram Mission:

To enforce professional standards and standards of conduct to ensure the certification of qualified school personnel.

Subprogram Description:

The Certification subprogram consistently and accurately enforces the State Board of Education rules and regulations and state statutes governing the certification of professional educators in the state; issues appropriate certificates and evaluation reports to applicants for certification in a timely manner; investigates and coordinates certification complaints through the Professional Practices Advisory Committee and/or hearing officers through the State Board of Education in a professional and timely manner.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	77.6	132.6	132.6
Other Appropriated Funds	865.4	952.9	970.1
Other Non Appropriated Funds	47.0	232.6	0.0
Federal Funds	0.0	0.0	0.0
Program Total	990.0	1,318.1	1,102.7
FTE Positions	24.0	24.0	24.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve customer service for teacher certification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days to process applications for certification services	NA	NA	165	160
● Number of customers satisfied with certification services	NA	NA	Baseline	+3

- ◆ Goal 2 To increase awareness of behavioral trends related to immoral and unprofessional conduct.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of data analysis on behavioral trends in investigation complaints	NA	NA	100	100
● Percent of schools receiving information on conclusions regarding behavioral trends	NA	NA	NA	100

EDA.4.3 SUBPROGRAM SUMMARY
PROFESSIONAL EVALUATION AND RECOGNITION

Contact: Dr. Charles Wiley, Director
Phone: (602) 542-2746
A.R.S. 15-203 A.18, 20, 21, 23

Subprogram Mission:

To assess the professional knowledge and proficiency of certification applicants to ensure the attainment of professional standards.

Subprogram Description:

The Professional Evaluation and Recognition Subprogram verifies basic skills of reading, grammar and mathematics of teachers and administrators who apply for certification through a written assessment. It also recognizes exceptional performance through programs such as Teacher of the Year and the Christa McAuliffe Fellowship.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,310.8	1,294.1	1,295.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	217.3	51.4	30.8
Program Total	1,528.1	1,345.5	1,326.6
FTE Positions	8.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the reliability of the Arizona Teacher Professional Assessment (ATPA).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Arizona Teacher Professional Assessment (ATPA) scores reported	NA	NA	100	100

EDA.5 PROGRAM SUMMARY
ACADEMIC ASSISTANCE

Contact: Brian J. Jones, Associate Superintendent
Phone: (602) 542-5528
A.R.S. 15 et. seq.

Program Mission:

To promote the development and implementation of quality education for all learners.

Program Description:

The Academic Assistance program provides funding, technical assistance and resource coordination to local educational agencies, and public and private organizations in their administration of preschool to adult programs. Program components include: an instructional delivery system that focuses on high academic standards and technical skills/employability; assistance to special populations, including at-risk, limited English proficient, migrant, Native American, homeless, preschool, K-3rd grade, special education, and gifted students; professional development opportunities to teachers and administrative professionals and; support of local efforts focused on parental and community involvement and adult literacy.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	50,795.7	55,001.4	56,276.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,820.3	49.5	49.5
Federal Funds	203,024.7	309,744.3	247,363.8
Program Total	255,640.7	364,795.2	303,689.4
FTE Positions	177.4	169.7	169.7

This Program Contains the Following Subprograms:

- ▶ Early Childhood Programs
- ▶ Migrant Children Education
- ▶ Indian Education
- ▶ Homeless Education
- ▶ English Acquisition Services
- ▶ Special Education Program Development
- ▶ Special Education Assistance To Schools
- ▶ Lea Grants and School Improvement (title I)
- ▶ School To Work
- ▶ Gifted Education
- ▶ Workforce Development
- ▶ Adult Education
- ▶ Family Literacy

EDA.5.1 SUBPROGRAM SUMMARY
EARLY CHILDHOOD PROGRAMS

Contact: Karen Woodhouse, Program Director
 Phone: (602) 542-8706
 A.R.S. 15-715, 15-1251

Subprogram Mission:

To provide leadership and support to schools, organizations and communities in implementing programs that assist children in preschool through third grade in achieving success in school.

Subprogram Description:

This Early Childhood Programs promote improved student achievement by providing funding and program support for comprehensive early childhood education programs. Funding is available from state-funded block grant, which may be used to provide a licensed and accredited preschool program for economically disadvantaged children, full-day kindergarten, and/or supplemental programs that serve all public school students in kindergarten through third grade.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	19,019.0	19,489.3	19,494.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>19,019.0</u>	<u>19,489.3</u>	<u>19,494.8</u>
FTE Positions	<u>5.7</u>	<u>5.7</u>	<u>5.7</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve program evaluation of Early Childhood Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of participating school district programs analyzed for quality/effectiveness	NA	NA	50	75
● Number of site visits conducted	NA	NA	25	30

- ◆ Goal 2 To improve customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of applications processed in forty-five days	NA	33	95	100

EDA.5.2 SUBPROGRAM SUMMARY
MIGRANT CHILDREN EDUCATION

Contact: Ralph Romero, Director
 Phone: (602) 542-7462
 A.R.S. 103-382

Subprogram Mission:

To assist schools that provide services in support of high academic success of Migrant students.

Subprogram Description:

The Migrant Education Program is a federally funded, state-operated program under the Improving America's School Act (IASA) that provides supplemental program services to the children,

ages 3 through 21, of seasonal or temporary agricultural workers. In Arizona, the program delivers services primarily through local educational agencies who design programs to meet the unserved needs of children residing in their area. To facilitate broader services, some provisions are delivered through statewide models which, in particular, are designed to meet the credit accrual and informational needs for students.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,699.9	8,602.0	6,681.5
Program Total	<u>5,699.9</u>	<u>8,602.0</u>	<u>6,681.5</u>
FTE Positions	<u>0.0</u>	<u>4.0</u>	<u>4.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve identification/recruitment of migrant students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of districts informed/trained on Migrant Student Identification Process	NA	14	18	22
● Number of trainings conducted on Migrant Student Identification and Recruitment	13	17	18	19

- ◆ Goal 2 To improve the support of quality Migrant Educational Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of analysis on migrant student achievement data	NA	25	50	75
● Percent completion of analysis on alternative education methods for migrant students	NA	25	50	75

EDA.5.3 SUBPROGRAM SUMMARY
INDIAN EDUCATION

Contact: Kathryn Stevens, Manager
 Phone: (602) 542-4392
 A.R.S. 15-201

Subprogram Mission:

To provide leadership and assistance to schools for the development of programs meeting the needs of American Indian students.

Subprogram Description:

The Indian Education subprogram uses state and federal funds to maximize teaching and learning levels while validating the culture and linguistic identity of American Indian students and adults and to promote general public understanding of Indian education. Through programs funded by the U.S. Department of Education and Bureau of Indian Affairs, the subprogram's activities include publications, school districts/tribal supplementary education assistance, and a variety of public education and outreach activities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	84.0	84.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	322.6	883.7	473.4
Program Total	322.6	967.7	557.4
FTE Positions	1.7	1.7	1.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase awareness of the educational needs of American Indian students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Indian Education programs visited for progress on implementation of academic standards	NA	NA	15	30
● Number of Indian Education parent committee meetings attended	16	18	15	15

EDA.5.4 SUBPROGRAM SUMMARY
HOMELESS EDUCATION
 Contact: Jennifer Henderson, Coordinator
 Phone: (602) 542-2014
 P.L. 103-382

Subprogram Mission:

To provide assistance to schools to ensure that homeless children have access to a free and appropriate public education.

Subprogram Description:

The Stewart B. McKinney Homeless Assistance Act, as amended by the Improving America's Schools Act (1994), requires equal access to education for homeless children and provides funds for state and local activities to provide such access. The Academic Support Division (ASD) develops and implements a state plan for educating homeless children and youth, and provides technical assistance to Local Education Agencies, (LEA's) and public and private social service agencies on appropriate services for homeless children. The ASD also provides and administers grants to LEA's to provide direct educational and support services to homeless children and youth.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	373.5	623.6	442.7
Program Total	373.5	623.6	442.7
FTE Positions	0.5	0.5	0.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the data collection process for homeless education programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of schools utilizing the standardized procedure for identifying homeless students	NA	NA	25	50

- ◆ Goal 2 To increase collaboration with other entities addressing homeless student issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of homeless advocacy meeting/workshops attended by Homeless Coordinator	NA	2	5	5

EDA.5.5 SUBPROGRAM SUMMARY
ENGLISH ACQUISITION SERVICES
 Contact: Catherine Mayorga, Manager
 Phone: (602) 542-5510
 A.R.S. 15-751;15-756

Subprogram Mission:

To provide assistance to the educational community in planning and developing second language programs to ensure the academic excellence of Limited English Proficient (LEP) students.

Subprogram Description:

English Acquisition Services Program is a federal and state-funded program authorized under the Improving America's School Act, (IASA) and Civil Rights Act that provides technical assistance to school personnel with a Limited English Proficient student population. Under state laws A.R.S. 15-751 – A.R.S. 15-756, each school that has limited English proficient pupils shall provide programs of bilingual instruction or English as a Second Language instruction, or in selected situations, English language instruction based on an individualized education program.

English Acquisition Services has the responsibility to ensure that schools provide Limited English Proficient students the opportunity to meet Arizona's state standards. Assistance to schools consists of promoting: awareness of responsibilities under federal and state statutes; methods for identifying, assessing, and reporting on LEP students; access to current research regarding best practices for the instruction of Limited English Proficient students; and professional development opportunities for teachers and administrators to ensure the academic achievement of English Proficient students.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	80.1	80.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,790.2	5,659.8	4,974.1
Program Total	4,790.2	5,739.9	5,054.2
FTE Positions	3.3	4.0	4.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase assistance to the education community regarding Limited English Proficient (LEP) students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of workshops conducted	NA	2	3	4

◆ Goal 2 To improve accountability of the programs serving Limited English Proficient (LEP) students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of school districts submitting the Arizona Language and Census Program Report electronically	NA	86	88	90
● Percent of Limited English Proficient (LEP) students meeting or exceeding state academic standards	18.4	16.4	18	22

EDA.5.6 SUBPROGRAM SUMMARY
SPECIAL EDUCATION PROGRAM DEVELOPMENT
 Contact: Lynn Busenbark, Program Manager
 Phone: (602) 542-5831
 A.R.S. Title 15

Subprogram Mission:

To promote the development and implementation of quality education for students with disabilities.

Subprogram Description:

This section fosters educational excellence for students with disabilities between the ages of three years and twenty-two years by promoting the achievement of individual student goals and state education standards and compliance with State and Federal requirements for special education. The initiatives that support this mission are: Administrative Support, which includes conflict resolution and office management; Program Support, which includes accountability and technical assistance; and Special Projects, which includes assistive technology, Child Find, comprehensive system of personnel development, parent/professional collaboration, school-to-adult-life transition, and secure care education.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	471.8	647.2	703.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	28.5	28.5
Federal Funds	3,061.1	10,669.9	5,070.5
Program Total	3,532.9	11,345.6	5,802.9
FTE Positions	56.5	55.0	55.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To advocate and support increased achievement of students with disabilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of special education students taking Arizona Instrument to Measure Standards (AIMS) test in high school	NA	43	55	75
● Percent of special education students taking Arizona Instrument to Measure Standards (AIMS) test at ages nine (9), eleven and fourteen	NA	NA	Baseline	+10
● Percent of Individualized Educational Program (IEP) goals achieved by students with disabilities	65.6	57.7	60	62

◆ Goal 2 To increase compliance with State and Federal Special Education Statutes and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of schools meeting the policy and procedures requirements	NA	NA	75	80
● Percent of schools meeting four out of six compliance areas	NA	62	64	67

◆ Goal 3 To increase the effectiveness of educational opportunities for professionals and parents of children with disabilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of participants indicating that training opportunities were helpful in improving services to students (sampling)	93	95	96	97
● Number of professional development initiatives for educators of students with disabilities	4	5	7	9

EDA.5.7 SUBPROGRAM SUMMARY
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS
 Contact: Steve Mishlove, Program Manager
 Phone: (602) 542-3084
 A.R.S. Title 15

Subprogram Mission:

To promote the development and implementation of quality education for students with disabilities through the allocation, distribution and monitoring of federal and state funds.

Subprogram Description:

The primary activity that supports this mission is fund management. The section distributes formula-driven grants, focused-issue grants and state-appropriated funds. Grants are monitored through amendments, completion reports, cash management reports, audits and other reporting requirements as identified in specific awards.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,354.1	16,136.2	17,306.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,801.0	0.0	0.0
Federal Funds	48,028.7	90,578.9	61,973.2
Program Total	63,183.8	106,715.1	79,279.3
FTE Positions	1.0	1.0	1.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the effectiveness of the entitlement grant process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days to process the entitlement applications, (from receipt to online approval)	44	48	46	44

EDA.5.8 SUBPROGRAM SUMMARY
LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I)

Contact: Kathryn Stevens, Manager
 Phone: (602) 542-4392
 P.L. 103-382

Subprogram Mission:

To provide assistance and funds for supplemental services to educational providers to increase academic achievement for at-risk students.

Subprogram Description:

The Local Educational Agencies (LEA) Grants and School Improvement subprogram provides assistance and administers funds under the Improving America's School Act (IASA). Title I of the IASA provides financial assistance to local educational agencies to meet the needs of educationally disadvantaged students at the preschool, elementary and secondary school levels to help all students achieve the state's Academic Standards. Title I supports supplemental programs that can consist of instructional services, instructional support services, delivery of services to eligible students in non-school sites, schoolwide reform efforts and increased involvement of parents in their children's education.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	113,490.8	146,417.1	139,615.2
Program Total	113,490.8	146,417.1	139,615.2
FTE Positions	33.3	24.0	24.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve assistance to educational providers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Title I schools meeting state's definition of adequate yearly progress	NA	48	50	52
● Percent of educational providers reporting neglected and delinquent program effectiveness	NA	50	80	90
● Percent increase of site visits conducted to validate program effectiveness	NA	NA	Baseline	+25
● Number of days required to provide allocations to providers	NA	NA	Baseline	45
● Percent of applications processed within sixty days	NA	NA	Baseline	+2

EDA.5.9 SUBPROGRAM SUMMARY
SCHOOL TO WORK

Contact: Mary Lewkowitz, Director
 Phone: (602) 542-5212
 R7-2-301

Subprogram Mission:

To provide leadership and support for schools that prepare students for transition from school to careers.

Subprogram Description:

School To Work represents the statewide Vocational Technological

Education (VTE) programs that prepare all students with job-related and academic competencies. School To Work is designed to prepare individuals for continuing education and transition to employment in current or emerging occupations. Programs at the secondary level provide technically trained high school graduates for current and emerging occupations in the workplace. The School To Work Division coordinates service for vocational technological research, curriculum development and dissemination, professional development, evaluation, and seamless transition to community colleges. The federal Carl D. Perkins Vocational and Technical Education Act of 1998 provides direct services through funded projects for program improvement and Tech Prep. The vocational technological curriculum design is based on a coherent sequence of instruction and reflects the actual needs of the labor market. Professional development improves instructional techniques and strategies; promotes partnerships with business and industry; and provides state-of-the-art occupational skill, and on-the-job experience for teachers. A unique component of the School To Work program is a focus on student achievement of high academic standards and technical/employability skills.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,117.7	11,689.0	11,723.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19.3	21.0	21.0
Federal Funds	19,129.7	24,112.8	20,297.5
Program Total	30,266.7	35,822.8	32,042.1
FTE Positions	51.2	50.2	50.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the data reporting process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Vocational Technical Education, (VTE) programs reporting data on performance measures	NA	NA	90	95

- ◆ Goal 2 To improve the rate of students who transition from school to work and/or advanced educational opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Vocational Technical Education (VTE) programs meeting or exceeding state adjusted levels of performance on eight of nine performance measures	NA	NA	Baseline	+3

EDA.5.10 SUBPROGRAM SUMMARY
GIFTED EDUCATION

Contact: Lynn Busenbark, Program Manager
 Phone: (602) 542-4831
 A.R.S. 15-203, 15-761, 15-764, 15-770,

Subprogram Mission:

To provide services and assistance to the educational community and the public so that gifted students reach higher levels of academic achievement.

Subprogram Description:

This program provides assistance to schools providing education to

gifted students. It ensures compliance with state requirements for the appropriate identification procedures of potentially gifted students, and curriculum and instruction for students who have been identified as gifted.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,285.7	1,294.4	1,296.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,285.7	1,294.4	1,296.8
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve services to schools for gifted programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of revised Resource Guide on Model Polices for Gifted Programs	NA	NA	50	100
● Percent completion of revised Approved Test List for Gifted Student Identification	NA	NA	75	100

EDA.5.11 SUBPROGRAM SUMMARY
WORKFORCE DEVELOPMENT
 Contact: Connie Stewart, Manager
 Phone: (602) 542-5142
 E.D.A. 2.4

Subprogram Mission:

To support training providers, and assist disadvantaged students to prepare for the workforce.

Subprogram Description:

The Workforce Development subprogram is responsible for the administration of comprehensive education and training programs that address the needs of economically disadvantaged youth and adults who face barriers to employment. These programs include occupational training, workplace skills, related academic and support services, and provide employment preparation opportunities that support career goals. These 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 the education and the employment and training systems.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,663.2	14,376.7	1,201.3
Program Total	2,663.2	14,376.7	1,201.3
FTE Positions	8.1	7.6	7.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve assistance to training providers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of certified training providers	100	118	125	130

- ◆ Goal 2 To increase opportunities for disadvantaged youth or adults.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Job Training Partnership Act (JTPA) students meeting performance outcomes	400	420	441	441
● Number of Trade Adjustments Assistance Act (TAAA) students meeting performance outcomes	294	360	400	450

EDA.5.12 SUBPROGRAM SUMMARY
ADULT EDUCATION
 Contact: Karen Liersch, Director
 Phone: (602) 542-5280
 A.R.S. 15-232, 15-234, 15-702

Subprogram Mission:

To ensure that adults have access to quality Basic Education that supports their employment and higher educational aspirations.

Subprogram Description:

Adult education instruction includes the following four components: Adult Basic Education (ABE), English for Speakers of Other Languages (ESOL), the General Education Development (GED) preparation, and Citizenship (CIT). Adult basic skills programs are available to learners 16 years of age and older who have not completed high school, and are not enrolled in a secondary program. The instructional program is focused on reading, writing and arithmetic skills. The ESOL program assists learners in the transition from their native language to acquisition of English language skills. GED Preparation program is available to learners 16 years of age and older who have not completed high school and are not enrolled in a secondary program. It provides instruction in higher-order thinking skills in the five content areas of the GED test. Citizenship classes assist the adult with content areas for the citizenship test.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,580.6	4,581.2	4,586.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,817.5	5,703.3	4,732.1
Program Total	8,398.1	10,284.5	9,318.9
FTE Positions	14.1	14.0	14.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve access to General Education Development (GED) testing services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase of tests taken in identified areas of need	NA	NA	Baseline	+2
● Number of GED special need accommodations approved	58	60	61	62

◆ Goal 2 To increase the effectiveness of Adult Basic Educational Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of Student Performance Measure System	10	40	70	100
● Percent of programs meeting or exceeding quality indicators	55	60	65	70

EDA.5.13 SUBPROGRAM SUMMARY
FAMILY LITERACY
 Contact: Karen Liersch, Director
 Phone: (602) 542-5280
 A.R.S. 15-191

Subprogram Mission:

To break the intergenerational cycle of illiteracy in families with young children.

Subprogram Description:

The Family Literacy program brings parents and their preschool children to school together. The program includes specific educational objectives with an intergenerational approach. Family Literacy seeks to assist the parent in learning parenting skills to support the intellectual, social and physical growth of the child. Children participate in preschool education activities while adults learn skills in workplace preparation and various academic areas, including Adult Basic Education (ABE), English as a Second Other Language (ESOL), General Education Development (GED) Prep and Citizenship (CIT).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	966.8	1,000.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,647.5	2,116.5	1,902.3
Program Total	2,614.3	3,116.5	2,902.3
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the effectiveness of Family Literacy programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of parents achieving educational/employment gains	26	28	30	32
● Percent of children demonstrating readiness to enter preschool as measured by the Pre-K Success assessment	80	80	80	80

EDA.6 PROGRAM SUMMARY
STUDENT HEALTH AND SAFETY
 Contact: Lynne Dulin, Director
 Phone: (602) 542-8709
 7C.F.R. Part 210, 215, 220, 225, 226, 227

Program Mission:

To support schools and organizations in promoting the health and safety of students.

Program Description:

The Student Services Division consists of two major programs; Child Nutrition, and Comprehensive Health. The Child Nutrition Programs provide federal funds to over 1,393 public, private, Bureau of Indian Affairs schools and eligible child care organizations. The funds are used to ensure children are adequately fed and support the U.S. Dietary Guidelines. The Comprehensive Health Programs provide both federal and state funds for 309 school districts and Charter Schools to implement effective comprehensive school health and safety programs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,658.3	7,953.7	7,957.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,501.5	1,516.0	1,376.0
Federal Funds	169,368.4	180,968.1	130,328.0
Program Total	178,528.2	190,437.8	139,661.1
FTE Positions	39.6	39.4	39.4

This Program Contains the Following Subprograms:

- ▶ Child Nutrition
- ▶ Chemical Abuse Prevention
- ▶ School Safety

EDA.6.1 SUBPROGRAM SUMMARY
CHILD NUTRITION
 Contact: Barbara Harmonson, Manager
 Phone: (602) 542-8710
 A.R.S. 15-1151 to 15-1158

Subprogram Mission:

To assist schools and organizations to improve the nutritional health and well-being of students.

Subprogram Description:

The Child Nutrition Programs provide 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 and compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture. The seven Child Nutrition Programs include: National School Lunch, School Breakfast, Special Milk, Summer Food Service, Child and Adult Care Food Programs, and Food Distribution. 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	88.1	94.9	94.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	131.8	125.0	125.0
Federal Funds	163,037.6	174,073.8	124,770.0
Program Total	163,257.5	174,293.7	124,989.9
FTE Positions	31.5	30.8	30.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of schools complying with the Nutrition Standards for Healthy School Meals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of sponsors planning menus which meet the Nutrition Standards	26	31	33	36
● Number of follow-up reviews conducted on Nutrition Standards	NA	50	50	50

- ◆ Goal 2 To increase assistance to sponsors of School Nutrition Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of sponsors passing the Coordinated Review Effort Performance Standards	41	77	78	79
● Number of training opportunities provided on School Nutrition Programs (SNP)	10	15	18	18

- ◆ Goal 3 To increase the Summer Food Programs in unserved areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of outreach contacts made	20	25	30	35
● Number of new sponsors from an unserved area	NA	NA	1	2

- ◆ Goal 4 To increase assistance to sponsors of the Child and Adult Care Food Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of sponsors planning menus which meet the regulatory requirements	91	89	92	93
● Percent of sponsors complying with Administrative Review Requirements	74	74	75	80

EDA.6.2 SUBPROGRAM SUMMARY
CHEMICAL ABUSE PREVENTION
 Contact: Lynne Dulin, Director
 Phone: (602) 542-8709
 A.R.S. 15-345, 15-712

Subprogram Mission:

To support schools in implementing programs that promote healthy behavior of students.

Subprogram Description:

The Chemical Abuse Prevention Program funds support the Tobacco, Alcohol and Other Drug (TAOD) prevention programs. The federal program, Safe and Drug Free Schools and Communities (SDFSC), is a part of Improving America's Schools Act of 1994 (IASA). The Arizona Department of Education (ADE) has written a

consolidated four-year state plan to the United States Department of Education which includes these programs. Public input was solicited from a variety of sources, including the Governor's Office of Drug Policy. School districts write one consolidated four-year plan for all programs included in the IASA. The IASA plan indicates how all programs provide for student's academic achievement, and a safe and drug free school environment.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	855.3	858.8	862.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,130.7	1,391.0	1,251.0
Federal Funds	6,330.8	6,894.3	5,558.0
Program Total	8,316.8	9,144.1	7,671.2
FTE Positions	8.1	8.6	8.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase assistance to schools participating in prevention programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Safe and Drug Free Schools and Communities Programs visited	10	20	30	40
● Percent of State Chemical Abuse Prevention Programs visited	10	20	30	40
● Percent of Tobacco Use Prevention Programs visited	10	20	30	40
● Number of trainings conducted on HIV/AIDS	25	32	30	30

- ◆ Goal 2 To improve the reliability of the data collection system for prevention programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of the revised prevention data collection system	NA	NA	100	100
● Percent of program participants trained on new prevention program data collection system	NA	NA	NA	80

EDA.6.3 SUBPROGRAM SUMMARY
SCHOOL SAFETY
 Contact: Lynne Dulin, Director
 Phone: (602) 542-8709
 A.R.S. 15-203, Sec. 25

Subprogram Mission:

To support schools in providing a safe environment for all students and staff.

Subprogram Description:

Administration of state funds to those school districts with plans approved by the School Safety Program Oversight Committee.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,714.9	7,000.0	7,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	239.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,953.9	7,000.0	7,000.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve safety on school campuses.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Safe School Program site visits completed	NA	16	30	40
● Number of School Safety trainings conducted	NA	6	10	12

EDA.7	PROGRAM SUMMARY
SUPPORT SERVICES	
Contact: Laura Penny, Chief of Policy and Communications	
Phone: (520) 628-6794	
A.R.S. Title 15	

Program Mission:

To provide operational support and information to the Arizona Department of Education and to the public.

Program Description:

Internal and external support services include public information, communication, management information systems, technology support and funds which are passed through to external entities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,186.8	4,191.0	4,192.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,530.9	1,187.8	1,187.3
Federal Funds	4,117.8	13,636.8	776.6
Program Total	9,835.5	19,015.6	6,156.7
FTE Positions	45.1	45.6	45.6

This Program Contains the Following Subprograms:

- ▶ Public Information/communication
- ▶ Management Information Services
- ▶ Other Education Support

EDA.7.1	SUBPROGRAM SUMMARY
PUBLIC INFORMATION/COMMUNICATION	
Contact: Patricia Likens, Director	
Phone: (602) 542-5072	
P.L. 100-77	

Subprogram Mission:

To provide information about public education to the public.

Subprogram Description:

The Public Information Office and Constituent Services Office are 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 subprogram also functions as a channel of information to the Arizona Department of Education, providing the agency with insight into the educational concerns of the statewide community.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	461.6	485.3	485.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,256.4	1,141.7	1,164.8
Federal Funds	0.0	57.4	57.4
Program Total	1,718.0	1,684.4	1,707.5
FTE Positions	24.0	23.5	23.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase media coverage of the services and programs of the Arizona Department of Education and the Superintendent.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of news stories resulting from press releases/conferences	106	140	153	162
● Editorials supporting Superintendent's programs/initiatives	155	73	75	77

- ◆ Goal 2 To respond promptly and accurately to requests for information about the ADE and Arizona education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Constituent letters responded to within one (1) week	80	90	92	94

- ◆ Goal 3 To improve Print Shop customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of online printing request form	NA	NA	50	100
● Percent of overall customer satisfaction with printing services	NA	NA	Baseline	+2

EDA.7.2	SUBPROGRAM SUMMARY
MANAGEMENT INFORMATION SERVICES	
Contact: Vito Amato, Director	
Phone: (602) 542-7886	
P.L. 100-77	

Subprogram Mission:

To implement and maintain an information technology infrastructure to provide accurate, timely data to the Arizona Department of Education and the public.

Subprogram Description:

Management Information Systems (MIS) maintains an information technology resource for the efficiency and effectiveness of Arizona Department of Education's (ADE) business operations. MIS maintains internal and external networks for the exchange of

information, and provides technical assistance to assure that all ADE customers are proficient and self-sufficient. Schools and districts are guided and supported in their use of technology to improve both administration and instruction. Through information technology, systems are created and the most effective methods are employed to gather, store, and share data. Up-to-the-minute, accurate information is provided for decision making and reporting needs; in detail for the Department of Education, and in summary for educators, the Legislature, federal reporting and the public

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,121.7	3,100.9	3,100.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	140.7	23.6	0.0
Federal Funds	3,559.7	12,899.9	93.7
Program Total	6,822.1	16,024.4	3,194.6
FTE Positions	21.1	22.1	22.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the support of information technology and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average customer service problem/resolution time (in minutes)	NA	40	35	30
● Number of training opportunities provided	72	74	76	78

EDA.7.3 SUBPROGRAM SUMMARY
OTHER EDUCATION SUPPORT
 Contact: Vicki Salazar, Director
 Phone: (602) 542-3234
 P.L. 100-77

Subprogram Mission:

To distribute funding for educational outreach services.

Subprogram Description:

The Other Education Support Program provides external support and assistance for educational outreach services which include the following programs: Flinn Foundation, Academic Contests, Arizona Geography Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, Arizona Academic Decathlon, U.S. Senate Youth Leadership Program, Arizona Poetry Contest, the Education Commission of the States, Education Programs for Schools, Learn and Serve America, Robert C. Byrd Scholarship Program, and the School Performance Incentive Program.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	603.5	604.8	606.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	133.8	22.5	22.5
Federal Funds	558.1	679.5	625.5
Program Total	1,295.4	1,306.8	1,254.6
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the process of distributing funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of payments processed within ten working days after receiving appropriated funds	85	90	100	100
● Percent of payments distributed to Byrd Scholarship recipients within ten days	NA	NA	75	90

EDA.8 PROGRAM SUMMARY
ADMINISTRATION
 Contact: Lisa Graham Keegan, Superintendent
 Phone: (602) 542-3234
 A.R.S. Title 15

Program Mission:

To ensure the efficient and effective operation of the Department of Education in order to provide quality service.

Program Description:

This Program oversees the training, technical assistance, compliance review and monitoring, evaluation, dissemination of information, administration and allocation of funds, and recognition of excellence. It provides our customers, both internal and external, with administrative service in the following areas: Accounting, Human Resources, Budget and Strategic Planning, Procurement, Facilities Management, Grants Management, Audit Resolution, Print Shop, Contract, and Cost Allocations for the Department. Finally, the Program serves as the primary source of current, reliable and accurate information on the status and needs of the public school system.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,249.5	2,898.9	3,022.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,001.3	1,584.5	1,398.4
Federal Funds	0.0	0.0	0.0
Program Total	4,250.8	4,483.4	4,420.9
FTE Positions	74.1	72.4	72.4

This Program Contains the Following Subprograms:

- ▶ Superintendent's Office
- ▶ Administrative Services
- ▶ Charter Schools

EDA.8.1 SUBPROGRAM SUMMARY
SUPERINTENDENT'S OFFICE
 Contact: Lisa Graham Keegan, Superintendent
 Phone: (602) 542-3234
 P.L. 100-77

Subprogram Mission:

To provide leadership, promote academic excellence, and ensure accountability in public education.

Subprogram Description:

The Arizona Department of Education operates under the direction of the Superintendent of Public Instruction to provide direct services to 228 + locally governed school districts, and 240 Charter Schools operating at 380+ sites, and to execute the policies of the State Board of Education, and the State Board of Vocational and Technological Education. The Department provides training, school improvement assistance, evaluation, dissemination of information and administration, and allocation of funds. The Department also serves as the primary source of current, reliable and accurate information on the status and needs of the public school system.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	884.7	791.8	791.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	884.7	791.8	791.8
FTE Positions	16.0	12.3	12.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase stakeholder awareness of the Department's initiatives.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of public presentations conducted by the Superintendent's office	106	125	135	145
● Number of policy/legislative related initiative correspondence sent to School Board members	NA	NA	11	13
● Number of meetings with School Board members	NA	NA	10	12

- ◆ Goal 2 To increase the financial accountability of public schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of schools not meeting statutory requirement of reporting budget/annual financial report data	NA	NA	NA	Baseline
● Percent of school-level revenue published	NA	NA	NA	Baseline
● Percent of school-level annual expenditures published	NA	NA	NA	Baseline
● Percent of school-level budgets published	NA	NA	NA	Baseline
● Percent of schools not meeting statutory requirement of reporting budget/annual financial report data	NA	NA	NA	Baseline

- ◆ Goal 3 To continuously improve the work environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of work environment improvement plan implemented	NA	NA	25	75

EDA.8.2 SUBPROGRAM SUMMARY
ADMINISTRATIVE SERVICES
 Contact: Jennifer Mabry, Chief of Policy and Operations
 Phone: (602) 542-5962
 P.L. 100-77

Subprogram Mission:

To provide effective, consistent, and accurate Financial,

Procurement, and Human Resources services to the department, schools, and other governmental entities.

Subprogram Description:

Administrative Services is responsible for Financial, Procurement, and Human Resource services. Financial Service includes; Office of Strategic Planning and Budgeting, Accounting, Grants Management, and Audit Resolution. Procurement services includes, Contracts, Purchasing, Facilities, Receiving, and Central Distribution. Human Resources includes; Personnel and Payroll. These administrative functions are centralized to provide the consistent application of State, Federal and Agency rules, regulations, policies, and procedures.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,255.4	2,003.5	2,125.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,001.3	1,584.5	1,398.4
Federal Funds	0.0	0.0	0.0
Program Total	3,256.7	3,588.0	3,523.7
FTE Positions	56.1	58.1	58.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve Contracts Management customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Contracts Management procurement handbooks distributed	NA	NA	50	100
● Percent of customers satisfied with Contracts Management services	NA	NA	Baseline	+2

- ◆ Goal 2 To improve processing payments to customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of warrants cancelled	NA	NA	Baseline	-1
● Percent of customers satisfied with Accounting Services	NA	NA	Baseline	+2

- ◆ Goal 3 To improve efficiency of Strategic/Financial Planning activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with Strategic Planning and Budgeting Services	NA	NA	Baseline	+2

- ◆ Goal 4 To improve Central Distribution customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of mailroom automation conversion	NA	5	30	65
● Percent of customers satisfied with Central Distribution Services	NA	NA	Baseline	+2

- ◆ Goal 5 To improve the quality of personnel services provided.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of new employee orientation package automated	5	8	25	50
● Percent of supervisors satisfied with hiring services provided by Human Resources	95	100	100	100
● Average number of days for establishment of positions	5	5	3	3

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Average number of days for reclassification of positions 3 2 2 2

◆ Goal 6 To improve Purchasing Office customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of purchase requisitions processed within two workdays	NA	95	97	98
● Percent of satisfied Purchasing Office customers	NA	NA	Baseline	+2
● Number of training opportunities provided to customers on the automated procurement system	NA	6	4	4

◆ Goal 7 To improve Facilities Services customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers satisfied with Facilities Services	NA	NA	Baseline	+2

◆ Goal 8 To improve Grants Management customer communication.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Arizona Department of Education users trained on the Grants Management Tracking System	NA	NA	Baseline	+25
● Number of Grants Management Tracking System trainings conducted for sub-recipient users	NA	NA	10	15

◆ Goal 9 To improve the effectiveness of the audit process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of sub-recipients responding to audit survey	79	80	85	88
● Number of training/workshops conducted on the audit resolution process	NA	2	5	8

EDA.8.3 SUBPROGRAM SUMMARY
CHARTER SCHOOLS
 Contact: Lyle Skillen, Director
 Phone: (602) 542-8264
 A.R.S. Title 15, Article 8

Subprogram Mission:

To provide information and assistance to Charter Schools, their sponsors, and the public to ensure equitable educational choice.

Subprogram Description:

The Charter School Liaison will act as the Department's primary contact for information for both internal as well as external customers on Charter school issues. The Liaison Office will keep an updated database of all currently chartered schools and provide answers to questions by the public. The Liaison Office will respond to requests for speakers at functions as requested by customers. The Office will coordinate the efforts of the Department of Education in providing assistance to schools chartered by any of the sponsoring entities.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	109.4	103.6	105.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	109.4	103.6	105.4
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve availability of information on Charter Schools.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of constituent requests responded to within twenty-four hours	NA	NA	60	65
● Percent of historical information incorporated into the new Enterprise database system	NA	NA	25	50



AGENCY/PROGRAM SUMMARY	
BOARD OF MEDICAL STUDENT LOANS	
Diane Brennan, Chairperson	MSA
Contact: Maggie Gumble, Senior Program Coordinator	
(520) 626-7145	
A.R.S. 15-1721 to 1726	

Agency/Program Mission:

To recruit physicians to serve in medically underserved areas in Arizona by providing substantial funding in educational loans to students at colleges of medicine in Arizona.

Agency/Program Description:

The Board of Medical Student Loans consists of eight members who make decisions necessary for the operation of the program. Needy medical students are given preference for funding and Arizona residency is required. Each year of eligible service as a physician results in one academic year of loans forgiven, with a minimum two-year service commitment. The University of Arizona College of Medicine provides staff at no charge to arrange Board meetings, prepare reports to the Board, publicize and coordinate the student application and interview process, track participants, collect repayments, coordinate service placement with the Arizona Department of Health Services and the Board, and prepare the annual report and state budget requests. All appropriated funds go directly to the students.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	239.0	276.4	322.1
Other Appropriated Funds	77.4	54.0	20.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	316.4	330.4	342.4
Capital Funds	0.0	0.0	0.0
Agency Total	316.4	330.4	342.4
FTE Positions	0.0	0.0	0.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To successfully recruit and retain students to participate in the program by providing substantial funding of educational costs to medical students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Loan provided to each student (in thousands of dollars)	19.1	19.8	20.6	21.4
● Maximum loan amount (percent) allowed by law provided to each student (by State Appropriation)	99	99	100	100
● Loan as a percent of average annual cost of medical education	82	82	83	83

- ◆ Goal 2 To provide physicians to medically-underserved areas in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Physicians in service	12	10	12	12
● Cumulative percent of physicians providing service under the old and/or new law	59	59	59	61
● Cumulative percent of physicians providing service who have contracts under the new law.	100	100	100	100

- ◆ Goal 3 To increase the number of physicians providing service to medically-underserved areas in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student participants achieving MD degree	6	5	3	6
● Students funded per year	16	16	16	16
● Physicians continuing service after service requirement is met	17	18	19	20



AGENCY SUMMARY
COMMISSION FOR POSTSECONDARY EDUCATION

Verna L. Allen, Executive Director PEA
 Contact: Verna L. Allen, Executive Director
 (602) 229-2591

Agency Mission:

To support and assist Arizona's citizens and educational institutions in education awareness and in preparing students for postsecondary access to and achievement through effective policy analysis, communication, and financial aid program administration.

Agency Description:

The Commission, established under state statutes, is comprised of 16 members representing the public universities and community colleges, independent and proprietary degree-granting institutions, independent and proprietary non-degree granting institutions, K-12, as well as the general public. The Commission facilitates studies relating to financial aid issues; provides a forum for proprietary, private and public postsecondary institutions to discuss issues of mutual concern; encourages state policies that reflect the effects of changing enrollments on postsecondary sectors; reviews the postsecondary education needs of unserved and underserved populations; provides information to citizens about Arizona postsecondary education opportunities; administers certain Federal and State financial aid programs; oversees the state's Guaranteed Student Loan Program, and publishes the Arizona College and Career Guide. The mission is supported through four divisions or sub-programs: Financial Aid Administration, Policy Analysis, Communications, and General Administration.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ COMMISSION FOR POSTSECONDARY EDUCATION	3,563.8	4,632.9	4,670.7
Capital Funds	0.0	0.0	0.0
Agency Total	3,563.8	4,632.9	4,670.7

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,731.0	1,734.9	1,736.3
Other Appropriated Funds	1,832.8	2,898.0	2,934.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,563.8	4,632.9	4,670.7
Capital Funds	0.0	0.0	0.0
Agency Total	3,563.8	4,632.9	4,670.7
FTE Positions	6.0	6.0	6.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To be a statewide education agency recognized as a meaningful shareholder with Arizona citizens, focusing on unserved and underserved populations, in

their quest for postsecondary (i.e., post-high school) training and education opportunities.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of students enrolling in postsecondary institutions through early awareness	NA	NA	Baseline	5
● Percent of minority students enrolling in postsecondary institutions	NA	NA	Baseline	5
● Percent increase in agency's financial aid awardees	NA	NA	Baseline	5
● Percent increases in agency partnerships between education entities	NA	NA	Baseline	10

PEA.1 PROGRAM SUMMARY
COMMISSION FOR POSTSECONDARY EDUCATION

Contact: Verna L. Allen, Executive Director
 Phone: (602) 229-2591
 A.R.S. 15-1851 et. seq.

This Program Contains the Following Subprograms:

- ▶ Financial Aid
- ▶ Policy Analysis
- ▶ Communications
- ▶ General Administration

PEA.1.1 SUBPROGRAM SUMMARY
FINANCIAL AID

Contact: Verna L. Allen, Executive Director
 Phone: (602) 229-2591
 A.R.S. 15-1851 et. seq.

Subprogram Mission:

To support and assist the citizenry of Arizona in obtaining postsecondary training and education opportunities by providing financial aid through the effective administration and supervision of financial aid programs assigned to the Commission.

Subprogram Description:

The Commission administers six financial aid programs:

The Leveraging Educational Assistance Partnership (LEAP) assists states in providing grants to eligible students who attend postsecondary school and who have substantial financial need. Participating states must match Federal funds from direct state appropriations. By direction of the Arizona Legislature, each participating institution, public or private, in order to be eligible to receive state matching funds under the LEAP Program, shall provide an amount of institutional matching funds which shall be equal to the amount of funds provided by the State for the LEAP Program for that particular institution. The LEAP Program was formerly the SSIG Program.

The Paul Douglas Teacher Scholarship Program (PDTS) was an annual Federally funded program initiated in 1965; funding for this program ceased in 1995. The Arizona Teacher Incentive Program

(ATIP), as designated under A.R.S. § 15-1640, was a State funded program; funding for this Program ceased July 1, 1994. Currently, the Commission activities for these two programs are limited to loan collections (i.e., repayment) from recipients who have not fulfilled their "letter of agreement" responsibilities.

The Commission reviews the financial and service performance of Arizona's student loan guarantee agency, Arizona Educational Loan Program (AELP), on a regular basis.

The Arizona Private Postsecondary Education Student Financial Assistance Program (PFAP) is a state-funded program that provides a financial incentive to community college graduates to attend a private postsecondary baccalaureate degree-granting institution rather than an Arizona public university in order to relieve the pressure of overcrowding at the state universities without denying access to education for Arizona residents.

The Arizona Student Program Investing Resources in Education (ASPIRE) Program is a state postsecondary scholarship program for low-income elementary-age students, which is currently unfunded.

The Commission oversees the Arizona Family College Savings Program (AFCSP), a unique state college savings plan which was approved by the Legislature and signed into law by the Governor in April 1997. Currently, two private financial institutions have been awarded state contracts to partner in the Program and the Program was launched on June 29, 1999.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,579.6	1,630.4	1,623.1
Other Appropriated Funds	1,632.5	2,278.1	2,286.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,212.1	3,908.5	3,909.8
FTE Positions	2.2	2.2	2.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assist financially needy Arizona students in accessing and pursuing in the postsecondary educational system through LEAP.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student awardees	5,028	4,189	4,100	4,100
● Average award amount (in dollars)	629	652	640	640

- ◆ Goal 2 To administer the Arizona Private Postsecondary Education Student Financial Assistance Program by marketing and distributing all grants in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student awards based on \$750 per award	379	358	657	526
● Percent of survey returns from award recipients to update status	NA	Baseline	65	75
● Percent of repayment from students who did not receive their bachelor degrees	NA	NA	Baseline	90
● Percent automation of PFAP interface with institutions	NA	NA	Baseline	100

- ◆ Goal 3 To continue meeting with the Arizona Student Association's Arizona Student Program Investing Resources in Education (ASPIRE) Committee, legislators, and other interested parties to plan strategies to develop adequate funding for the program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Scholarship funding (in thousands)	NA	NA	Baseline	450.0

- ◆ Goal 4 To administer and proactively market for the Arizona Family College Savings Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Account holders	NA	NA	6,600	8,000

PEA.1.2 SUBPROGRAM SUMMARY

POLICY ANALYSIS

Contact: Verna L. Allen, Executive Director
 Phone: (602) 229-2591
 A.R.S. 15-1851 et. seq.

Subprogram Mission:

To support and assist Arizona's citizenry and education institutions in preparation for, access to, and achievement in postsecondary options, focusing on the unserved and underserved populations, through effective policy analyses that identify and improve preparation, access, and achievement.

Subprogram Description:

Five programs/activities fall under the Commission's Policy Analysis sub-program area. The Arizona Minority Education Policy Analysis Center (AMEPAC) commissions policy papers and studies focusing on the educational opportunities of the unserved and underserved populations in Arizona. In addition, activities include workshops, policy forums, and publications designed to encourage additional partnerships in the kindergarten-baccalaureate degree education pipeline. The Commission periodically sponsors, co-sponsors, and facilitates Roundtable Discussions regarding a variety of postsecondary issues, e.g., early awareness of post-high school education and training opportunities. The Commission's Public Policy Forums provide postsecondary representatives and other interested associations and individuals with an opportunity for informal dialogue with state and national education policy makers. Through an executive order from the Governor, the Commission is mandated to sponsor and facilitate the Western Governors' University (WGU) Task Force meetings. In addition, there are two Committees which fall under this sub-program area. The Success Today for Arizona's Youth (STAY) Committee studies and then recommends ways to enhance graduation rates of K-12 students. The Post-High School Career Training Committee studies and recommends ways to enhance meaningful career planning in early grades.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11.5	17.7	16.3
Other Appropriated Funds	24.3	61.1	74.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	35.8	78.8	90.8
FTE Positions	0.3	0.3	0.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To facilitate communication and influence public policy decisions among education institutions in the state on issues of minority student educational access and achievement through the activities of the Arizona Minority Education Policy Analysis Center.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Conferences or regional forums held	2	2	2	3
● Policy and/or study papers issued	1	1	1	1
● Conferences and policy paper follow-up workshops held	1	0	2	3

- ◆ Goal 2 To discuss issues regarding the Reauthorization Higher Education Act and postsecondary enrollment concerns/issues, and early awareness post-high school educational and training opportunities, "state-of-the-art" educational reforms and issues through Roundtable Discussions and Public Policy Forums.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Results to legislature in a timely manner	NA	NA	1	1
● Follow-up workshops on possible solutions	NA	NA	1	2

- ◆ Goal 3 To facilitate Western Governor's University (WGU) Task Force meetings to discuss implementation and issues for reports to the Governor.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Results reported to the Governor in a timely manner	NA	NA	1	1

- ◆ Goal 4 To facilitate discussions by the STAY Committee, with recommendations to enhance the graduation rates of K-12 students and discussions by the Post-High School Career Training Committee to enhance career planning in the early grades.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Results reported to the ADE and Governor in a timely manner (STAY Committee)	NA	NA	1	1
● Results reported to APSA, the ADE and Governor in a timely manner (Post-High School Career Training Committee)	NA	NA	1	1

PEA.1.3 SUBPROGRAM SUMMARY
COMMUNICATIONS
 Contact: Verna L. Allen, Executive Director
 Phone: (602) 229-2591
 A.R.S. 15-1851 et. seq.

Subprogram Mission:

To support and assist Arizona's education institutions and citizenry in preparation for, access to, and achievement in postsecondary institutions through the effective dissemination of education awareness information regarding postsecondary training and educational opportunities within the state; and the importance of post-high school training and education economically, socially, and morally.

Subprogram Description:

Six programs/activities fall under the Commission's Communications sub-program area.

The Commission edits, publishes, and disseminates the annually updated Arizona College and Career Guide (ACCG) which lists private and public postsecondary institutions in the State and their course offerings with length of courses, costs, and available financial aid. The publication is distributed statewide.

The ACPE Internet Web Page contains selected data, financial aid information, documents, early awareness of educational opportunities, program/activity and conference/forum announcements which are readily accessible to institutions and the general public in a cost effective manner.

Twelve Plus Partnership (early awareness of postsecondary training and educational opportunities) activities include: the Think College education awareness campaign with third and seventh grade publications; the annual College Goal Sunday event which provides free information and assistance to Arizona high school seniors and their families applying for college financial aid; the Arizona Best Practices Conference which disseminates exemplary and successful statewide, as well as national, education practices and partnerships through "showcasing" what is working in school districts and postsecondary institutions; and the Connections to Career and College Centers, managed by parents, that provides information regarding post-high school training and educational opportunities, as well as preparing for college and an economic fulfilling career.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	47.7	24.2	31.4
Other Appropriated Funds	102.6	436.4	464.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	150.3	460.6	496.2
FTE Positions	1.2	1.2	1.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To edit, publish and disseminate the Arizona College and Career Guide (ACCG) to appropriate K-12 and postsecondary education institutions, libraries, organizations, and individuals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● ACCG's distributed	7,700	8,000	46,000	46,000

- ◆ Goal 2 To develop and maintain an education information Internet web page, with statewide and national Postsecondary options linked, for use by Arizona citizens.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Web site hits	5,329	6,829	8,800	8,800

- ◆ Goal 3 To continue to assist in the coordination of an annual College Goal Sunday statewide event in at least 18 - 22 community sites throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Families and Students served	2,500	2,500	3,500	4,500

- ◆ Goal 4 To sponsor and facilitate the Arizona Best Education Practices annual conference in order to become a primary disseminator of statewide, as well as national, exemplary educational practices and partnerships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Best education practices adopted in state	NA	NA	Baseline	25

- ◆ Goal 5 To develop and establish Connections to College and Career Centers, in elementary (E.S) and middle (M.S.) schools, with high disadvantaged student populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Elementary school centers (K-8)	NA	Baseline	6	10
● Middle school centers (7-8)	NA	NA	Baseline	6

- ◆ Goal 6 To develop and disseminate a Think College booklet to every 3rd, 7th, and 9th grader in Arizona, which focuses on raising expectations, through a public relations campaign, creating an attitude among students, parents, teachers, and counselors that a post-high school/postsecondary educational experience is desirable and attainable for most children.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Booklets distributed	NA	Baseline	30,000	50,000
● Arizona citizens reached through media campaign	NA	Baseline	1 million	2 million

PEA.1.4 SUBPROGRAM SUMMARY
GENERAL ADMINISTRATION
 Contact: Verna L. Allen, Executive Director
 Phone: (602) 229-2591
 A.R.S. 15-1851 et. seq.

Subprogram Mission:

To administer all Commission programs mandated by statute and executive order.

Subprogram Description:

To develop and implement timely and accurate accounting services to clients and suppliers. To provide a managerial accounting internal report called IMPAS (Internal Management Program Accounting System) for all Commission programs and to improve each program. To partner with stakeholders and policy makers to optimize the delivery of services to the public and postsecondary

institutions via information technology.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	92.2	62.6	65.5
Other Appropriated Funds	73.4	122.4	108.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	165.6	185.0	173.9
FTE Positions	2.3	2.3	1.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide accurate and timely accounting services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of days to deposit receipts/revenues	Baseline	5 days	3 days	2 days

- ◆ Goal 2 To provide IMPAS internal reports to program area staff on all Commission programs for comparison of budget to actual.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Monthly reports provided to program area staff and executive director (# of days after month end)	NA	Baseline	20	10
● Summary of reports for Commissioners per year	NA	Baseline	2	4
● Summary report in annual report to the Governor	NA	Baseline	1	1

- ◆ Goal 3 To continue improvement of all programs and associated activities through a systematic process for replacing old and/or current technology with new and/or more functional capabilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● To develop and implement "user-friendly" procedures for the systematic exchange of data in all program areas via Access databases	Baseline	Baseline	2	4
● To increase professional development and computer training opportunities for staff (number of programs)	NA	3	9	5

- ◆ Goal 4 To increase agency overall efficiency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days to respond to external requests for assistance and information	NA	Baseline	7	5
● Days to respond to publication requests	Baseline	Baseline	7	5
● To design "user-friendly" database programs to optimize opportunities that will improve future performance and cost-efficiency in the interactions with citizens and postsecondary institutions	NA	1	2	4

◆ Goal 5 To develop and implement a process of long-term planning by incorporating information technology into the annual strategic plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Receive input from private and public K-16 institutions and students regarding improvement of implementation of programs via surveys (Number of programs)	NA	2	3	4
● Receive input from staff and GITA regarding improvement of programs and productivity through information technology (Meetings per year)	NA	Baseline	2	3

◆ Goal 6 To ensure timely renewal of all agency agreements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of institutional and student program agreements renewed on time	Baseline	80	90	95



AGENCY/PROGRAM SUMMARY	
PRESCOTT HISTORICAL SOCIETY	
Richard S. Sims, Director	PHA
Contact: Richard S. Sims, Director	
(520) 445-3122	
A.R.S. 41- 831	

Agency/Program Mission:

To research, preserve and interpret the prehistory, history and natural history of Arizona, with an emphasis on the central mountain region.

Agency/Program 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 capitol building. The 3.5 acre landscaped campus includes seven restored historic structures, featuring the territorial Governor's Mansion (1864) and the Victorian-era Bashford House (1878). A modern Museum Center (1978) hosts changing exhibits, a large Archives Library and collections totaling over 100,000 artifacts and documents. Public programs include the Cowboy Poets Gathering, the Folk Arts Fair, historical reenactments in an outdoor amphitheater, heritage gardens, and education outreach opportunities for children and adults.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	702.7	727.4	753.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	612.6	638.3	678.3
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,315.3	1,365.7	1,432.1
Capital Funds	0.0	0.0	0.0
Agency Total	1,315.3	1,365.7	1,432.1
FTE Positions	24.3	25.3	25.3

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To increase the service of the Sharlot Hall Museum to the community, the state, and the Southwest.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● People served	NA	70,000	95,000	115,000
● People informed of museum offerings through advertising and promotion	NA	70,000	90,000	100,000
● Percent of museum clients pleased with service	NA	90	99	99

- ◆ Goal 2 To create innovative educational partnerships in the Prescott area.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Partnerships with other institutions	6	8	10	10
● Percent of FTE dedicated to maintaining partnerships	.25	.25	.35	.35
● Revenues gained (dollars) through new partnerships	5,000	7,500	10,000	15,000

- ◆ Goal 3 To increase the private, non-state funds through entrepreneurial activities, via the nonprofit organization, such as grant writing, annual giving, membership dues, retail sales, special fees, and new programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Increased private resources (dollars)	455,000	485,000	510,000	550,000
● Number of museum programs resulting from additional revenues	10	12	12	14

- ◆ Goal 4 To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Capital campaign dollars raised to build new square footage	200,000	500,000	350,000	2.5 mil
● Increase in number of dues-paying members	832	898	950	1,200
● Work with architect to master plan an additional 40,000 square feet (performance data in square feet)	10,000	10,000	15,000	5,000



AGENCY/PROGRAM SUMMARY	
SCHOOL FACILITIES BOARD	
Dr. Philip Geiger, Director	SFA
Contact: Dr. Philip Geiger, Director	
(602) 542-6501	
Laws 1998, 5th Spec. Session, Ch. 1	

Agency/Program Mission:

To meet the basic capital needs of the children in Arizona's school districts by providing capital assistance to school districts according to their need for capital.

Agency/Program Description:

The School Facilities Board consists of nine voting members appointed by the Governor; in addition, the Superintendent of Public Instruction serves as a non-voting member. The Board is charged with administration of three capital funds: the building renewal fund, the deficiencies correction fund, and the new school facilities fund. The Board is charged with developing minimum adequacy guidelines that provide the minimum quality and quantity of school buildings and facilities and equipment necessary and appropriate to enable pupils to achieve academic standards. Once the guidelines are adopted the Board is responsible for inspecting all of the existing schools and developing and maintaining a school facilities database. Based on that database, the Board provides funding for the maintenance of existing facilities and the construction of new facilities. The results of the statewide inspection will be used to fund capital projects necessary to bring existing facilities up to meet guidelines by June 30, 2003. The Board was created by Laws 1998, Fifth Special Session, Chapter 1 and began operations in FY 1999. NOTE: Of the \$310,893,300 FY 1999 General Fund expenditure, \$195,980,400 was transferred to the Capital Equity Fund for FY 2000 expenditure. Therefore, the School Facilities Board only spent \$114,912,900 on agency activities in FY 1999.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	310,893.3	318,712.6	338,735.2
Other Appropriated Funds	0.0	195,980.4	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>310,893.3</u>	<u>514,693.0</u>	<u>338,735.2</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>310,893.3</u>	<u>514,693.0</u>	<u>338,735.2</u>
FTE Positions	<u>9.0</u>	<u>15.0</u>	<u>15.0</u>

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To bring all school districts up to the minimum adequacy standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of school districts	NA	NA	228	228
● Percent of school districts meeting minimum adequacy standards	NA	NA	NA	NA

● Cumulative number of critical deficiency correction projects approved by the Board	NA	NA	NA	NA
● Cumulative number of noncritical deficiency correction projects approved by the Board	NA	NA	NA	NA
● Percent of cumulative critical deficiency correction projects completed	NA	NA	NA	NA
● Percent of cumulative noncritical deficiency correction projects completed	NA	NA	NA	NA

- ◆ Goal 2 To inspect all school district schools in the state at least once every five years to ensure compliance with minimum adequacy standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of school district schools	NA	NA	1,612	1,642
● Percent of school district schools inspected	NA	NA	0	10

- ◆ Goal 3 To review requests for new school facilities funding within six months of submittal.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of new school facilities funding requests submitted	NA	NA	NA	NA
● Average number of months to review new school facilities funding requests	NA	NA	NA	NA

- ◆ Goal 4 To assist school districts with completing new construction projects by the original projection date.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of new construction projects scheduled for completion	NA	NA	NA	40
● Percent of new construction projects completed	NA	NA	NA	NA



AGENCY SUMMARY
BOARD OF REGENTS

Dr. Linda J. Blessing, Executive Director
Contact: Gale Tebeau, Assistant Executive Director
(602) 229-2522 BRA

Agency Mission:

To ensure access for qualified residents of Arizona to undergraduate and graduate instruction; promote the discovery, application, and dissemination of new knowledge; extend the benefits of university activities to Arizona citizens outside the university; and maximize the return on the State's investment in education.

Agency Description:

The Arizona Board of Regents (ABOR) is the governing body of Arizona's state universities. Consistent with its constitutional authorities, the Board makes planning and policy decisions with regard to the state universities. The Board hires the university presidents and the executive director for the Board to whom they assign the responsibility of management. The Board accounts to the legislative and executive branches of government for the resources appropriated to the universities and the Board. The Board acts as the legal entity responsible for the universities.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ GOVERNANCE	2,518.6	2,658.1	2,699.4
➤ FINANCIAL ASSISTANCE	5,449.7	5,825.1	6,094.9
➤ PASS-THROUGH PROGRAM - AHEC	0.0	0.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	7,968.3	8,483.2	8,794.3

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,835.7	7,110.0	7,421.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	452.8	555.9	555.9
Federal Funds	679.8	817.3	817.3
Operating Funds Subtotal	7,968.3	8,483.2	8,794.3
Capital Funds	0.0	0.0	0.0
Agency Total	7,968.3	8,483.2	8,794.3
FTE Positions	34.0	35.0	35.0

BRA.1 PROGRAM SUMMARY
GOVERNANCE

Contact: Linda J. Blessing, Executive Director
Phone: (602) 229-2505
A.R.S. 15-1621

Program 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 fiscal and programmatic areas.

Program 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 analysis; administration of several financial assistance programs; coordination of compensation and benefits packages for the university system and oversight of university and Equal Employment Opportunity and affirmative action efforts; coordination and recommendations on academic requirements and standards; conduct of internal audits of the universities; review of public outreach strategies for the Board; and participation in public meetings.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,065.8	2,102.2	2,143.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	452.8	555.9	555.9
Federal Funds	0.0	0.0	0.0
Program Total	2,518.6	2,658.1	2,699.4
FTE Positions	34.0	35.0	35.0

Program Goals and Performance Measures:

- ◆ Goal 1 To assist the Board in making well-informed policy decisions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of board meetings	9	8	8	8
● Number of items to the Board	252	216	185	200
● Number of reports that lead directly to Board decisions	16	21	20	20
● Percent of reports produced that lead to Board decisions	41	60	50	50

- ◆ Goal 2 To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of issue papers and fact sheets produced/updated	57	57	57	57
● Number of media/individual/group briefings conducted	534	550	550	550
● Number of stakeholder briefings conducted	43	45	45	45
● Number of responses to stake holder inquiries	928	930	950	950
● Audits scheduled	32	34	32	32
● Audits performed	30	28	32	32
● Audit findings reported to Board	15	25	30	30
● Survey and information requests	100	100	100	100
● Responses to surveys and information requests	100	900	900	900
● Ratio of responses to requests (%)	100	100	100	100

BRA.2 PROGRAM SUMMARY
FINANCIAL ASSISTANCE
 Contact: Gale Tebeau, Asst. Exec. Director
 Phone: (602) 229-2522
 A.R.S. 15-1642, 15-1742, 15-1746

Program Mission:

To provide financial assistance to students and to strengthen the teaching skills of teachers in elementary and secondary mathematics and science education.

Program 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) Eisenhower Grants--for support of exemplary projects for teachers in elementary and secondary math and science education. Two student assistance programs are appropriated to the ABOR but are administered by the universities: 1) Arizona Financial Aid Trust-- immediate aid to students who are underrepresented in the population of the university or students who demonstrate a clear need for financial aid and creates an endowment for future aid; and (2) Arizona Teacher Incentive Program--loans to students in teaching training programs in deaf and blind education at the University of Arizona.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,769.9	5,007.8	5,277.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	679.8	817.3	817.3
Program Total	5,449.7	5,825.1	6,094.9
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To continue extending access to a public university education by providing and administering various financial assistance programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of WICHE awards	163	175	177	177
● Number of WICHE applications meeting eligibility requirements	178	200	187	180
● Number of WICHE applications processed	190	214	202	190
● Percent of recipients returning to practice in Arizona	72	74	72	72
● Number of Eisenhower applications processed	28	35	30	30
● Percent of applications processed that result in Eisenhower awards	57	46	50	50
● Number of Eisenhower awards--depending on federal funding	16	16	15	15

BRA.3 PROGRAM SUMMARY
PASS-THROUGH PROGRAM - AHEC
 Contact: Gale Tebeau, Assistant Exec. Director
 Phone: (602) 229-2522
 A.R.S. 15-1643

Program Mission:

To design programs that address maldistribution of health care providers in the state; and to improve the development, recruitment, minority representation, distribution and retention of health professional personnel in Arizona's rural and medically underserved communities.

Program Description:

The Arizona Health Education Centers (AHEC) are administered through the Rural Health Office at the University of Arizona and are no longer supported by state funds appropriated to ABOR for pass-through to the Rural Health Office.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0



AGENCY SUMMARY	
ARIZONA STATE UNIVERSITY - MAIN CAMPUS	
Dr. Lattie Coor, President	ASA
Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis (480) 965-6671	

Agency Mission:

To provide outstanding programs in instruction, research and creative activity, economic development, and service appropriate for the nation, the State of Arizona, and the state's major metropolitan area.

Agency Description:

Arizona State University Main Campus (ASUMC) is a rapidly evolving public Research I university offering programs from the baccalaureate through the doctorate for over 44,000 full time and part time students. The ASUMC is committed to fashioning a modern university that applies the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ACADEMIC AFFAIRS	381,839.3	408,196.8	422,297.4
➤ RESEARCH	11,251.9	12,337.8	12,967.8
➤ STUDENT AFFAIRS	86,574.6	92,458.2	96,937.1
➤ ADMINISTRATIVE SERVICES	59,673.3	61,663.6	64,452.3
➤ INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	49,749.9	53,191.4	56,131.8
Capital Funds	9,978.4	2,540.7	2,741.7
Agency Total	599,067.4	630,388.5	655,528.1

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	342,997.3	362,182.8	372,902.0
Other Non Appropriated Funds	170,223.0	185,147.6	196,265.2
Federal Funds	75,868.7	80,517.4	83,619.2
Operating Funds Subtotal	589,089.0	627,847.8	652,786.4
Capital Funds	9,978.4	2,540.7	2,741.7
Agency Total	599,067.4	630,388.5	655,528.1
FTE Positions	8,487.2	8,600.9	8,690.3

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To improve undergraduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Average number of years taken by freshmen students to complete a baccalaureate degree program	4.9	4.9	4.8	4.7
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	88	NA	90	90
● Percent of alumni who, five years after graduation, rate their overall undergraduate experience at ASU as satisfactory or very satisfactory	94	NA	90	90
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	88	88	90	90
● Students participating in the Freshman Year Experience	2,091	2,091	2,815	2,815

- ◆ Goal 2 To improve graduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Professional masters degrees granted	1,575	1,639	1,650	1,700
● Other masters degrees granted	567	598	600	600
● Doctoral degrees granted	287	273	270	270

- ◆ Goal 3 To more effectively manage the ASUMC enrollment profile.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● National Merit, Flinn, and Regents scholars enrolled	682	715	1,025	1,100
● Percent of entering students in top 25% of their high school graduating class	51	57	55	55
● Minority enrollments as a percentage of total	18.8	19.4	19.0	19.0
● Students enrolled as first time freshmen	5,191	4,943	5,400	5,600
● Degree/certificate (credit) programs offered evenings/weekends	19	23	26	27

- ◆ Goal 4 To enhance research and creative activity.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● External dollars received for research and creative activity (in millions)	79	100	115	132
● Percent of faculty and academic professionals receiving extramural support for research and creative activity	26	27	28	29

- ◆ Goal 5 To advance the University and community through partnerships, knowledge transfer, and cultural resources.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Extended campus sites (credit/non-credit)	156	155	157	159
● External partnerships and collaborations with business, industry, and community groups facilitated by Extended Education	50	61	63	65
● Persons viewing KAET-TV on a weekly basis (in thousands)	2,185	2,392	2,463	2,536

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Persons attending university sponsored cultural events (in thousands)	670.8	549.3	479.8	479.8
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◆ Goal 6 To establish and maintain salary structures that are competitive in the relevant markets for all personnel.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Average salary of all ranked faculty as a percentile of salaries at peer institutions	26	28	30	50
● Average salaries of classified staff as a percentage of relevant salaries in the Maricopa County public/private sectors	86	89	89	100

◆ Goal 7 To more fully integrate strategic and operational decision making processes.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Employees trained in process improvement	36	50	50	50
● Individual (non-duplicate) applications for continuous improvement awards (e.g., Governor's Spirit of Excellence Award)	41	25	25	25

ASA.1 PROGRAM SUMMARY

ACADEMIC AFFAIRS

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To offer high quality academic degree, 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.

Program Description:

Academic Affairs 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 Academic Affairs plays an important role, such as at the dean and department chair levels. In addition to the colleges, Academic Affairs includes Other Instructional Support, University Libraries and Museums, Academic Computing, Administrative Information Technology/Telecommunications, and Academic Affairs Administrative Support.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	282,508.6	300,571.1	309,461.3
Other Non Appropriated Funds	51,188.9	56,534.2	59,776.4
Federal Funds	48,141.8	51,091.5	53,059.7
Program Total	<u>381,839.3</u>	<u>408,196.8</u>	<u>422,297.4</u>
FTE Positions	<u>6,013.8</u>	<u>6,110.2</u>	<u>6,175.0</u>

This Program Contains the Following Subprograms:

- ▶ College of Architecture and Environmental Design
- ▶ College of Business
- ▶ College of Education
- ▶ College of Engineering and Applied Sciences
- ▶ College of Extended Education
- ▶ College of Fine Arts
- ▶ Graduate College
- ▶ Honors College
- ▶ College of Law
- ▶ College of Liberal Arts and Sciences
- ▶ College of Nursing
- ▶ College of Public Programs
- ▶ School of Social Work
- ▶ Other Instructional Support
- ▶ University Libraries and Museums
- ▶ Academic Computing
- ▶ Admin. Information Technology/ Telecommunications
- ▶ Academic Affairs Administrative Support

ASA.1.1 SUBPROGRAM SUMMARY

COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To offer a quality professional design and planning education, one that empowers graduates and the communities that they serve to make wise, informed decisions about the design and planning of their surroundings.

Subprogram Description:

The College of Architecture and Environmental Design prepares students for professional careers in the disciplines of architecture, interior design, graphic design, industrial design, landscape architecture, housing and urban development, and planning. The

College offers advanced degrees that equip students to advance their disciplines through the new ideas and understandings developed by research. The College serves the community through the Joint Urban Design Program and the Herberger Center for Design Excellence. The College promotes a general understanding of the environment by offering courses to non-majors and the community.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,217.9	6,819.2	7,021.7
Other Non Appropriated Funds	433.1	468.0	496.7
Federal Funds	226.6	240.5	249.8
Program Total	<u>7,877.6</u>	<u>7,527.7</u>	<u>7,768.2</u>
FTE Positions	<u>135.1</u>	<u>131.0</u>	<u>132.2</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	97	98	97	97
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	NA	92	92

- ◆ Goal 2 To become recognized leaders and partners in design and planning education that benefits society and the natural environment through stimulating relationships with local, national, and international communities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Programs and symposia on subjects that possibly affect the city and surrounding environments	17	21	30	35
● Studio projects that will enable students to experience the urban laboratory	35	36	36	36

ASA.1.2 SUBPROGRAM SUMMARY
COLLEGE OF BUSINESS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To expand the knowledge of business and to educate men and women for managerial leadership in a world characterized by demands for continuous improvements in quality; growing sophistication of information technology; globalized markets; racial, cultural, and gender diversity in the work force; and a demand for managers with practical, realistic skills.

Subprogram Description:

The College of Business is one of the largest colleges of business in the United States. Its enrollment includes approximately 1,000 doctoral and masters students and over 2,600 undergraduate majors. One of 12 colleges on the main campus of Arizona State University, the College of Business is a substantial and integral part of the higher education system in Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28,958.4	30,251.6	31,149.6
Other Non Appropriated Funds	6,521.7	7,046.5	7,478.0
Federal Funds	301.4	319.9	332.2
Program Total	<u>35,781.5</u>	<u>37,618.0</u>	<u>38,959.8</u>
FTE Positions	<u>491.3</u>	<u>493.2</u>	<u>498.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	93	92	94	94
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	94	NA	94	94

- ◆ Goal 2 To recruit, retain, and graduate a highly qualified and diverse student body.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of minority undergraduate students	19	19	21	22
● Percent of minority graduate students	13	13	14	15

- ◆ Goal 3 To increase the number and extent of its partnerships with the business community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Membership in the Dean's Council of 100 and the Economic Club	270	288	320	350

ASA.1.3 SUBPROGRAM SUMMARY
COLLEGE OF EDUCATION
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To prepare teachers, administrators, helping professionals, researchers, and policy makers in a culture of excellence and equity. To meet the educational needs of children, youth, and adults at high levels of mastery for their individual achievement and carrying out the adult roles of citizens, parents, workers, neighbors, and leaders in a democratic society.

Subprogram Description:

The College of Education offers undergraduate and graduate courses that prepare individuals to assume a variety of roles in educational and other applied settings. Faculty and students pursue research, independently and cooperatively, to keep classroom pedagogical techniques current. The College of Education assists practitioners through a variety of educational services, including sponsored conferences, seminars, workshops, and projects.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,323.0	14,205.1	14,626.8
Other Non Appropriated Funds	2,642.0	2,854.6	3,029.4
Federal Funds	1,401.9	1,487.8	1,545.1
Program Total	18,366.9	18,547.5	19,201.3
FTE Positions	306.8	308.6	311.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of undergraduate education through providing training of pre-service teachers in more diverse settings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduating elementary education majors serving internships in economically, culturally AND linguistically diverse settings	100	100	100	100
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	84	88	90	90

- ◆ Goal 2 To increase the enrollments in the College of under-represented ethnic groups (African Americans, Asian Americans, Hispanics, and American Indians).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate students from under-represented ethnic groups enrolled	590	602	630	660
● Percent of undergraduate students from under-represented ethnic groups enrolled	26	27	28	30
● Graduate students from under-represented ethnic groups enrolled	450	457	475	500
● Percent of graduate students from under-represented ethnic groups enrolled	23	23	24	25

- ◆ Goal 3 To offer more courses off campus and in non-traditional formats (e.g., distance learning) to better serve the needs of Arizona students and educators.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sections of courses taught off campus and/or through distance learning	240	270	300	300

- ◆ Goal 4 To increase research activities in the College.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Externally funded research dollars awarded (in thousands)	400	460	1,000	1,000
● Externally funded research dollars expended (in thousands)	290	325	450	600

ASA.1.4 SUBPROGRAM SUMMARY
COLLEGE OF ENGINEERING AND APPLIED SCIENCES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide undergraduate and graduate students with a variety of

high quality educational opportunities that will serve their professional interests into the 21st century. To enhance the economic well being of the state and nation; and to meet the rapidly expanding need for research and educational support for the high-technology industry of Arizona.

Subprogram Description:

The College offers undergraduate and graduate degree programs that provide students with cutting edge knowledge in their future professions. Engineering supplements formal instruction by individual mentoring in which selected undergraduate and graduate students are trained to pursue independent research activity. The College also provides specific research support to high-technology industry as well as non credit courses intended to enhance the professional community's specialized interests.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	33,850.5	34,684.8	35,714.5
Other Non Appropriated Funds	7,745.8	8,369.1	8,881.6
Federal Funds	10,176.8	10,800.4	11,216.5
Program Total	51,773.1	53,854.3	55,812.6
FTE Positions	837.3	847.0	857.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	98	99	100	100
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	86	NA	90	90

- ◆ Goal 2 To enhance research productivity by developing a stable external funding base.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Externally funded expenditures for research, education, and service (in millions of dollars)	20	21	24	28

- ◆ Goal 3 To enhance the working relationship with industry through partnering in research and education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Externally funded expenditures from industry (in millions of dollars)	5.2	4.0	4.5	5.0
● Courses offered by TV/Video/Web	68	85	92	100

ASA.1.5 SUBPROGRAM SUMMARY
COLLEGE OF EXTENDED EDUCATION
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To meet the lifelong learning requirements of our diverse communities by providing an interactive link to the services and resources of ASU. In partnership with ASU's campuses, colleges, and the community, the College extends ASU by providing access to quality instruction for nontraditional and traditional learners in a variety of locations using innovative methods, curricula, schedules, and technologies.

Subprogram Description:

The university-wide College of Extended Education (CEE) provides academic outreach by assisting ASU colleges and campuses in the delivery of instruction using a variety of sites, centers, schedules, and technologies. The College advances ASU's community outreach mission by promoting and engaging in collaborative research efforts, by providing community leadership and services, by developing and supporting community and economic development activities, and through partnerships with business, governments, and community organizations.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,194.8	3,350.7	3,417.7
Other Non Appropriated Funds	3,795.3	5,326.6	5,433.1
Federal Funds	0.0	0.0	0.0
Program Total	6,990.1	8,677.3	8,850.8
FTE Positions	114.9	121.5	121.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve accessibility and delivery of academic instruction, professional and personal development, training, technical assistance, and information to local, regional, national, and international populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total CEE credit enrollments	17,198	19,627	21,197	22,893
● Professional/Continuing Education & Global & Community Outreach enrollments	5,248	5,825	6,116	6,422
● Degree/certificate (credit) programs offered evenings/weekends	19	23	26	27
● Off-campus credit courses offered during the Fall semester (includes technology-delivered courses)	261	342	369	399

- ◆ Goal 2 To plan, develop, and implement expanded use of interactive technologies to support and enhance the delivery mission of the College of Extended Education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Technology-delivered courses	242	255	268	281
● Staff technical assistance to faculty (in hours)	2,891	3,428	3,771	4,148

- ◆ Goal 3 To enhance economic, social, community, and cultural development of the community through instruction, research, and community service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Extended campus sites (credit/non-credit)	156	155	157	159

- External partnerships and collaborations with business, industry and community groups facilitated by Extended Education 50 61 63 65
- Downtown Center facility users 67,220 66,600 68,000 70,000

- ◆ Goal 4 The following performance measures were developed as a result of the Program Authorization Review (PAR) of the College of Extended Education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● 21st day fall semester FTE students in off-campus courses that are counted for appropriations purposes	1,165	1,351	1,453	1,562
● FTE students in all forms of off-campus credit courses for the Fall semester	1,285	1,506	1,493	1,602
● Enrollments in all forms of off-campus credit courses for the Fall semester (includes technology-delivered courses)	4,537	5,744	6,204	6,700
● Degree programs in which all credit may be earned at an off-campus location	5	9	11	12
● Degree programs in which partial credit may be earned at an off-campus location	4	5	5	6
● Off-campus sites and centers at which credit courses are offered (Maricopa County and other)	122	128	130	132
● Off-campus sites and centers at which credit courses are offered in Maricopa County	108	110	112	114

**ASA.1.6 SUBPROGRAM SUMMARY
COLLEGE OF FINE ARTS**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Subprogram Mission:

To provide highly qualified artists, teachers, scholars and well-educated men and women regardless of specific undergraduate or graduate degree programs; to engage in scholarship, creative activity and innovation which leads to making and creating art; to embrace inclusiveness and diversity; and, to provide expertise-based service for the citizens of Arizona and the nation.

Subprogram Description:

One of the largest such colleges in the country, the College of Fine Arts includes 1,800 undergraduate students, 500 graduate students, and 200 faculty and staff, who are organized into the Schools of Art and Music, the Departments of Dance and Theatre, the University Art Museum, and the Institute for Studies in the Arts. The College's educational programs embrace majors and non-majors. They also include many public performances, exhibitions and events, which, in turn, serve as a cultural resource for the campus and community.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,344.9	16,782.1	17,280.2
Other Non Appropriated Funds	2,097.0	2,265.8	2,404.5
Federal Funds	19.8	21.0	21.8
Program Total	18,461.7	19,068.9	19,706.5
FTE Positions	311.4	315.5	318.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the quality of undergraduate education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Faculty and others who participate in teaching and learning workshops	54	57	58	60
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	94	85	96	96
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	79	NA	91	92

◆ Goal 2 To strengthen research and creative activity throughout the College.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of faculty involved in research and creative activity	91	92	92	93

ASA.1.7 SUBPROGRAM SUMMARY
GRADUATE COLLEGE
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To promote and support the integrity, quality, and vitality of graduate programs and to ensure their currency. To serve as an advocate for all advanced studies at Arizona State University and promote rigorous standards of quality, access, and equity in all graduate programs. To foster innovation and community partnerships and facilitate interdisciplinary programs.

Subprogram Description:

The Graduate College enhances quality graduate education through programs complementing department efforts to recruit, retain, and graduate a highly qualified student body which has ethnic and gender diversity. The College enriches and supports ASU's graduate education by giving attention to professional and research-oriented programs and interdisciplinary study. The College also supports undergraduate education by preparing graduates for faculty roles and assures adherence to rigorous academic policies and practices through program evaluations and monitoring of educational processes.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,203.2	2,151.1	2,215.0
Other Non Appropriated Funds	767.2	828.9	879.7
Federal Funds	0.0	0.0	0.0
Program Total	2,970.4	2,980.0	3,094.7
FTE Positions	64.1	64.2	64.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To support and enhance graduate programs central to the mission of the University.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students enrolled in interdisciplinary degree programs administered by the Graduate College	380	370	380	380

◆ Goal 2 To improve the quality and increase the diversity of students in graduate programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Minority graduate enrollment as percent of total enrollment	12.9	13.1	13.0	14.0

◆ Goal 3 To promote the retention and graduation of graduate students in all programs and support their professional development for employment in the workforce of the next century.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Doctorate degrees granted	287	273	270	270
● Masters degrees granted	2,142	2,237	2,250	2,300

ASA.1.8 SUBPROGRAM SUMMARY
HONORS COLLEGE
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To meet the educational needs of highly motivated, academically talented undergraduates and to provide them with curricular and co-curricular activities that will allow them to compete effectively with top graduates from traditionally elite colleges and universities.

Subprogram Description:

The University Honors College (UHC) organizes the resources of the University for the benefit of highly motivated, academically strong undergraduates. It is a magnet to draw such students to ASU and a portal through which they gain full access to its resources. Combining the community and engagement associated with small colleges and the breadth of educational opportunity only comprehensive research institutions offer, the College seeks to enhance all undergraduate education at ASU by developing and testing within a small, personal environment programs that can transfer to the greater University. UHC promotes academic honoraries, guides students to relevant internships, mentors applicants for fellowships, and assists students with graduate school applications.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,363.4	1,347.7	1,387.7
Other Non Appropriated Funds	33.1	35.8	38.0
Federal Funds	0.0	0.0	0.0
Program Total	1,396.5	1,383.5	1,425.7
FTE Positions	26.1	28.1	28.4

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance the number and diversity of the most highly qualified high school graduates entering Arizona State University and the University Honors College.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

• Honors undergraduate headcount students	1,827	2,148	2,320	2,600
• National Merit, Flinn, and Regents scholars enrolled at ASU	682	715	1,025	1,100

◆ Goal 2 To increase graduation rates for first-time, first-year students entering UHC.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• UHC graduation rates for first-time, first-year students (in percent)	73	72	75	80
• Courses offered for honors credit	1,138	1,558	1,600	1,700
• Students completing honors courses	1,686	2,310	2,425	2,546

ASA.1.9 SUBPROGRAM SUMMARY
COLLEGE OF LAW
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To attract and retain an outstanding and diverse student body and faculty; to acquaint students with basic principles of law and related disciplines, and to provide them with skills necessary for them to function successfully as lawyers; to produce and publish pathbreaking scholarship; and, to provide useful service to the legal profession and the public.

Subprogram Description:

The College of Law provides a three year, full time, comprehensive program of study leading to the Juris Doctor (J.D.) degree. Law faculty are expert in a wide variety of law related fields, in which they teach, produce scholarship and provide community service. Arizona State University College of Law graduates generally become practicing lawyers and often become community leaders.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,883.1	8,070.1	8,309.6
Other Non Appropriated Funds	169.1	182.7	193.9
Federal Funds	32.2	34.2	35.5
Program Total	8,084.4	8,287.0	8,539.0
FTE Positions	94.5	99.8	100.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To maintain and enhance an excellent and appropriate instructional program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of student credits hours (SCH) taught by full-time tenure track faculty	65	76	70	70
• Percent of graduates passing the Arizona Bar exam (first-time)	75	70	70	70
• Percent of graduates who rate their academic experience at ASU as satisfactory or very satisfactory	88	NA	85	85

◆ Goal 2 To increase community partnerships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of students participating in externships, internships, and other field experiences	84	70	73	73

◆ Goal 3 To improve and enhance the College's service to the Community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Service programs sponsored by the Indian Legal Program	6	5	5	5
• Clients served through clinical training courses	3,267	3,187	2,900	2,900

ASA.1.10 SUBPROGRAM SUMMARY
COLLEGE OF LIBERAL ARTS AND SCIENCES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide a liberal arts education for students and a foundation for professional education. To foster scholarship and creativity among faculty and students.

Subprogram Description:

The College of Liberal Arts and Sciences is the academic center of the University. In contrast to the specialized education offered by professional and vocational schools, the College provides a liberal education for all students. The College provides instruction in 23 departments and two interdisciplinary units in the humanities, natural sciences, and social sciences. Closely allied to instruction is research activity, which brings timeliness and professional authority to teaching programs. Research skills attract external grants that support advanced learning for both undergraduate and graduate students. Faculty provide expertise to the external community and offer workshops and lectures to local organizations and schools.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	86,193.6	84,351.3	86,855.4
Other Non Appropriated Funds	10,349.9	11,182.8	11,867.6
Federal Funds	32,612.7	34,611.0	35,944.3
Program Total	129,156.2	130,145.1	134,667.3
FTE Positions	2,163.0	2,187.7	2,214.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	74	76	78	80
• Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	90	NA	90	90

- ◆ Goal 2 To sustain and enhance academic excellence in research and creative activities in order to provide a quality learning environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research proposals submitted for external funding	569	629	665	710
● Research funding expenditures (in millions of dollars)	36	46	52	60

ASA.1.11 SUBPROGRAM SUMMARY
COLLEGE OF NURSING
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To educate professional nurses at the undergraduate and graduate levels to provide the highest quality health care and to critically examine and effectively respond to changing health care needs of society; to conduct research and creative activities that strengthen the knowledge base of the discipline; and to provide service to the community through a range of nursing activities.

Subprogram Description:

Nursing prepares undergraduate students for licensure and careers as generalists in the nursing profession. Graduate degrees prepare nurses in advanced practice nursing specialties. Nursing also provides credit and non-credit offerings for the continuing education and advancement of practicing nurses in the community.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,701.7	4,785.2	4,927.3
Other Non Appropriated Funds	1,056.4	1,141.4	1,211.3
Federal Funds	316.0	335.4	348.3
Program Total	6,074.1	6,262.0	6,486.9
FTE Positions	115.1	115.1	116.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To prepare professional nurses to practice in a complex and changing health care environment to meet the needs of diverse populations through innovative and flexible programs which are responsive to various student populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	100	100	100	100
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	93	NA	90	90

- ◆ Goal 2 To prepare nurses for leadership and advanced practice roles in a complex and changing health care environment by providing innovative and flexible graduate programs for different students groups who will care for diverse populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate students from under-represented minority groups	16	12	15	14
● Graduate students participating in faculty research programs	7	5	12	12

ASA.1.12 SUBPROGRAM SUMMARY
COLLEGE OF PUBLIC PROGRAMS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To meet the needs of students and the broader society for programs of instruction, research, training and technical assistance that are relevant and nationally distinguished for their quality in communication, journalism, broadcasting and telecommunication, justice studies, recreation management and tourism, and public affairs.

Subprogram Description:

The College of Public Programs offers degrees in broadcasting, communication, journalism, justice studies, recreation management and tourism, public administration, and telecommunications. Certificates are offered in American Humanics (management of non-profit human service agencies) and American Indian Justice Studies (law, justice, and policy issues pertaining to Tribal - U.S. relationships). Master's degrees are offered in justice studies, mass communication, communication, recreation management and tourism, and public affairs. At the doctoral level, the College offers the Ph.D. in justice studies and communication and the Doctorate of Public Administration. The college has approximately 3,533 undergraduate majors and pre majors, 338 master's students, and 150 doctoral students with a full time tenured and tenure-track faculty of 82. The College also houses the Morrison Institute for Public Policy, the Advanced Public Executive Program, and the Center for Urban Studies. The School of Social Work became part of the College of Public Programs January 1999. They will be subsumed within the College of Public Programs in the year 2000.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,322.6	16,177.2	16,657.5
Other Non Appropriated Funds	1,609.0	1,975.8	2,096.8
Federal Funds	992.2	2,608.9	2,709.4
Program Total	14,923.8	20,761.9	21,463.7
FTE Positions	263.0	333.6	336.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To serve the community and broader society, and increase public trust and confidence, by offering undergraduate and graduate instruction that is accessible, efficient, high quality, and nationally

distinguished.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Persistence rate for freshmen (in percent)	78	84	85	85
● Persistence rate for Lower Division transfers (in percent)	77	79	80	80
● Persistence rate for Upper Division transfers (in percent)	85	80	85	85
● Percent of graduating seniors who are satisfied or very satisfied with their academic advising	77	NA	80	80
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	88	NA	90	90

- ◆ Goal 2 To serve the community and broader society by conducting research and public service activities that contribute to the quality of the learning environment, the well-being of society and that are nationally distinguished for their quality.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research and creative activities as indicated by referred articles, books, edited books, book chapters, and book reviews	179	226	260	265

ASA.1.13 SUBPROGRAM SUMMARY
SCHOOL OF SOCIAL WORK
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To prepare social work professionals, to build a knowledge base that contributes to the understanding of the disadvantaged and oppressed, and to provide community service to agencies and communities that address the needs of underserved populations.

Subprogram Description:

The School of Social Work offers undergraduate and graduate instruction placing special emphasis on service to the minority populations of the Southwest, including Native Americans; Hispanics; African Americans; urban and rural poor women; and, other victims of violence, poverty or discrimination. The School of Social Work works with community agencies in Arizona to provide ongoing quality social work services to the State. The school engages in a variety of research and service projects with agencies such as the Department of Economic Security, Goodwill Industries, the Phoenix Fire Department, and various Phoenix area school districts. The School's internship program places approximately 370 students per semester in a variety of social work agencies in the State. The School of Social Work became part of the College of Public Programs in January 1999. They will be subsumed within the College of Public Programs in the year 2000. Due to this reorganization, performance measure data for FY 2000 and FY 2001 are omitted but will be included in College of Public Programs measures for these years.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,569.3	0.0	0.0
Other Non Appropriated Funds	219.6	0.0	0.0
Federal Funds	1,466.1	0.0	0.0
Program Total	5,255.0	0.0	0.0
FTE Positions	65.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	100	100	NA	NA
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	87	NA	NA	NA

- ◆ Goal 2 To develop and enhance an accredited Bachelors of Social Work (BSW) program in Tucson to serve the needs of non-degreed professionals in the southern part of the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Fall semester students enrolled in the Tucson BSW program	132	112	NA	NA

- ◆ Goal 3 To strengthen the research program of the School of Social Work.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research projects that develop social work knowledge in partnerships with social service or community agencies	9	14	NA	NA

ASA.1.14 SUBPROGRAM SUMMARY
OTHER INSTRUCTIONAL SUPPORT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide centralized instructional programming and services for both students and faculty which enhance and complement academic activities offered through the colleges.

Subprogram Description:

The Other Instructional Support Subprogram is comprised of a wide variety of academic programs which serve students and faculty. Activities focusing on students involve undergraduate academic services such as university survival and adjustment, writing across the curriculum, academic advising, evaluation and testing services, and international programs. This area also includes summer sessions and general instruction, specialized programs such as Project Prime and the American Indian Institute, and the Academic Senate.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,148.9	25,534.5	26,292.5
Other Non Appropriated Funds	11,379.0	12,294.8	13,047.5
Federal Funds	6.2	6.4	6.7
Program Total	18,534.1	37,835.7	39,346.7
FTE Positions	383.0	469.1	473.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide high quality undergraduate instructional programs that complement college degree curricula by strengthening students' skills in written and verbal communication and facilitating their adjustment to the University environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Academic Success at the University course sections offered	89	92	98	102

- ◆ Goal 2 To provide support services which assist students in achieving academic success and plan programs of study within their chosen degree curricula.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students assisted by the Learning Resources Center	6,270	9,950	10,300	10,500
● Tests administered by the University Testing Services	9,911	9,390	9,200	9,800

- ◆ Goal 3 To provide students with excellent educational opportunities throughout the calendar year.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Summer sessions headcount students	27,858	26,789	27,000	27,500

ASA.1.15 SUBPROGRAM SUMMARY
UNIVERSITY LIBRARIES AND MUSEUMS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To offer collections and services which promote a quality learning environment for undergraduate and graduate students, to support academic excellence for students and faculty, and to respond to institutional commitments.

Subprogram Description:

The University Libraries are responsible for the acquisition, organization, preservation, and assistance in the retrieval and use of the informational, research, and media resources of the University Libraries and other libraries and research or resource collections. The University Libraries promotes to the extent possible the use of these resources and services by the University and broader community which it serves. Further, the University Libraries supports, promote, and provides leadership in research, professional development, and the sharing of information on local, state, national, and international levels. University museums provide cultural opportunities for those on campus and the entire community.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,075.7	17,808.7	18,337.3
Other Non Appropriated Funds	933.8	1,008.9	1,070.7
Federal Funds	15.1	16.0	16.6
Program Total	18,024.6	18,833.6	19,424.6
FTE Positions	293.5	293.5	296.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain the number of books and periodical subscriptions owned by the university libraries, and increase access to these items.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Library volumes housed (all libraries; in thousands)	2,823	2,867	2,867	2,867
● Periodical subscriptions	26,741	25,744	25,744	25,744
● Items checked out (in thousands)	946	1,026	1,026	1,026
● Items used but not checked out (in thousands)	1,460	1,401	1,401	1,401
● Reference transactions	226,384	198,379	198,379	198,379
● Online access sessions (in millions)	NA	4.4	5.7	7.4

- ◆ Goal 2 To increase attendance at university art museums and provide quality art exhibitions to the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annual attendance at university art collections	50,440	61,874	62,000	63,000
● Lecturers and special events	388	412	400	400

ASA.1.16 SUBPROGRAM SUMMARY
ACADEMIC COMPUTING

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To support the instructional, research, and service missions of the University community by providing appropriate computer technologies, support services, training, planning and consultation.

Subprogram Description:

The academic services provided by Information Technologies (IT) include assistance in the development and effective use of technology to support the teaching and learning process, providing training and support for instructional uses of technology, coordination of centralized computing sites, and technology support for the ASU East Campus. Additional services include consultation and support for research and creative activities, including visualization, statistical analysis, and Internet applications and services.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,496.8	9,649.9	9,936.3
Other Non Appropriated Funds	87.6	94.6	100.4
Federal Funds	528.6	561.0	582.6
Program Total	12,113.0	10,305.5	10,619.3
FTE Positions	210.6	179.1	180.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To employ and provide maximum available state-of-the-art technologies for instructional purposes through use of microcomputers and servers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● E-mail computer accounts	59,000	66,744	70,000	72,000
● Super/mainframe/computer servers	30,000	26,212	27,000	33,000
● Mainframe/minicomputer (millions of instructions per second)	138	86	224	224
● Installed processing power: Microcomputers (SPECint92)	17,500	26,000	30,000	33,000
● Installed processing power: Network servers (SPECint92)	6,500	9,500	11,000	14,000

- ◆ Goal 2 To improve access to ASU provided computer programs and internet services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Workstations available to students centrally provided by IT	875	900	1,000	1,100
● Server activity: www.asu.edu (hits per day)	400,000	420,000	520,000	600,000

ASA.1.17 SUBPROGRAM SUMMARY

**ADMIN. INFORMATION TECHNOLOGY/
TELECOMMUNICATIONS**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Subprogram Mission:

To improve the quality and efficiency of University operations through the application of technology, and by maintaining and supporting the University's communication and technology infrastructure.

Subprogram Description:

The administrative services provided by Information Technologies include assistance in the development and effective use of technology to support University client/server and centralized management decision support systems (such as accounting, human resources, electronic messaging, and student information systems), consultation, and operational support for the University's voice, data, and video networks. Additional services include technology assessment; recommending hardware and software standards; personal computer and client/server hardware support; planning and capacity management; distributed support to University departments; and support for Internet applications and services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,813.5	4,967.7	5,115.1
Other Non Appropriated Funds	69.0	74.6	79.2
Federal Funds	0.0	0.0	0.0
Program Total	5,882.5	5,042.3	5,194.3
FTE Positions	77.3	60.5	61.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain support for all administrative computing systems and ensure that staff have ready access to needed information.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Storage capacity of the Data Warehouse (in gigabytes)	40	120	160	220
● Users accessing information available through the Data Warehouse	950	1,362	1,500	1,600

- ◆ Goal 2 To maintain support for all telecommunications systems throughout the university.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● State funded telephones maintained	19,957	9,673	10,400	11,000
● Centrally supported Ethernet connections	16,400	18,385	19,700	20,700
● Internet bandwidth (mbps)	25	31	60	90

ASA.1.18 SUBPROGRAM SUMMARY

ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis

Phone: (480) 965-6671

A.R.S. 15-1601

Subprogram Mission:

To provide effective and efficient managerial and administrative support assisting the Senior Vice President and Provost with basic institutional decisions regarding instruction, research, and service, student affairs, research and strategic initiatives, and administrative services.

Subprogram Description:

Academic Affairs Administrative Support includes the Office of the Senior Vice President and Provost, University Fiscal Planning and Analysis, and Institutional Analysis and Data Administration.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,847.3	19,634.2	20,217.1
Other Non Appropriated Funds	1,280.3	1,383.3	1,468.0
Federal Funds	46.2	49.0	50.9
Program Total	20,173.8	21,066.5	21,736.0
FTE Positions	61.8	62.6	63.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve undergraduate education.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average years taken by freshman students to complete a baccalaureate degree program	4.9	4.9	4.8	4.7
● Percent of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	88	NA	90	90
● Percent of alumni who, five years after graduation, rate their overall undergraduate experience at ASU as satisfactory or very satisfactory	94	NA	90	90
● Percent of undergraduate degree recipients participating in research related or capstone (case study) experience	88	88	90	90

- ◆ Goal 2 To provide timely, accurate data to support institutional-level decision making in the planning and resource allocation process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of reports completed by required date	100	100	100	100
● Revisions based on errors	0	0	0	0

- ◆ Goal 3 To use emergent management techniques to evaluate and enhance the productivity and efficiency of services provided by employees throughout the University.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Employees trained in process improvement	36	50	50	50

<p>ASA.2 PROGRAM SUMMARY</p> <p align="center">RESEARCH</p> <p>Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis Phone: (480) 965-6671 A.R.S. 15-1601</p>

Program Mission:

To provide a breadth of research, including scholarship and creative activities, that serves the advancement of the disciplines, complements the educational mission of the university, and serves the University's urban and state community and society as a whole.

Program Description:

The Research Program is comprised of three major groups of activities which promote research, scholarship, and creative activity, including research that is not associated with the college-based organized research centers, regulatory compliance efforts, and centralized research support functions. The Research Program serves the citizens of Arizona through the development, transfer, and application of new knowledge particularly beneficial to the state.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,762.1	3,184.5	3,279.0
Other Non Appropriated Funds	7,457.3	8,057.5	8,550.8
Federal Funds	1,032.5	1,095.8	1,138.0
Program Total	<u>11,251.9</u>	<u>12,337.8</u>	<u>12,967.8</u>
FTE Positions	<u>156.2</u>	<u>159.5</u>	<u>161.3</u>

This Program Contains the Following Subprograms:

- ▶ Research Activities
- ▶ Regulatory Compliance
- ▶ Research Area

<p>ASA.2.1 SUBPROGRAM SUMMARY</p> <p align="center">RESEARCH ACTIVITIES</p> <p>Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis Phone: (480) 965-6671 A.R.S. 15-1601</p>

Subprogram Mission:

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Subprogram Description:

Research Activities include the Center for Environmental Studies and all university-sponsored research excluding state funds directly allocated to academic areas or organized research centers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,867.0	2,291.3	2,359.3
Other Non Appropriated Funds	723.0	781.2	829.0
Federal Funds	995.0	1,056.0	1,096.7
Program Total	<u>3,585.0</u>	<u>4,128.5</u>	<u>4,285.0</u>
FTE Positions	<u>78.1</u>	<u>81.5</u>	<u>82.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of externally supported organized research projects awarded to the university.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Externally supported organized research grant and contract proposals submitted by individual investigators	1,003	1,167	1,225	1,285

<p>ASA.2.2 SUBPROGRAM SUMMARY</p> <p align="center">REGULATORY COMPLIANCE</p> <p>Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis Phone: (480) 965-6671 A.R.S. 15-1601</p>

Subprogram Mission:

To promote the continued growth and development of research and creative activity at ASU by providing the basic support services that help ensure safe, humane, legal, and compliant research operations.

Subprogram Description:

Regulatory Compliance is comprised of a variety of activities required by state and federal law and as a condition of applying for and receiving extramural funding in the form of grants and contracts. Major areas of activity include human subjects, radiation protection, hazardous materials, and animal care.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	420.8	416.5	428.8
Other Non Appropriated Funds	276.8	299.1	317.4
Federal Funds	0.0	0.0	0.0
Program Total	697.6	715.6	746.2
FTE Positions	9.8	9.3	9.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To be in compliance regarding the use of humans as research subjects, the care and use of animals in research and teaching, the use and disposal of radioactive materials and radiation producing equipment, and the use and disposal of hazardous materials.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Citations or other adverse claims (notifications)	0	0	0	0

ASA.2.3 SUBPROGRAM SUMMARY

RESEARCH AREA

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide the managerial and administrative leadership to enable the university to fulfill its mission as a major research university, conducting both pure and applied research of benefit to Arizona and the nation.

Subprogram Description:

The Research Area provides the infrastructure which the Vice Provost for Research requires to foster quality and excellence in all University research programs. Activities include dissemination of information concerning funding opportunities, assistance in proposal preparation, grant and contract fiscal administration, and property control. This area also produces University research publications and is responsible for technology transfer from the University to the community.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	474.3	476.7	490.9
Other Non Appropriated Funds	6,457.5	6,977.2	7,404.4
Federal Funds	37.5	39.8	41.3
Program Total	6,969.3	7,493.7	7,936.6
FTE Positions	68.3	68.7	69.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain and enhance the university's status as a Research I institution.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Grant and contract proposals submitted	1,444	1,617	1,700	1,785
● Grant and contract awards received	1,096	1,327	1,425	1,530
● External dollars received for research and creative activity (in millions of dollars)	79	100	115	132
● Percent of faculty and academic professionals receiving extramural support for research and creative activity	26	27	28	29

- ◆ Goal 2 To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate students supported by sponsored funds	1,064	1,161	1,200	1,240
● Graduate students supported by sponsored funds	1,330	1,339	1,380	1,420

ASA.3 PROGRAM SUMMARY

STUDENT AFFAIRS

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To offer programs and services that support the educational and career aspirations of ASU students. Student Affairs promotes student success by offering an array of co-curricular academic support programs and related services which respond to the changing needs of a diverse student population.

Program Description:

Student Affairs is comprised of a variety of units, including admissions, registration, and financial aid functions, as well as functions and other activities which contribute to students' emotional and physical well being. Additional efforts augment the intellectual, cultural, and social development of students beyond formal instruction. These include cultural events, student newspapers, intramural sports, student organizations, career guidance and counseling, student health services, and administration at the vice presidential level.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,470.0	17,221.3	17,732.5
Other Non Appropriated Funds	43,573.8	47,080.5	49,963.5
Federal Funds	26,530.8	28,156.4	29,241.1
Program Total	<u>86,574.6</u>	<u>92,458.2</u>	<u>96,937.1</u>
FTE Positions	<u>734.6</u>	<u>742.8</u>	<u>750.5</u>

This Program Contains the Following Subprograms:

- ▶ Student Life, Health and Wellness
- ▶ Enrollment Services
- ▶ Student Affairs Administrative Support

ASA.3.1 SUBPROGRAM SUMMARY
STUDENT LIFE, HEALTH AND WELLNESS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To offer a wide variety of services that support the quality of student life.

Subprogram Description:

Student Life and related units provide programs and services that ease students' transition to the university; involve them in campus life, and enhance their intellectual, psychological, and social development. Other units include Residential Life, Student Health, the Memorial Union, the Student Recreation Center, Career Services, Counseling and Consultation, and Disability Resources for Students.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,026.4	7,962.8	8,199.2
Other Non Appropriated Funds	21,322.9	23,038.9	24,449.7
Federal Funds	1,373.9	1,458.1	1,514.3
Program Total	<u>28,723.2</u>	<u>32,459.8</u>	<u>34,163.2</u>
FTE Positions	<u>382.5</u>	<u>381.5</u>	<u>385.2</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To promote the emotional and physical well being of students by providing quality medical and mental health services at the Student Health Center.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students receiving health education	18,500	18,300	19,000	19,500

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Registered campus clubs and organizations	456	471	472	475
● Student attendance at workshops, orientations, class presentations and special events offered by career services to assist students seeking employment and/or career guidance	33,700	26,700	28,300	30,300
● Hits on career services homepage	56,600	165,600	180,000	190,000
● Web resumes selected by employers	14,500	38,600	40,300	43,000

- ◆ Goal 3 To maintain ASU's top ranking of providing the best disabled student services in the nation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Disabled students served	1,989	1,937	1,900	1,900
● Hours of interpreting provided for the hearing impaired	13,151	13,902	13,500	13,500

ASA.3.2 SUBPROGRAM SUMMARY
ENROLLMENT SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To offer services in support of the admissions, enrollment, and student financial assistance processes.

Subprogram Description:

Enrollment Services provides access to higher education by offering a variety of orientation and registration programs which inform students and their families about admissions requirements, availability of student financial assistance, new student orientations, and other specialized services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,184.1	7,144.9	7,357.0
Other Non Appropriated Funds	21,956.5	23,723.5	25,176.2
Federal Funds	23,555.2	24,998.5	25,961.5
Program Total	<u>51,695.8</u>	<u>55,866.9</u>	<u>58,494.7</u>
FTE Positions	<u>192.4</u>	<u>194.9</u>	<u>196.8</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To recruit and enroll academically eligible undergraduate students and ensure that they receive adequate orientation upon entering ASU.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate admissions applications	31,800	30,500	30,800	31,100
● Undergraduates admitted	24,300	22,100	22,300	22,500
● Students participating in orientation	10,800	13,400	14,000	14,100

- Telephone registration transactions (In Touch; in thousands) 1,100 1,000 1,000 1,000

◆ Goal 2 To make student financial assistance readily available for need based, highly able students and other targeted student populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students receiving financial assistance (all campuses combined)	32,000	37,500	39,500	41,500
● Dollar volume for all financial assistance programs (all campuses combined; in thousands of dollars)	243,000	247,000	259,000	270,000

ASA.3.3 SUBPROGRAM SUMMARY
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide student support programs and services that integrate educational opportunities and co-curricular activities to enhance students' total education.

Subprogram Description:

Student Affairs Administrative Support provides the leadership, planning, management, and coordination of all student services. Student Affairs Administrative Support is committed to the assessment of and support for changing student needs that are critical to academic success. This area includes the Office of the Vice President for Student Affairs, Student Development, and the Freshman Year Experience and related programs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,259.5	2,113.6	2,176.3
Other Non Appropriated Funds	294.4	318.1	337.6
Federal Funds	1,601.7	1,699.8	1,765.3
Program Total	6,155.6	4,131.5	4,279.2
FTE Positions	159.7	166.4	168.6

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide services which promote the development of student competencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students assisted by the Learning Resources Center	6,270	9,950	10,300	10,500

◆ Goal 2 To improve the educational experiences of first-year students by increasing participation in the Freshman Year Experience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students participating in the Freshman Year Experience (FYE)	2,091	2,091	2,815	2,815

ASA.4 PROGRAM SUMMARY
ADMINISTRATIVE SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To provide timely, efficient, and effective support for the university's missions of instruction, research, and public service through a variety of business and financial services, human resources services, facilities management and safety services, and administrative support of effective management practices.

Program Description:

Administrative Services includes central activities concerned with provision of essential support services for the entire university. Administrative Services activities include fiscal operations, employee personnel and records, purchasing, stores, safety, security, printing, parking services, and the operation and maintenance of the physical plant.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	31,549.1	31,276.5	32,205.0
Other Non Appropriated Funds	28,103.7	30,365.3	32,224.7
Federal Funds	20.5	21.8	22.6
Program Total	59,673.3	61,663.6	64,452.3
FTE Positions	1,013.3	1,017.3	1,027.0

This Program Contains the Following Subprograms:

- ▶ Business/financial Services and Human Resources
- ▶ Plant and Safety Services
- ▶ Administrative Services Support

ASA.4.1 SUBPROGRAM SUMMARY
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To support the University's missions of instruction, research, and public service by providing timely and accurate financial information and services; and, to serve the University community through the effective management of its administrative services, employees, and other constituencies through a program of comprehensive personnel and human resources services.

Subprogram Description:

Business/Financial Services and Human Resources is comprised of a wide variety of central staff functions including purchasing, mail services, bookstore, stores and office supplies, office machine rental and repair, printing and copy centers, internal audit, financial

services, student aid disbursement, cashiering and accounts receivable services, management development, employee recognition, and human resources management.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,250.6	6,578.9	6,774.2
Other Non Appropriated Funds	24,243.5	26,194.5	27,798.5
Federal Funds	0.0	0.0	0.0
Program Total	<u>31,494.1</u>	<u>32,773.4</u>	<u>34,572.7</u>
FTE Positions	<u>293.5</u>	<u>295.2</u>	<u>298.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide efficient and effective administrative support to the university community while maintaining or enhancing the level of quality service in areas such as accounting.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Accounting transactions processed (in thousands)	5,250	5,400	5,400	5,450

- ◆ Goal 2 To provide efficient services to University customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of purchase requests processed within 5 working days	88	88	90	90
● Elapsed days from travel claim receipt to payment	1.8	2.9	2.0	2.0
● Average minutes waiting time to pay tuition during peak periods	2	3	2	2

- ◆ Goal 3 To provide comprehensive human resources services and programs to the university community in areas such as employment, training, management development, payroll, employee relations, and other human resources activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Participants in human resources training programs	5,979	7,662	8,500	9,000
● Job applications processed	37,370	21,492	21,000	20,000
● Positions filled	1,898	1,844	1,900	1,950

ASA.4.2 SUBPROGRAM SUMMARY
PLANT AND SAFETY SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide a clean, well maintained, aesthetically pleasing, and fully functional campus environment which promotes individual safety, protection of property, risk control, and community involvement.

Subprogram Description:

Facilities Management, Risk Management and the Department of Public Safety provide the following support services: building maintenance, building and infrastructure engineering, custodial

services, grounds construction and maintenance, campus planning, facilities planning and construction, police and security services, risk management and safety services, fleet services, and parking and transit services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	23,734.6	24,038.0	24,751.6
Other Non Appropriated Funds	3,726.8	4,026.7	4,273.3
Federal Funds	20.5	21.8	22.6
Program Total	<u>27,481.9</u>	<u>28,086.5</u>	<u>29,047.5</u>
FTE Positions	<u>706.8</u>	<u>709.0</u>	<u>715.7</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide customers focused, high quality facilities and services to support the University's mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Land surface owned and operated by the University Main Campus (in acres)	793	793	731	731
● State supported University building space within campus boundaries (gross square feet in thousands)	5,720	5,748	5,853	5,953
● Maintenance work order man-hours on buildings/tunnels/structures	221,776	228,532	235,000	242,000

- ◆ Goal 2 To plan and provide in a courteous and friendly manner, a safe campus environment for faculty, staff, students, and visitors to the university.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Fire and safety training classes	126	179	150	150
● Community-based police assignments	4	21	27	27
● ParkSmart (telephone) parking registration for students	41,931	45,868	49,900	52,400

ASA.4.3 SUBPROGRAM SUMMARY
ADMINISTRATIVE SERVICES SUPPORT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide effective executive management services for support of the University's mission to teach, create new knowledge, and provide public service.

Subprogram Description:

This subprogram consists of the Office of the Vice Provost for Administrative Services.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	563.9	659.6	679.2
Other Non Appropriated Funds	133.4	144.1	152.9
Federal Funds	0.0	0.0	0.0
Program Total	697.3	803.7	832.1
FTE Positions	13.0	13.1	13.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve customer satisfaction with services provided to the University community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction surveys conducted	14	16	20	24
● Hours to follow-up on customer complaints	48	48	24	24

ASA.5 PROGRAM SUMMARY

INSTITUTIONAL LEADERSHIP AND ADVANCEMENT

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To provide overall direction and management for Arizona State University in fulfilling its mission of providing outstanding programs of instruction, research, public service and economic development; to further an awareness of and appreciation for Arizona State University by building and strengthening relationships with diverse constituencies; and to provide leadership and oversight for the University's intercollegiate athletic program.

Program Description:

Institutional Leadership and Advancement consists of the Office of the President, which provides central executive level direction and management for the University, and other units that provide university-wide services and programs. The Office of the Vice President for Institutional Advancement serves the multiple campuses of the University. Its programs are designed to enhance ASU's role in economic development and to strengthen the University by working with diverse constituencies, including minority communities, to promote common values and goals as well as to develop approaches to common challenges. This program also includes Intercollegiate Athletics, which represents the University by fielding athletic teams that seek to achieve excellence in national and international competition while promoting the well being of the student-athlete.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,707.5	9,929.4	10,224.2
Other Non Appropriated Funds	39,899.3	43,110.1	45,749.8
Federal Funds	143.1	151.9	157.8
Program Total	49,749.9	53,191.4	56,131.8
FTE Positions	569.3	571.0	576.6

This Program Contains the Following Subprograms:

- ▶ Kaet-tv
- ▶ Alumni Relations and Development
- ▶ Community Outreach
- ▶ Intercollegiate Athletics
- ▶ Executive Management
- ▶ Institutional Advancement

ASA.5.1 SUBPROGRAM SUMMARY

KAET-TV

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To serve the people of Arizona through the development and operation of public telecommunications systems and services for instructional, educational, informational, and cultural purposes.

Subprogram Description:

KAET is a public television station licensed through the Arizona Board of Regents and operated on the campus of Arizona State University. The station provides quality educational and informative programs enriching the lives of viewers and serving all communities in Central and Northern Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,475.5	1,480.4	1,524.4
Other Non Appropriated Funds	5,590.8	6,040.7	6,410.6
Federal Funds	117.3	124.5	129.3
Program Total	7,183.6	7,645.6	8,064.3
FTE Positions	91.3	91.8	92.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of persons viewing KAET-TV on a weekly basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Persons viewing KAET-TV on a weekly basis (in thousands)	2,185	2,392	2,463	2,536

◆ Goal 2 To improve services provided to the community, especially in rural areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Teachers served through educational support programming	11,452	16,046	17,500	18,000
● Students served through educational support programming	193,000	256,560	275,000	300,000

ASA.5.2 SUBPROGRAM SUMMARY
ALUMNI RELATIONS AND DEVELOPMENT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide effective and efficient support for the university's mission of instruction, research, and public service through developing and maintaining strong partnerships with alumni, community leaders, and state decision makers.

Subprogram Description:

Alumni Relations and Development includes Alumni, Development, and Economic Development. ASU integrates its economic development activities and strengths into larger community wide efforts to help metropolitan Phoenix and other Arizona communities become economically more competitive.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,326.6	1,321.3	1,360.5
Other Non Appropriated Funds	5,494.1	5,936.2	6,299.7
Federal Funds	0.0	0.0	0.0
Program Total	6,820.7	7,257.5	7,660.2
FTE Positions	111.5	112.1	113.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase the number of ASU Alumni Association members and maintain the level of telephone solicitations for monetary contributions to the University.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dues paying Alumni Association members	12,810	12,890	14,000	14,500

◆ Goal 2 To continuously build and improve ASU's economic development efforts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Collaborative partnerships and alliances with regional organizations	15	15	18	20

ASA.5.3 SUBPROGRAM SUMMARY
COMMUNITY OUTREACH
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To offer services that provide and promote community contact in the areas of quality cultural and popular sports programs, and economic development.

Subprogram Description:

Community Outreach provides opportunities for the community to network with the University on various projects related to the arts and nonathletic events. Special emphasis is given to cultural diversity programming which is designed to present specific performances targeting underserved and culturally specific groups.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,859.0	1,980.6	2,039.4
Other Non Appropriated Funds	5,862.0	6,333.7	6,721.5
Federal Funds	25.8	27.4	28.5
Program Total	7,746.8	8,341.7	8,789.4
FTE Positions	96.7	97.3	98.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To continue to stage excellent non-athletic events for various diverse constituents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Persons attending university sponsored cultural events	670,781	549,286	479,800	479,800

ASA.5.4 SUBPROGRAM SUMMARY
INTERCOLLEGIATE ATHLETICS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To represent the University by fielding athletic teams that seek to achieve excellence in national and international competition while promoting the well being of the student-athlete, who is first and foremost a student.

Subprogram Description:

Arizona State University considers intercollegiate athletics to be an integral part of the University and strives to achieve the same standards of excellence in its athletics program as exist within its teaching, research, and public service programs. This commitment to excellence in athletics is conducted in the context of a philosophical commitment to certain values, in particular the welfare and academic progress of the individual student-athlete, the principle of institutional control of athletic programs, and complete adherence to established NCAA and PAC-10 rules and regulations.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,987.4	2,020.4	2,080.4
Other Non Appropriated Funds	21,055.1	22,749.5	24,142.5
Federal Funds	0.0	0.0	0.0
Program Total	23,042.5	24,769.9	26,222.9
FTE Positions	208.9	210.1	212.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve graduation rates of student athletes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of student athletes graduating in six years	35	55	55	55

- ◆ Goal 2 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average GPA of student athletes	2.6	2.6	2.7	2.7

ASA.5.5 SUBPROGRAM SUMMARY
EXECUTIVE MANAGEMENT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide overall direction and management for Arizona State University in fulfilling its mission of providing outstanding programs of instruction, research, public service, and economic development.

Subprogram Description:

Executive Management includes central executive level activities concerned with overall long range planning for the University, administrative support for the entire University community, and University-wide fund raising activities. The Executive Management area includes the Office of the President, the Office of the General Counsel, the Affirmative Action Office, and the leadership of the University's College of Extended Education.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,177.2	2,155.5	2,219.5
Other Non Appropriated Funds	903.6	976.3	1,036.1
Federal Funds	0.0	0.0	0.0
Program Total	3,080.8	3,131.8	3,255.6
FTE Positions	38.4	37.5	37.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide leadership in establishing strategic directions for the University.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of campus strategic plans completed by required date	100	100	100	100

ASA.5.6 SUBPROGRAM SUMMARY
INSTITUTIONAL ADVANCEMENT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide effective and efficient support for the university's missions of academic affairs, research, and public service through executive management, and to maintain and develop strong partnerships with alumni, community leaders and state decision makers.

Subprogram Description:

Institutional Advancement furthers awareness of and appreciation for ASU by communicating with diverse constituencies, building and strengthening relationships, and encouraging participation in and support of university programs and initiatives.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	881.8	971.2	1,000.0
Other Non Appropriated Funds	993.7	1,073.7	1,139.4
Federal Funds	0.0	0.0	0.0
Program Total	1,875.5	2,044.9	2,139.4
FTE Positions	22.5	22.3	22.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To obtain private and corporate funds to provide the margin of excellence for the University in the 21st Century.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Endowed chairs and professorships	67	83	89	95

- ◆ Goal 2 To continue to coordinate high quality special events for the University.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals attending campus sneaker/special tours	452	450	465	480
● Special events coordinated	250	265	300	310



AGENCY SUMMARY	
ARIZONA STATE UNIVERSITY - WEST CAMPUS	
Dr. Lattie Coor, President	AWA
Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis (480) 965-6671	

Agency Mission:

To offer quality academic programs in the arts and sciences, as well as in selected professional fields; to encourage the educational, economic, cultural and social development of the metropolitan area; and, to prepare students for success in the global society of the 21st century by engendering a responsiveness to change and an appreciation of the intellectual, cultural, gender and generation diversity of modern society.

Agency Description:

Arizona State University West is an upper-division, non-residential campus of Arizona State University. Created by the Legislature in 1984, it is located in the rapidly growing northwestern area of metropolitan Maricopa County. It is designed to offer bachelor's and master's degrees and certificate programs in the arts and sciences, as well as professional programs in business, education and human services.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ACADEMIC AFFAIRS	33,948.4	37,481.8	38,510.8
➤ STUDENT AFFAIRS	3,666.9	3,425.9	3,539.5
➤ ADMINISTRATIVE SERVICES	8,583.5	8,033.4	8,173.8
➤ INSTITUTIONAL ADVANCEMENT	1,655.3	1,277.3	1,299.6
Capital Funds	286.1	81.7	94.2
Agency Total	<u>48,140.2</u>	<u>50,300.1</u>	<u>51,617.9</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,262.7	45,294.8	46,295.0
Other Non Appropriated Funds	3,075.9	3,330.7	3,556.3
Federal Funds	1,515.5	1,592.9	1,672.4
Operating Funds Subtotal	47,854.1	50,218.4	51,523.7
Capital Funds	286.1	81.7	94.2
Agency Total	<u>48,140.2</u>	<u>50,300.1</u>	<u>51,617.9</u>
FTE Positions	<u>717.4</u>	<u>722.3</u>	<u>723.2</u>

Agency Goals and Key Performance Measures:

◆ Goal 1 To enrich the texture of undergraduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of first-time, full-time, degree-seeking undergraduate students persisting after one year	79	81	82	82
● Undergraduate minority students enrolled	723	785	808	832
● Undergraduate students taking courses in the University-College Center	262	616	647	679
● Undergraduate students participating in internships and field experiences	599	759	781	805
● Undergraduate students participating in social and academic activity groups	605	880	906	933

◆ Goal 2 To develop graduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Degree-seeking students enrolled in graduate programs	596	691	712	733
● Graduate minority students enrolled	160	147	150	153

◆ Goal 3 To extend the research and creative activity agenda.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Externally funded research projects (in thousands of dollars)	2,222	2,684	2,791	2,847
● Students enrolled in research-related courses	126	167	170	173

◆ Goal 4 To increase community involvement.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Community participation at events sponsored by ASU West	46,749	49,445	51,917	54,513
● Collaborative educational projects with K-12	20	22	24	26

◆ Goal 5 To develop enrollment.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● New undergraduate students enrolled	1,103	950	978	1,007
● New undergraduate students enrolled that transferred from Arizona community colleges	707	614	632	651

◆ Goal 6 To optimize use of resources.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of upper-division, undergraduate transfer students who graduate in four years	81	82	83	85
● Percent of SCH taught by ranked faculty	54	56	57	58
● Students graduating	1,130	1,148	1,171	1,194

AWA.1 PROGRAM SUMMARY
ACADEMIC AFFAIRS
Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis Phone: (480) 965-6671 A.R.S. 15-1601

Program Mission:

To provide instruction, research, and service activities that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of life in the northwest Valley community, surrounding region, and nation.

Program Description:

Academic Affairs includes activities carried out during the academic year, summer sessions and other periods associated with degree credit and non-credit academic courses. Academic Affairs includes seven different academic and academic support units: College of Arts and Sciences, College of Education, College of Human Services, School of Management, Division of Collaborative Programs, Library, and Academic Affairs Administrative Support.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,623.6	33,923.6	34,736.2
Other Non Appropriated Funds	1,979.7	2,144.5	2,290.3
Federal Funds	1,345.1	1,413.7	1,484.3
Program Total	33,948.4	37,481.8	38,510.8
FTE Positions	501.1	498.3	498.9

This Program Contains the Following Subprograms:

- ▶ College of Arts and Sciences
- ▶ College of Education
- ▶ College of Human Services
- ▶ School of Management
- ▶ Division of Collaborative Programs
- ▶ Library
- ▶ Academic Affairs Administrative Support

AWA.1.1 SUBPROGRAM SUMMARY

COLLEGE OF ARTS AND SCIENCES

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Subprogram Mission:

To provide a range of academic and community support programs to both the campus community and Phoenix metropolitan area that contain the breadth of learning required for a rapidly changing professional environment, that emphasize creative thinking, that are interdisciplinary in nature, and that promote diversity.

Subprogram Description:

The College of Arts and Sciences offers undergraduate interdisciplinary and disciplinary programs in American Studies, Integrative Studies, Interdisciplinary Arts and Performances, Life Sciences, Social and Behavioral Sciences, and Women's Studies.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,575.5	6,831.6	7,033.2
Other Non Appropriated Funds	585.5	636.0	678.8
Federal Funds	451.2	474.4	498.0
Program Total	7,612.2	7,942.0	8,210.0
FTE Positions	130.9	136.4	136.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of students enrolled in undergraduate programs designed for learning and increasing the student's ability to apply new knowledge and critical and artistic perspectives in their careers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	1,022	1,079	1,150	1,200
● Undergraduate minority students	162	204	208	212

AWA.1.2 SUBPROGRAM SUMMARY

COLLEGE OF EDUCATION

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Subprogram Mission:

To promote the improvement of professional education by providing a continuum of research based programs and services to pre-service educators, in-service educators, and other educational decision-makers.

Subprogram Description:

The College of Education offers programs that emphasize practical application based on the latest research and proven practices. Undergraduate programs lead to initial certification of elementary, secondary, and special education teachers. Graduate programs lead to master's degrees in educational administration, elementary education, and secondary education.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,196.7	4,361.5	4,458.5
Other Non Appropriated Funds	283.8	307.1	329.7
Federal Funds	528.9	555.8	583.6
Program Total	5,009.4	5,224.4	5,371.8
FTE Positions	81.6	83.6	83.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of students enrolled in undergraduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Undergraduate student headcount	984	943	1,150	1,200
● Undergraduate minority students	182	193	200	205

- ◆ Goal 2 To increase the number of students enrolled in graduate programs that provide students with knowledge, skills, and technical competencies for citizenship, leadership, and successful careers in the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student headcount	512	520	510	500
● Graduate minority students	72	66	80	82

AWA.1.3 SUBPROGRAM SUMMARY
COLLEGE OF HUMAN SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide undergraduate education that promotes community development guided by principles and values of diversity, self-determination, and respect for personal and collective well-being while contributing to the development of leadership and careers that promote human and social welfare.

Subprogram Description:

The College of Human Services offers undergraduate programs that emphasize the integration of a comprehensive set of skills and knowledge in several areas: Communication Studies, Administration of Justice, Recreation and Tourism Management, Social Work, Gerontology and a hosted ASU Main Nursing program.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,611.5	4,107.1	4,199.9
Other Non Appropriated Funds	301.0	325.7	347.5
Federal Funds	262.2	275.5	289.3
Program Total	4,174.7	4,708.3	4,836.7
FTE Positions	70.3	77.7	77.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of students enrolled in undergraduate programs that provide knowledge, skills, and technical competencies for citizenship, leadership, and successful careers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	896	925	950	975
● Undergraduate minority students	183	195	200	205

AWA.1.4 SUBPROGRAM SUMMARY
SCHOOL OF MANAGEMENT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To foster the economic vitality of Maricopa County and its citizens, and to advance the practice of management in the context of a global economy where change is constant and far-reaching.

Subprogram Description:

The School of Management offers a Masters of Business Administration program for working professionals; an undergraduate program that emphasizes the integration of a comprehensive set of management skills and knowledge; and, an accounting program for undergraduate majors, post-baccalaureate students, and working professionals.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,034.8	5,209.5	5,371.5
Other Non Appropriated Funds	723.3	782.6	835.0
Federal Funds	102.8	108.0	113.4
Program Total	5,860.9	6,100.1	6,319.9
FTE Positions	67.1	70.1	70.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of students enrolled in undergraduate programs that are responsive to the educational needs of working professionals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	804	807	850	860
● Undergraduate minority students	185	194	200	205

- ◆ Goal 2 To increase the number of students enrolled in the M.B.A. programs that is responsive to the corporate needs of the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student headcount	520	547	550	560
● Graduate minority students	51	47	70	71

AWA.1.5 SUBPROGRAM SUMMARY
DIVISION OF COLLABORATIVE PROGRAMS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To produce and sustain cross-disciplinary endeavors in instruction, research and service that enrich academic possibilities for student and faculty at ASU West and for community partners.

Subprogram Description:

The Division of Collaborative Programs houses cross-disciplinary enterprises including the Center for Writing Across the Curriculum, the Honor's Program, the Research Consulting Center, and the University-College Center.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	349.9	706.0	730.5
Other Non Appropriated Funds	12.6	13.6	14.5
Federal Funds	0.0	0.0	0.0
Program Total	362.5	719.6	745.0
FTE Positions	12.4	12.9	13.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide support services for academic programs in ways that increase enrollment across the campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate students taking courses in the University-College Center	262	616	647	679

AWA.1.6 SUBPROGRAM SUMMARY
LIBRARY
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To support learning through information by being a center of information for those who learn, those who teach and those who create.

Subprogram Description:

The ASU West Library supports the information needs of ASU West students and faculty by providing information resources on site and access to other sources of information; providing services that enable users to define their information needs and identify, obtain, evaluate, synthesize and apply information relevant to their needs; and, partnering with faculty and academic support services to educate students.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,411.4	3,445.9	3,527.8
Other Non Appropriated Funds	21.9	23.7	25.3
Federal Funds	0.0	0.0	0.0
Program Total	3,433.3	3,469.6	3,553.1
FTE Positions	51.3	51.3	51.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop a cohesive and integrated tiered reference/research support service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Library volumes	293,700	304,400	314,000	324,000
● Library volumes purchased	13,100	10,900	10,000	10,000

● Microforms (in thousands)	1,364	1,399	1,414	1,426
● Periodicals subscriptions	3,500	3,500	3,600	3,600
● Collections use	220,300	166,400	160,000	155,000
● Items loaned	16,500	15,700	15,500	15,200
● Items borrowed	13,300	13,100	13,000	13,000

AWA.1.7 SUBPROGRAM SUMMARY
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide an institutional structure that promotes the offering of services and programs to students, faculty, and staff in support of the instructional, research, and service mission of ASU West.

Subprogram Description:

Academic Affairs Administrative Support serves both instructional and research activities. Specific activities include assisting faculty development in areas related to research, promoting faculty linkages to external funding, providing research opportunities for students, encouraging collaborative models of instruction, administering campus-based internal grants, and institutional planning and budget.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,443.8	9,262.0	9,414.8
Other Non Appropriated Funds	51.6	55.8	59.5
Federal Funds	0.0	0.0	0.0
Program Total	7,495.4	9,317.8	9,474.3
FTE Positions	87.6	66.3	66.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide a variety of research related opportunities for both faculty and students so that they can improve their teaching and research activity skills.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Externally funded research awards (\$ in thousands)	2,222	2,684	2,791	2,847
● Students enrolled in research related courses	126	167	170	173
● Undergraduate students participating in internships and field experiences	599	759	781	805

AWA.2 PROGRAM SUMMARY
STUDENT AFFAIRS

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To respond to the student development needs of ASU West's culturally diverse student population for the purpose of enhancing each student's personal, intellectual, and professional growth.

Program Description:

Student Affairs consists of four major departmental areas: enrollment services, student academic support services, student development services, and recruitment and outreach services.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,561.6	2,235.1	2,272.0
Other Non Appropriated Funds	934.9	1,011.6	1,079.4
Federal Funds	170.4	179.2	188.1
Program Total	<u>3,666.9</u>	<u>3,425.9</u>	<u>3,539.5</u>
FTE Positions	<u>52.3</u>	<u>57.9</u>	<u>58.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To recruit and enroll academically eligible undergraduate students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● First-time undergraduate admissions applications	1,305	1,414	1,450	1,500
● First-time undergraduate students admitted	1,290	1,167	1,200	1,250
● New undergraduate students enrolled	1,103	950	1,000	1,100

- ◆ Goal 2 To make student financial assistance readily available for need based and other targeted populations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Scholarships (in thousands of dollars)	1,214	1,215	1,215	1,215
● Grants (in thousands of dollars)	2,849	2,850	2,850	2,850
● Loans (in thousands of dollars)	12,357	12,360	12,360	12,360
● Employment (in thousands of dollars)	1,367	1,370	1,370	1,370

- ◆ Goal 3 To retain and graduate students that enroll at ASU West.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of first-time, full-time, degree-seeking undergraduate students persisting after one year	79	81	82	82
● Percent of first-time, full-time, upper-division, degree-seeking students graduating in four years	81	82	83	85
● Students graduating	1,130	1,148	1,171	1,194
● Undergraduate students participating in social and academic activity groups	605	880	906	933

**AWA.3 PROGRAM SUMMARY
ADMINISTRATIVE SERVICES**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Program 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.

Program Description:

Administrative Services provides support services in six areas: information technology, facilities development and management, public safety, financial accounting and support services, human resource management services, and auxiliary service operations.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,440.7	7,878.8	8,008.8
Other Non Appropriated Funds	142.8	154.6	165.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>8,583.5</u>	<u>8,033.4</u>	<u>8,173.8</u>
FTE Positions	<u>150.0</u>	<u>151.0</u>	<u>151.2</u>

This Program Contains the Following Subprograms:

- ▶ Business/financial Services and Human Resources
- ▶ Plant and Safety Services
- ▶ Information Technology
- ▶ Administrative Services Support

**AWA.3.1 SUBPROGRAM SUMMARY
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Subprogram Mission:

To provide coordinated, customer-focused, cost-effective, and innovative services in the areas of financial and human resource services.

Subprogram Description:

Financial management and human resource management provide support services including human resource functions (e.g., employment, benefits, payroll, records, compensation and classification) and business functions (e.g., accounting services, procurement, property control, special events, scheduling, parking administration, mail, copy, fleet, and contracted services).

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,924.0	2,083.1	2,117.5
Other Non Appropriated Funds	10.6	11.5	12.3
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,934.6</u>	<u>2,094.6</u>	<u>2,129.8</u>
FTE Positions	<u>38.9</u>	<u>39.9</u>	<u>40.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the campus community with administrative services that foster a responsive, friendly service orientation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● State operating budget departments	75	106	110	115
● Active accounts	326	450	474	490

◆ Goal 2 To provide comprehensive human resource services to the campus community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Participants in human resource training	503	204	344	385
● Job applications processed	1,554	1,629	1,800	1,840
● Positions filled	242	293	275	300

AWA.3.2 SUBPROGRAM SUMMARY
PLANT AND SAFETY SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide for the planning, construction, and management of facilities as well as providing a safe and secure environment where teaching and learning can take place.

Subprogram Description:

Facilities Development and Management maintains the physical and environmental appearance of the campus. The Department of Public Safety provides police and public safety services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,641.4	3,633.6	3,693.6
Other Non Appropriated Funds	131.5	142.3	151.8
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,772.9</u>	<u>3,775.9</u>	<u>3,845.4</u>
FTE Positions	<u>74.7</u>	<u>73.7</u>	<u>73.8</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide a safe environment for students, staff, faculty, and visitors to ASU West.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Crime reports	40	34	45	50
● Moving vehicle citations	200	182	220	240
● Citizen assists	4,000	4,225	4,475	4,725

AWA.3.3 SUBPROGRAM SUMMARY
INFORMATION TECHNOLOGY
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To facilitate and promote the use of informational and instructional technology for student development, faculty and staff support, and effective business processes.

Subprogram Description:

Information Technology is the central ASU West support organization for academic and administrative computing; media equipment; and voice; video and data communication.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,151.6	1,935.7	1,967.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,151.6</u>	<u>1,935.7</u>	<u>1,967.6</u>
FTE Positions	<u>32.7</u>	<u>33.7</u>	<u>33.7</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve support for students, faculty, and staff who need assistance with technology by providing general and specialized consulting and training on the use of computing and multimedia technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students using the student computing center	5,058	4,677	4,700	4,800
● Average daily user requests for technical assistance resolved	77	95	100	105

AWA.3.4 SUBPROGRAM SUMMARY
ADMINISTRATIVE SERVICES SUPPORT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To support and facilitate the implementation of administrative services that are responsive, efficient and productive in support of the campus mission of teaching, research, and public service.

Subprogram Description:

Administrative services support guides campus efforts to respond to academic needs through the implementation of continuous improvement initiatives among all campus administrative services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	723.7	226.4	230.1
Other Non Appropriated Funds	0.7	0.8	0.9
Federal Funds	0.0	0.0	0.0
Program Total	<u>724.4</u>	<u>227.2</u>	<u>231.0</u>
FTE Positions	<u>3.8</u>	<u>3.8</u>	<u>3.8</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve support for students, faculty, and staff and the mission of the campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of users satisfied with services	88	90	90	90

AWA.4 PROGRAM SUMMARY

INSTITUTIONAL ADVANCEMENT

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To increase awareness and support of Arizona State University West with current and potential students, employees and the surrounding community.

Program Description:

Institutional Advancement is responsible for campus relations with the public, community, government and alumni. Institutional Advancement also manages marketing, publications, and development programs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,636.8	1,257.3	1,278.0
Other Non Appropriated Funds	18.5	20.0	21.6
Federal Funds	0.0	0.0	0.0
Program Total	1,655.3	1,277.3	1,299.6
FTE Positions	14.1	15.1	15.1

Program Goals and Performance Measures:

- ◆ Goal 1 To increase awareness about ASU West through local, national, and broadcast outlets.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Media placements	512	607	630	645

- ◆ Goal 2 To inform the general public about academic programs and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Community participation at events sponsored by ASU West	46,749	49,445	51,915	54,513
● Collaborative educational projects with K-12	20	22	24	26

- ◆ Goal 3 To raise private funds to support ASU West academic programs and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Funds raised from annual fund drive (in thousands of dollars)	5,100	17,200	20,000	20,000
● Funds raised for scholarships (in thousands of dollars)	83	1,082	1,075	1,075
● Funds raised from major gifts (in thousands of dollars)	564	1,537	1,650	1,650
● Funds raised toward \$8M ASU Campaign for Leadership goal (in thousands of dollars)	1,200	1,780	2,020	3,000



AGENCY SUMMARY	
ARIZONA STATE UNIVERSITY - EAST	
CAMPUS	
Dr. Lattie Coor, President	AXA
Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis (480) 965-6671	

Agency Mission:

To offer high quality academic programs in a range of disciplines and professional fields to prepare students for success in the dynamic, multicultural, transnational, and technological society of the 21st century; and to contribute to the educational, economic, and cultural development of local communities, the metropolitan area, and the state through an emphasis on partnerships, programs, research, and services that address societal needs.

Agency Description:

Arizona State University East is a new campus of Arizona State University located in southeast Mesa at the Williams Campus. Created by the Legislature in 1994, it serves students and the metropolitan area through baccalaureate degree, master's degree and non-degree programs as well as through applied research and service. Currently, programs are offered in technology, agribusiness, environmental resources, education, business administration, and applied psychology. Other programs will be developed in the liberal arts and sciences as well as in additional professional fields in response to student and employer demand. All programs at ASU East will provide students with the knowledge and skills to succeed in the dynamic, multicultural, transnational, and technological environment of the 21st century. ASU East offers a unique, residential campus learning environment that is student-centered, encourages an appreciation of and respect for civic life within a diverse community, and strives to integrate the academic and social lives of students. As well, ASU East contributes to the educational, economic, and cultural development of local communities, the metropolitan area, and the state through its emphasis on partnerships, programs, research, and services that address societal needs.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ACADEMIC PROGRAMS AND SERVICES	12,409.3	14,537.1	15,529.0
➤ ADMINISTRATIVE SERVICES	3,280.8	3,275.5	3,403.8
Capital Funds	1,046.5	224.4	241.1
Agency Total	16,736.6	18,037.0	19,173.9

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,446.3	13,942.2	14,281.3
Other Non Appropriated Funds	2,131.7	2,713.8	3,448.7
Federal Funds	1,112.1	1,156.6	1,202.8
Operating Funds Subtotal	15,690.1	17,812.6	18,932.8
Capital Funds	1,046.5	224.4	241.1
Agency Total	16,736.6	18,037.0	19,173.9
FTE Positions	219.9	240.3	246.3

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To continue building a broader portfolio of academic programs that prepare students to understand and address the social, economic, technological, and cultural needs of society.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Degree/majors offered	8	9	15	18
● Students enrolled each fall semester	1,052	1,095	1,466	2,000
● Percent of graduating students who rate their academic experience at ASU East as satisfactory or very satisfactory	NA	91	91	92
● Degrees awarded each year	218	238	255	350
● Courses offered each academic year	449	485	535	585

- ◆ Goal 2 To develop national recognition as a leader in selected academic programs.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of ranked faculty who receive recognition as leaders in their disciplines	NA	30	32	35
● Endowed chairs/professorships for which funding is pledged and/or committed	1	3	4	5
● Out-of-state students applying to ASU East	165	241	265	290
● Percent of key community, business, and industry representatives who believe ASU East is innovating	NA	NA	80	85
● Percent of graduating students who rate their exposure to innovative technologies and processes as satisfactory or very satisfactory	NA	83	85	87

- ◆ Goal 3 To enhance campus culture and campus life.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Staff FTE in campus life services	6.6	6.6	7.8	8.4
● Staff FTE in student and academic support services	9	9.7	12.7	14
● Number of student/campus life activities scheduled	50	149	225	300
● Percent of graduating students satisfied with the campus culture and environment	NA	73	75	80

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of graduating students satisfied with co-curricular programs and services at ASU East	NA	74	78	80
● Percent of graduating students satisfied with academic services at ASU East	NA	83	85	87
● Percent of faculty satisfied with academic services at ASU East	NA	NA	72	75
● Percent of graduating students satisfied with student services at ASU East	NA	88	90	90
● Percent of first-time, degree-seeking students persisting after one year	66	62	65	68

◆ Goal 4 To recruit and retain a critical mass of students.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● New students enrolled each fall semester	251	268	400	500
● Percent of admitted students who register for classes	64	68	72	72
● Courses offered each fall through non-traditional methods or schedules	14	15	20	30
● Ethnic minority students enrolled each fall semester	18	15	17	18
● Percent of international students enrolled each fall semester	12	13	14	14
● Percent of enrolled students, each fall semester, who were in the top 15% of their high school graduating class	30	28	29	30
● Percent of first-time, degree-seeking students persisting after one year	66	62	65	68

◆ Goal 5 To strengthen existing partnerships and create new ones to support program development and provide service to the community.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● ASU East students who participate in the ASUE/CGCC partnership each fall semester	190	184	225	275
● Percent of graduating students reporting participation in internships	NA	49	50	53
● Partnerships with other educational institutions	2	2	4	5
● Partnerships with business, industry, and community organizations	10	14	18	22
● Percent of key community, business, and industry representatives satisfied with the direction of development at ASU East	NA	NA	90	90
● Percent of recent alumni who are employed in their fields of study	NA	NA	90	90

◆ Goal 6 To optimize the use of existing physical resources.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of graduating students satisfied with the campus environment	NA	67	70	75
● Buildings on campus that are connected to a fiber optic backbone	NA	2	33	39
● Percent of campus desktops connected to the fiber optic backbone	NA	15	25	50
● Average weekly room hours (weekday and evening) utilization of classrooms, each fall semester	29	27	29	31

● Percent of existing buildings in use	58	65	69	73
● State Capital Outlay (in thousands of dollars)	3,441	8,237	224	241

◆ Goal 7 To optimize the financial resources available to strengthen ASU East.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● State General Fund appropriation (in thousands)	7,054	10,351	11,297	12,155
● Tuition revenue (in thousands)	2,021	2,282	2,875	3,825
● Campaign gifts and pledges (in thousands)	6,616	14,111	17,000	19,000
● Sponsored projects expenditures (in thousands)	3,324	4,624	2,798	3,557

AXA.1 PROGRAM SUMMARY
ACADEMIC PROGRAMS AND SERVICES

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
Phone: (480) 965-6671
A.R.S. 15-1601

Program Mission:

To provide high quality and innovative academic programs and services that enable students to achieve academic success, and to provide services that sustain students and faculty as they pursue their academic goals.

Program Description:

Academic Programs and Services provides for the delivery of an array of instructional, research, and public service programs, and basic support services for students and faculty. In addition to the academic units that provide instruction, research, and public service, support units provide functions that enable students to enroll (e.g., admissions, registrar, and financial assistance services) and to sustain their success (e.g., academic advising, learning assistance, career services). Other services critical to the educational enterprise include information technology, library services, and institutional support services. Programs and services are built on internal and external partnerships that enhance their strength.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,326.6	10,870.0	11,134.4
Other Non Appropriated Funds	1,970.6	2,510.5	3,191.8
Federal Funds	1,112.1	1,156.6	1,202.8
Program Total	12,409.3	14,537.1	15,529.0
FTE Positions	188.1	209.1	214.9

This Program Contains the Following Subprograms:

- ▶ Morrison School of Agribusiness and Resource Management
- ▶ College of Technology and Applied Sciences
- ▶ East College
- ▶ Academic Services
- ▶ Information Technology

- ▶ Library Services
- ▶ Student Affairs
- ▶ Institutional Support Services

AXA.1.1 SUBPROGRAM SUMMARY
MORRISON SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To serve a leadership role in agribusiness and resource management by providing superior educational and career-oriented opportunities for students, by continuing to conduct research that directly affects the success of the agribusiness industry, and by responding to the needs and concerns of the state, national, and global agribusiness communities and their leaders.

Subprogram Description:

The Morrison School of Agribusiness and Resource Management (MSABR) offers bachelor's and master's degree programs that address the business, environmental, and resource management aspects of agriculture. These educational programs are designed to prepare students for the wide range of job opportunities that exist in agricultural industries and governmental agencies, both here and abroad. The faculty of the School also carry out research and public service relating to agribusiness, rural development, environmental resources, resource management, and public policy. The School and its faculty are affiliated with the Center for Agribusiness Policy Studies (CAPS) which promotes and supports multi-disciplinary and applied research on a wide range of agribusiness topics.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,409.0	2,109.5	2,160.8
Other Non Appropriated Funds	108.3	136.8	172.9
Federal Funds	469.2	488.1	507.5
Program Total	1,986.5	2,734.4	2,841.2
FTE Positions	30.7	40.0	40.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide high quality undergraduate programs that prepare students for productive professional careers in agribusiness, environmental resources, and resource management fields.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students enrolled in undergraduate majors each fall semester	151	184	203	290
● Undergraduate degrees awarded each year	57	56	55	60
● Percent of graduating seniors satisfied with their overall academic experience at ASU East	NA	94	95	96

- ◆ Goal 2 To provide a high quality graduate program that prepares students for managerial and administrative positions in agribusiness and environmental and resource management organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students enrolled in the graduate degree program each fall semester	64	75	90	110
● Graduate degrees awarded each year	14	26	20	22
● Percent of graduating graduate students satisfied with overall academic experience at ASU East	NA	93	94	95

- ◆ Goal 3 To develop the national reputation of MSABR and CAPS by strengthening research and service partnerships with agribusiness industry and environmental and resource management organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sponsored projects expenditures (in thousands)	500	551	608	669
● Endowed chairs and professorships	1	3	3	4
● Percent of graduating seniors with excellent or good internship experiences	NA	90	90	90

AXA.1.2 SUBPROGRAM SUMMARY
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To educate professional technologists at undergraduate and graduate levels for careers that enable them to deliver state-of-the-art technical services to industry and government; to conduct applied research that develops and enhances technological applications; and, to provide professional service to the academic community, state, nation and world, with a special emphasis on economic development.

Subprogram Description:

The College of Technology and Applied Sciences (CTAS) offers baccalaureate degree, graduate degree and non-degree programs in technological fields that support professional careers, lifelong learning and professional development. The faculty contributes to the full range of scholarly activities, with special attention to the economic development needs of the community and society through applied research.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,424.9	4,202.5	4,304.7
Other Non Appropriated Funds	1,662.8	2,100.4	2,654.0
Federal Funds	373.8	388.7	404.3
Program Total	5,461.5	6,691.6	7,363.0
FTE Positions	80.6	86.2	91.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase the opportunity for undergraduate student success as graduates of the College of Technology and Applied Sciences.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students enrolled in undergraduate majors each fall semester	495	484	490	600
● Undergraduate degrees awarded each year	104	115	115	125
● Percent of graduating seniors satisfied with their overall academic experience at ASU East	NA	89	90	91

◆ Goal 2 To increase the range and quality of graduate programs in the College of Technology and Applied Sciences.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students enrolled in graduate programs each fall semester	150	157	185	195
● Graduate degrees awarded	43	41	45	50
● Percent of graduating graduate students satisfied with their overall academic experience at ASU East	NA	92	92	92

◆ Goal 3 To contribute to the economic development of the region, state, and nation through applied research and service to technology industries.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sponsored projects expenditures (in thousands)	2,042	1,931	1,950	2,250
● Percent of graduating seniors with excellent or good internship experiences	NA	77	78	79
● Endowed chairs and professorships	0	0	1	1

AXA.1.3 SUBPROGRAM SUMMARY
EAST COLLEGE
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To develop and implement new academic programs, outside of Agribusiness and Technology; to accommodate undecided students; to provide an array of General Studies and general interest courses for all students; and, to provide oversight of the academic partnership with Chandler-Gilbert Community College.

Subprogram Description:

East College will be the initial administrative home for all new programs developed outside of Agribusiness and Technology. Currently, it offers programs in elementary education, business administration, and applied psychology, as well as general studies and prerequisite courses for all students. In the next several years, faculty will be hired to plan and implement additional new baccalaureate degree programs that are in high demand by students and employers.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	415.3	959.7	983.1
Other Non Appropriated Funds	12.4	15.7	19.8
Federal Funds	0.0	0.0	0.0
Program Total	427.7	975.4	1,002.9
FTE Positions	10.9	16.9	17.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enrich the supporting non-major curriculum for students in all programs at ASU East.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supporting courses that are offered each semester	9	14	33	65
● Percent of graduating seniors who rate their course work at CGCC as good or excellent	NA	70	72	74
● Percent of first-time students persisting after one year	68	62	65	68

◆ Goal 2 To increase the inventory of majors, minors, and certificates that can be completed at ASU East in fields other than agribusiness and technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Complete programs offered by East College	0	1	3	7
● Students enrolled in programs offered by East College	NA	15	140	545

AXA.1.4 SUBPROGRAM SUMMARY
ACADEMIC SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide programs and services that enable and enhance the ability of faculty and students to be successful in pursuing their academic goals.

Subprogram Description:

Academic Services contributes to building a strong, active, knowledgeable faculty body through the dissemination of academic and faculty personnel policy and procedural information and by providing growth and development opportunities. As well, Academic Services contributes to the academic development of students through programs that stimulate the scholarly achievements of students.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,318.4	413.9	424.0
Other Non Appropriated Funds	1.3	1.7	2.1
Federal Funds	269.1	279.8	291.0
Program Total	1,588.8	695.4	717.1
FTE Positions	8.3	11.1	11.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide efficient and effective academic services that support faculty and staff, including the processing of academic documents and coordination of faculty and staff development opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of faculty satisfied with academic services at ASU East	NA	NA	72	75
● Percent of faculty participating in one or more faculty development workshops	NA	10	60	70
● Faculty development workshops or programs offered	9	9	12	15

- ◆ Goal 2 To provide opportunities for students to participate in and be recognized for their academic achievements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduating students who are satisfied with academic services at ASU East	NA	83	85	87
● Percent of graduating students participating in convocation ceremonies	60	66	70	75

AXA.1.5 SUBPROGRAM SUMMARY
INFORMATION TECHNOLOGY
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide technological resources and services that support the instructional, research, and administrative needs of students, faculty, and staff.

Subprogram Description:

Information Technology provides the hardware and software to support centralized academic computing facilities; provides media equipment to support instructional and non-instructional needs campus-wide; provides technological resources and support for distance learning initiatives; coordinates access to voice, video, and data communications campus-wide; facilitates access to university-wide academic and administrative computing resources; and, provides training and consulting services to students, faculty, and staff in the use of these resources.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	983.2	676.6	693.0
Other Non Appropriated Funds	2.9	3.7	4.7
Federal Funds	0.0	0.0	0.0
Program Total	986.1	680.3	697.7
FTE Positions	10.3	10.6	10.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Computer workstations available for use by students	68	80	176	200
● Percent of campus desktops connected to the fiber optic backbone	NA	15	25	50

- ◆ Goal 2 To provide useful and timely service to the campus community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduating students satisfied with computer support services	NA	94	95	96
● Percent of faculty satisfied with IT services at ASU East	NA	NA	NA	NA

AXA.1.6 SUBPROGRAM SUMMARY
LIBRARY SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide library resources and services that support the teaching, learning, and research activities of faculty and students at ASU East.

Subprogram Description:

Library Services develops and maintains an appropriate collection of library resources, in electronic and print formats, and makes the collection available to the campus community and the public, on-site and from remote locations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	384.2	428.8	439.2
Other Non Appropriated Funds	0.7	0.9	1.2
Federal Funds	0.0	0.0	0.0
Program Total	384.9	429.7	440.4
FTE Positions	10.0	9.8	9.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduating students satisfied with Library Services at ASU East	NA	66	70	74
● Faculty who use Library Services	NA	NA	NA	NA
● Students who use Library Services	NA	NA	NA	NA

◆ Goal 2 To provide access to library resources sufficient to support instruction, research, and the national leadership aspirations of the academic programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Faculty satisfied with the accessibility of library resources	NA	NA	NA	NA
● Students satisfied with the accessibility of library resources	NA	NA	NA	NA
● Workstations available for public use in library facilities	10	14	13	20
● Number of hours the library is open each week	65	65	65	70

AXA.1.7 SUBPROGRAM SUMMARY
STUDENT AFFAIRS
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide programs and services that support the educational and career aspirations of ASU East students and that respond to the needs of a diverse and pluralistic student population.

Subprogram Description:

Student Affairs provides services that are student-oriented, responsive to constituent needs, customer-focused, and cost-effective. The services provided include admissions, orientation, registration, financial assistance, general advising, career services, personal counseling and student health services. Student Affairs also facilitates student activities, student governance processes, and other programs that support the life of students on campus.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	372.0	481.8	493.6
Other Non Appropriated Funds	138.6	196.2	267.5
Federal Funds	0.0	0.0	0.0
Program Total	510.6	678.0	761.1
FTE Positions	8.6	10.4	10.4

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide the services needed to recruit a critical mass of students to ASU East.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● High school and community college prospective student contacts each year	NA	1,221	1,343	2,312
● Mailings to prospective students each year	NA	1,240	1,367	1,507
● Percent of admitted students who register for classes	64	68	72	73

◆ Goal 2 To provide student programs and services that enhance the quality of the campus culture and campus life.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Events and activities held for students each year	NA	24	40	55
● Community hour offerings each year	NA	25	35	50
● Student organizations registered at ASU East each year	NA	14	20	25
● Percent of graduating seniors satisfied with extra-curricular programs and services	NA	69	72	75

◆ Goal 3 To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New students participating in orientation	NA	20	50	100
● Students participating in student advisement/registration workshops	NA	28	80	150
● Students receiving financial aid services	NA	710	800	900
● Percent of first-time students persisting after one year	68	62	65	68

AXA.1.8 SUBPROGRAM SUMMARY
INSTITUTIONAL SUPPORT SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide leadership in the planning and development of the campus, in particular, emphasizing opportunities for partnerships with other educational institutions, local industries, and communities.

Subprogram Description:

Institutional Support Services includes the Office of the Provost; constituent outreach, media relations, internal and external communications, government relations, alumni relations, advertising, public relations and development programs; research and sponsored projects administration; and, planning, budgeting and institutional research functions.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,019.6	1,597.2	1,636.0
Other Non Appropriated Funds	43.6	55.1	69.6
Federal Funds	0.0	0.0	0.0
Program Total	1,063.2	1,652.3	1,705.6
FTE Positions	28.8	24.1	24.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase the overall visibility and public awareness of the campus, its programs, and its contributions to the region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Partnerships with business, industry, and community organizations	10	14	18	22
● Key community, business, and industry representatives aware of the direction of development at ASU East	NA	NA	NA	NA
● Percent of graduating students reporting participation in internships	NA	49	50	53

◆ **Goal 2** To increase the amount of private sector financial support for ASU East programs and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Provost's Club members	1	1	10	30
● Dollars committed for student scholarships (in thousands)	NA	170	270	405
● Dollars committed for endowed faculty positions (in thousands)	NA	6,100	7,600	9,100

◆ **Goal 3** To provide support mechanisms for ASU East researchers in an effort to increase research and sponsored project activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Proposals submitted	102	126	156	192
● Proposals awarded	48	84	125	190
● Faculty satisfied with research and sponsored projects services	NA	NA	NA	NA

◆ **Goal 4** To ensure that the internal planning and development of the campus yields programs and services that are high in quality and beneficial to the state of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Key community, business, and industry representatives satisfied with the direction of development at ASU East	NA	NA	NA	NA
● Percent of graduating students who rate their overall experience at ASU East as good or excellent	NA	NA	NA	NA

AXA.2 PROGRAM SUMMARY

ADMINISTRATIVE SERVICES

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Program Mission:

To provide a physical and organizational environment that supports the academic enterprise through high quality, efficient service to students, faculty, and staff.

Program Description:

Administrative Services provides an infrastructure of services and facilities to support students, faculty and staff in accomplishing the campus' primary mission as an educational institution. Administrative Services include basic institutional services such as facilities development and management, human resources, public safety, business services, and campus life amenities. Administrative Services focuses on meeting the diverse needs of its customers in a user-friendly and cost-effective manner. Administrative Services staff strive to create an infrastructure of services and facilities that contribute to the high quality of campus life for students, faculty, and staff.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,119.7	3,072.2	3,146.9
Other Non Appropriated Funds	161.1	203.3	256.9
Federal Funds	0.0	0.0	0.0
Program Total	3,280.8	3,275.5	3,403.8
FTE Positions	31.7	31.1	31.5

This Program Contains the Following Subprograms:

- ▶ Business and Human Resource Services
- ▶ Facilities and Safety Services
- ▶ Campus Life Services
- ▶ Administrative Services Support

AXA.2.1 SUBPROGRAM SUMMARY

BUSINESS AND HUMAN RESOURCE SERVICES

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide business and human resource services that are responsive to the needs of students, faculty, and staff; that are customer-focused and cost effective; and, that help to create a high quality campus environment.

Subprogram Description:

Business and Human Resource Services include purchasing and contract administration, bookstore, copy services, mail services, vending, stores and receiving, banking and ATM services, cashiering services, financial support services, and human resource services.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	195.7	259.4	265.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	195.7	259.4	265.7
FTE Positions	6.5	6.8	6.8

Subprogram Goals and Performance Measures:

◆ **Goal 1** To provide business services that help faculty, staff, and students to accomplish the mission and goals of the campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Business services provided fully on-site	7	8	8	8
● Campus constituents satisfied with business services	NA	NA	NA	NA

- ◆ Goal 2 To provide human resource services that help the campus community to accomplish the mission and goals of the campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus constituents satisfied with human resource services	NA	NA	NA	NA

AXA.2.2 SUBPROGRAM SUMMARY
FACILITIES AND SAFETY SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide a safe, functional, and pleasant physical environment that supports the programs and efforts of the academic community.

Subprogram Description:

Facilities and Safety Services includes facilities development and facilities management services, parking and transit services, and public safety and risk management services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,516.7	2,356.2	2,413.5
Other Non Appropriated Funds	8.5	10.7	13.5
Federal Funds	0.0	0.0	0.0
Program Total	2,525.2	2,366.9	2,427.0
FTE Positions	15.5	13.3	13.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To plan for and develop the physical environment so that it responds to the needs of students, faculty, and staff as the campus grows.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Net assignable square feet of space in use (in thousands)	157	180	200	260
● Campus constituents who feel a sense of campus exists at ASU East	NA	NA	NA	NA
● Campus constituents who are satisfied with the physical environment of the campus	NA	NA	NA	NA
● Percent of graduating students satisfied with the campus environment	NA	67	70	71

- ◆ Goal 2 To provide facilities management services that ensure the campus is well-maintained.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with the maintenance of facilities	NA	NA	NA	NA
● Campus constituents who are satisfied with the maintenance of the campus grounds	NA	NA	NA	NA

- ◆ Goal 3 To provide a safe and secure campus environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with public safety services	NA	NA	NA	NA

AXA.2.3 SUBPROGRAM SUMMARY
CAMPUS LIFE SERVICES
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide a variety of support services to help create and nurture a campus ecology that supports academic life; fosters student, faculty, and staff learning outside of the classroom; promotes diversity and civic responsibility; and embodies a sense of community.

Subprogram Description:

Campus Life Services provides services for the campus community including, housing and residential life, campus recreation and wellness, child development services, campus union and conference services, inter-campus shuttle services, a central campus calendar, and campus dining services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	280.8	310.6	318.1
Other Non Appropriated Funds	152.6	192.6	243.4
Federal Funds	0.0	0.0	0.0
Program Total	433.4	503.2	561.5
FTE Positions	7.5	9.0	9.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide a campus living environment that is an integral part of the educational experience at ASU East.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● On-campus residents	881	856	747	850
● Residents who are satisfied with campus housing and residential life	NA	NA	NA	NA

- ◆ Goal 2 To provide a Campus Union and Conference Center that will enhance campus community members' integration into the life of the campus and ensure that out-of-class components of the educational enterprise are connected to academic goals.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Events held in the Campus Union each year	160	310	500	700
● Campus constituents who are satisfied with the Campus Union facility and services	NA	NA	NA	NA

- ◆ Goal 3 To provide a quality customer-driven food services program to meet the needs of the campus community at a reasonable cost.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with campus dining services	NA	NA	NA	NA

AXA.2.4 SUBPROGRAM SUMMARY

ADMINISTRATIVE SERVICES SUPPORT

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis
 Phone: (480) 965-6671
 A.R.S. 15-1601

Subprogram Mission:

To provide leadership in the development of an infrastructure of facilities and administrative services that enable students, faculty, and staff to accomplish the mission and goals of the campus.

Subprogram Description:

Administrative Services Support provides for the administrative oversight of business and financial services, human resource services, facilities development and facilities management services, public safety services and campus life services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	126.5	146.0	149.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>126.5</u>	<u>146.0</u>	<u>149.6</u>
FTE Positions	<u>2.2</u>	<u>2.0</u>	<u>2.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide leadership in developing effective and efficient services that assist students, faculty, and staff in accomplishing the goals of the campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with administrative services	NA	NA	NA	NA



AGENCY SUMMARY	
NORTHERN ARIZONA UNIVERSITY	
Dr. Clara M. Lovett, President Contact: Clara M. Lovett, President (520) 523-3232	NAA

Agency Mission:

To serve the citizens of Arizona as the state's premier residential university, by preparing students to be well-educated, informed, productive participants in their communities and the larger society. To offer graduate programs and support research in areas that are important to the development of the state and the region. To provide an educational environment which values diversity of the human experience and a global perspective on issues. To encourage independent and critical thought and creativity in its students and employees as well as the habits of cooperation and teamwork. To address critical challenges facing the American Southwest by providing educational opportunities in both residential and non-residential environments. To offer instruction through educational partnerships throughout the state that employ a variety of strategies to support distance learning and provide opportunities for faculty and staff development. To provide public service such as teacher education, natural resource management, and rural community development.

Agency Description:

One of three public universities in Arizona, Northern Arizona University (NAU) serves a multicultural student body of about 20,000 at the historic Mountain Campus in Flagstaff and at several statewide sites including NAU-Yuma where enrollment is expected to grow significantly in the decade ahead. A "Doctoral I" institution, NAU is an acknowledged leader in the educational uses of technologies, teacher preparation, cultural studies, environmental studies, Native American programs, and other fields appropriate to its mission.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ UNDERGRADUATE PROGRAMS	120,000.2	122,980.2	124,120.8
➤ GRADUATE PROGRAMS	39,133.2	41,597.6	42,059.2
➤ STUDENT SUPPORT	102,836.4	106,845.4	108,815.2
➤ ACADEMIC SUPPORT SERVICES	15,657.7	18,059.9	18,235.4
➤ RESEARCH AND PUBLIC SERVICE	28,745.3	28,895.5	29,287.7
➤ INSTITUTIONAL ADVANCEMENT	2,428.6	2,400.4	2,449.0
➤ INSTITUTIONAL OPERATIONS	58,189.5	59,399.1	60,278.9

Capital Funds	4,378.1	1,503.5	1,567.2
Agency Total	<u>371,369.0</u>	<u>381,681.6</u>	<u>386,813.4</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	210,292.9	219,197.4	220,877.1
Other Non Appropriated Funds	111,554.4	117,172.7	120,102.1
Federal Funds	45,143.6	43,808.0	44,267.0
Operating Funds Subtotal	<u>366,990.9</u>	<u>380,178.1</u>	<u>385,246.2</u>
Capital Funds	4,378.1	1,503.5	1,567.2
Agency Total	<u>371,369.0</u>	<u>381,681.6</u>	<u>386,813.4</u>
FTE Positions	<u>4,756.3</u>	<u>4,820.4</u>	<u>4,822.2</u>

Agency Goals and Key Performance Measures:

◆ Goal 1 To improve undergraduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of students obtaining the schedule they request at registration	73	73	80	80
● Percent of alumni satisfied with their undergraduate experience at NAU	97	97	97	97
● Percent of freshmen and sophomores with 2 or more classes taught by full-time ranked faculty	92	94	95	95
● Percent of recent alumni employed 1 year after graduation	95	95	95	95

◆ Goal 2 To strengthen graduate education.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of graduate students enrolled in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study and internships	30	31	32	32
● Percent of graduate students satisfied with academic advising	86	90	90	90
● Graduate assistantships	618	620	621	622
● Percent of graduate degree recipients employed in a new job 1 year after graduation	36	36	37	37
● Percent of graduate degree recipients enrolled in post-graduate education within one year after completing a graduate degree	18	18	19	20
● Percent of graduate degree recipients who returned to their previous employer and progressed in their career within 1 year after graduation	42	42	42	42

◆ Goal 3 To enhance research and impact economic development.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● External support (in millions of dollars)	23.8	24.3	24.8	25.0
● Grants, fellowships, etc. awarded	486	495	503	510

● Communities served by the business programs for economic development, such as Center for American Indian Economic Development or Bureau of Business and Economic Research	119	123	130	130
● Cases of professional advising to individuals and businesses in the areas served by the above organizations	122	127	140	135
● Participants in seminars and workshops by the above organizations	8,876	8,393	8,625	8,800

◆ **Goal 4** To assure access to public university education for all qualified residents of Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Arizona residents successfully transferring to NAU programs from community college programs in Arizona	1,700	1,825	1,925	2,000
● Arizona residents accepted for admission	5,953	7,106	9,000	9,000
● Students served via NAUNet	2,504	2,600	2,700	2,800
● Books and journal articles lent by NAU to Arizona community colleges	2,462	2,500	1,815	2,000

◆ **Goal 5** To capitalize on new and emerging technologies to improve teaching, learning, research, and service outcomes.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Computer stations per residents in halls	1/32	1/32	1/30	1/30
● Percent of residence hall rooms with direct access to electronic communication	100	100	100	100
● Workshops offered through the Office of Teaching and Learning Effectiveness, Cline Library, and Information Technology Services	468	500	470	470

◆ **Goal 6** To strengthen relationships with governmental, educational, and constituent groups.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Interdisciplinary programs, workshops, activities	68	70	71	72
● Teachers served through in-service opportunities	6,000	6,050	2,395	2,395
● School administrators served through in-service opportunities	500	510	515	515
● Citizens served by institutional clinics, centers, institutes, and public service programs	29,829	30,793	26,750	26,750

◆ **Goal 7** To improve efficiency and demonstrate accountability.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● New process improvement, redesign teams formed	12	10	10	10
● Dollar savings from the Employee Suggestion Program	150,000	150,000	150,000	150,000

NAA.1 PROGRAM SUMMARY

UNDERGRADUATE PROGRAMS

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Program Mission:

To provide the opportunity for an undergraduate educational environment that leads students to independent thought, creativity, and mastery of the fundamentals essential to a productive citizenry.

Program Description:

Our main academic objective at NAU is to provide our students with an educational environment that can lead to independent thought, creativity, and mastery of the fundamentals essential to a productive life. Our undergraduate programs cover a diverse range of disciplines, from liberal arts and the sciences to professional fields. Our undergraduate academic program is distinguished by its emphasis on liberal studies. Through our required liberal studies coursework, our students can begin to master the skills of expression and analytical thinking and broaden their intellectual, philosophical, and cultural experience. NAU's academic programs are offered through six colleges, a center, and four freestanding schools.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	109,136.6	111,542.8	112,397.4
Other Non Appropriated Funds	10,863.6	11,437.4	11,723.4
Federal Funds	0.0	0.0	0.0
Program Total	<u>120,000.2</u>	<u>122,980.2</u>	<u>124,120.8</u>
FTE Positions	<u>1,994.9</u>	<u>1,948.4</u>	<u>1,942.8</u>

This Program Contains the Following Subprograms:

- ▶ Overall Undergraduate Instruction
- ▶ Undergraduate Instruction - Mountain Campus
- ▶ Undergraduate Instruction - Statewide Academic Programs
- ▶ Undergraduate Academic Advising

NAA.1.1 SUBPROGRAM SUMMARY

OVERALL UNDERGRADUATE INSTRUCTION

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To provide the opportunity for an undergraduate educational environment that leads students to independent thought, creativity, and mastery of the fundamentals essential to a productive citizenry.

Subprogram Description:

Our main academic objective at NAU is to provide our students with an educational environment that can lead to independent thought, creativity, and mastery of the fundamentals essential to a productive life. Our undergraduate programs cover a diverse range

of disciplines, from liberal arts and the sciences to professional fields. Our undergraduate academic program is distinguished by its emphasis on liberal studies. Through our required liberal studies coursework, our students can begin to master the skills of expression and analytical thinking and broaden their intellectual, philosophical, and cultural experience. NAU's academic programs are offered through six colleges, a center, and four freestanding schools.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	54,568.3	55,771.4	56,198.7
Other Non Appropriated Funds	5,431.8	5,718.7	5,861.7
Federal Funds	0.0	0.0	0.0
Program Total	<u>60,000.1</u>	<u>61,490.1</u>	<u>62,060.4</u>
FTE Positions	<u>997.4</u>	<u>974.2</u>	<u>971.4</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students obtaining the schedule they request at registration	73	73	80	80

- ◆ Goal 2 To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of BAs awarded to ethnic minority students	16	17	18	19
● Percent of BAs awarded to international students	2	2	3	4

- ◆ Goal 3 To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Arizona residents successfully transferring to NAU programs from community college programs in Arizona	1,700	1,825	1,925	2,000
● Arizona residents accepted for admissions	5,953	7,106	9,000	9,000

- ◆ Goal 4 To properly train and educate students to compete in their chosen fields.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of seniors reporting employment opportunities	60	59	60	60
● Percent of seniors reporting plans for postgraduate education	78	78	78	78
● Percent of recent alumni employed	95	94	95	95
● Percent of recent alumni enrolled in postgraduate programs	51	49	51	51
● Percent of satisfaction as determined by survey expressed by employers of NAU graduates	NA	NA	NA	NA
● Percent of satisfaction as determined by survey expressed by alumni regarding their undergraduate experience at NAU	97	97	97	97

NAA.1.2 SUBPROGRAM SUMMARY
UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To provide quality undergraduate educational experiences and the opportunities for personal, intellectual, and professional growth offered by interaction of faculty and staff with individual students in relatively small classes and in diverse educational settings.

Subprogram Description:

The Mountain Campus is NAU's main campus offering educational opportunities to over 14,000 students in one hundred and nine undergraduate degree programs. Instructional programs develop an understanding of the social and natural systems of which Arizonans are a part. Students are encouraged to accept and grow in the responsibilities and benefits of good citizenship to become effective participants in society, and to develop self discipline. This charge is accomplished through well-planned undergraduate degree programs and committed and well-qualified faculty members. A comprehensive liberal studies program provides a broad spectrum of courses designed to help students learn those skills necessary to be productive in an ever-changing environment. In addition, special programs such as the University Honors Program, the Women s Study Program, and the International Studies Program permit students to pursue the challenge of greater intellectual involvement in selected topics.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,568.1	44,145.8	44,484.0
Other Non Appropriated Funds	3,380.0	3,711.8	3,804.6
Federal Funds	0.0	0.0	0.0
Program Total	<u>46,948.1</u>	<u>47,857.6</u>	<u>48,288.6</u>
FTE Positions	<u>793.6</u>	<u>777.3</u>	<u>774.7</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students completing lower division requirements by the time they have completed 60 credit hours	77	71	80	80

- ◆ Goal 2 To increase the number of credit hours taught by full-time faculty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of lower division classes taught by full-time faculty	70	65	67	67
● Percent of upper division classes taught by full-time faculty	83	84	80	80
● Percent of freshmen and sophomores with two or more classes taught by full-time faculty	92	94	95	95

- ◆ Goal 3 To integrate more completely undergraduates into research-related activities including senior thesis, integrated capstone, independent study, and research-related internships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of time reported by faculty spent in research/creative activity where undergraduate students participate with and assist faculty outside of the classroom	4.0	2.9	4.5	4.5
● Percent of upper division students enrolled in research-focused instruction	14	21	25	25

- ◆ Goal 4 To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate ethnic minority student enrollment in undergraduate programs	18	20	20	20
● Percent of undergraduate international student enrollment in undergraduate programs	2	2	3	3
● Percent of students enrolling in study abroad programs	1.1	1.1	1.2	1.3

- ◆ Goal 5 To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Arizona residents enrolled in undergraduate programs	10,277	10,062	11,000	11,000
● Percent of students enrolled in undergraduate programs who are Arizona residents	78	78	78	78

- ◆ Goal 6 To develop instructional and service delivery systems at the undergraduate level that are responsive to individual learning styles and changing student needs throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate courses taught through instructional television, cable, and video-based courses	45	44	45	45
● Undergraduate sections taught through instructional television, cable, and video-based courses	81	66	75	75
● Undergraduate courses taught on weekends	17	21	25	25
● Undergraduate courses taught in evening	270	388	400	410

NAA.1.3 SUBPROGRAM SUMMARY
UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide quality undergraduate educational experiences and the opportunities for personal, intellectual, and professional growth offered by interaction of faculty and staff with individual students in relatively small classes and in diverse educational settings.

Subprogram Description:

NAU's Statewide Academic Programs serve a large and growing number of Arizona residents who are unable to attend a traditional on-campus residential university because of their geographic location or employment constrictions, but who desire the services, programs, and degrees that are available through NAU. Essential to these programs is the NAU-Community College Arizona Partnership Plan. The plan consists of academic degree programs that are delivered by both on-site faculty and by interactive instructional television located on a participating community college campus. The plan is founded on NAU's historic commitment to distance education and its directive from the Arizona Board of Regents to deliver upper-division courses and undergraduate programs to all rural, and where specifically authorized, metropolitan counties. The Partnership Plan is configured differently at each site and is tailored to the unique needs, developmental history, and technical characteristics of each location.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,318.2	4,864.9	4,902.2
Other Non Appropriated Funds	1,651.3	1,630.0	1,670.7
Federal Funds	0.0	0.0	0.0
Program Total	5,969.5	6,494.9	6,572.9
FTE Positions	83.3	79.5	79.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students completing lower division requirements by the time they have completed 60 credit hours	77	80	75	77

- ◆ Goal 2 To increase the number of credit hours taught by full-time faculty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of upper division classes taught by full-time faculty	28	28	30	32

- ◆ Goal 3 To integrate more completely undergraduates into research-related activities including senior thesis, integrated capstone, independent study, and research-related internships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of upper division students enrolled in research-focused instruction	2	2	2	2

- ◆ Goal 4 To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate ethnic minority student enrollment in undergraduate programs	40	41	42	44
● Percent of undergraduate international student enrollment in undergraduate programs	0	0.3	1	1

◆ Goal 5 To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Arizona residents enrolled in undergraduate programs	1,050	1,099	1,100	1,150
● Percent of students enrolled in undergraduate programs who are Arizona residents	99	99	99	99

◆ Goal 6 To develop instructional and service delivery systems at the undergraduate level that are responsive to individual learning styles and changing student needs throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate programs taught across the state	49	51	51	51
● Undergraduate courses taught across the state	429	517	517	517
● Undergraduate courses taught through instructional television, cable, and video-based courses	66	54	50	50
● Undergraduate sections taught through instructional television, cable, and video-based courses	249	225	230	230
● Undergraduate courses taught on weekends	12	14	15	15
● Undergraduate courses taught in evening	180	228	230	235

NAA.1.4 SUBPROGRAM SUMMARY
UNDERGRADUATE ACADEMIC ADVISING
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide guidance to undergraduate students on choice of major, appropriate classes, and career opportunities.

Subprogram Description:

For students with a chosen major, academic advising staff within the department is the primary source of assistance in planning for the program of study. For students with undecided majors the University Advisement Center is available for help in choosing courses, program, and career opportunities. Complementing academic advising is assistance for students in choosing future careers. The Career Services staff provides consultation and information regarding specific career opportunities, effective job seeking techniques and career planning for both undecided and declared majors.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,682.0	6,760.7	6,812.5
Other Non Appropriated Funds	400.5	376.9	386.4
Federal Funds	0.0	0.0	0.0
Program Total	<u>7,082.5</u>	<u>7,137.6</u>	<u>7,198.9</u>
FTE Positions	<u>120.6</u>	<u>117.3</u>	<u>117.2</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide quality advising to students for their

academic needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of alumni satisfied with academic advising	89	90	90	90
● Percent of students satisfied with academic advising	85	84	90	90
● Percent of students who declare a major and are assigned to the academic unit of the major by the time they complete 30 credit hours	83	84	85	85
● Percent of time spent by faculty on undergraduate academic advising	5	4	5	5

◆ Goal 2 To improve retention and timely graduation rates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of student persistence (first-time, full-time Freshmen)	72	75	76	77
● Percent of students graduating (6-year for first-time, full-time freshmen)	40	39	40	41
● Average number of years required for degree completion	5.2	5.4	5.2	5.1
● Average number of hours earned at graduation	130	128	127	126

◆ Goal 3 To provide quality advising for students for their career needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students advised on career concerns	12,257	12,500	13,000	13,500
● Percent of alumni satisfied with advising on career concerns	86	87	88	89
● Student satisfaction with advising on career concerns	82	83	84	85
● Students seeking employment through Career Services	2,132	2,500	3,000	3,500
● Job placements	2,025	2,050	2,100	2,150

NAA.2 PROGRAM SUMMARY
GRADUATE PROGRAMS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Program Mission:

To provide a graduate educational environment that leads to advanced knowledge and skills in selected fields, especially those that address critical challenges facing Arizona and the Southwest.

Program Description:

The principal academic objective for Graduate programs at NAU is to provide advanced training and knowledge in specific professions and fields appropriate to our mission. In addition, there is a commitment to, providing relatively small classes, personal attention, and individualized learning that includes research opportunities with faculty; meeting the needs of a culturally diverse and changing student population; offering relevant academic programs that build on the unique natural and cultural environment of our area; stressing an international perspective by emphasizing global trends and cross-cultural experiences; and providing educational opportunities and public service to the citizens of Arizona.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,844.8	33,340.2	33,595.4
Other Non Appropriated Funds	8,288.4	8,257.4	8,463.8
Federal Funds	0.0	0.0	0.0
Program Total	39,133.2	41,597.6	42,059.2
FTE Positions	590.8	634.6	634.1

This Program Contains the Following Subprograms:

- ▶ Overall Graduate Instruction
- ▶ Graduate Instruction - Mountain Campus
- ▶ Graduate Instruction - Statewide Academic Programs
- ▶ Graduate Academic Advising

NAA.2.1 SUBPROGRAM SUMMARY
OVERALL GRADUATE INSTRUCTION
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide a graduate educational environment that leads to advanced knowledge and skills in selected fields, especially those that address critical challenges facing Arizona and the Southwest.

Subprogram Description:

The principle academic objective for Graduate programs at NAU is to provide advanced training and knowledge in specific professions and fields appropriate to our mission. In addition, there is a commitment to providing relatively small classes, personal attention, and individualized learning that includes research opportunities with faculty; meeting the needs of a culturally diverse and changing student population; offering relevant academic programs that build on the unique natural and cultural environment of our area; stressing an international perspective by emphasizing global trends and cross-cultural experiences; and providing educational opportunities and public service to the citizens of Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,422.4	16,670.1	16,797.7
Other Non Appropriated Funds	4,144.2	4,128.7	4,231.9
Federal Funds	0.0	0.0	0.0
Program Total	19,566.6	20,798.8	21,029.6
FTE Positions	295.4	317.3	317.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To properly train and educate graduate students to compete in their chosen fields.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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- Percent of graduate degree recipients (who did not intend to return to the position held before starting a graduate program) employed in year after graduation 36 36 37 37
- Percent of graduate degree recipients in any level of post-graduate education within one year after graduation 18 18 19 20
- Percent of graduate degree recipients who, upon return to their previous employer, progressed in their career within one year of graduation 42 42 42 42

- ◆ Goal 2 To offer programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate degrees awarded at the Master's level	1,688	1,700	1,725	1,750
● Graduate degrees awarded at the Doctoral level	56	60	65	70

- ◆ Goal 3 To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of master's degrees awarded to ethnic minority students	17	18	19	20
● Percent of doctoral degrees awarded to ethnic minority students	16	17	18	19

NAA.2.2 SUBPROGRAM SUMMARY
GRADUATE INSTRUCTION - MOUNTAIN CAMPUS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide quality graduate educational experiences and the opportunities for personal, intellectual, and professional growth offered by interaction of faculty and staff with individual students in relatively small classes and in diverse educational settings.

Subprogram Description:

The Mountain Campus is NAU's main campus offering educational opportunities to almost 2,000 students in forty master's and eight doctoral degree programs. Our main academic objective at NAU is to provide our students with an educational environment that can lead to advanced knowledge and skills in selected fields, especially those that address critical challenges facing Arizona and the Southwest.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,501.1	7,734.7	7,793.9
Other Non Appropriated Funds	449.2	521.9	534.9
Federal Funds	0.0	0.0	0.0
Program Total	7,950.3	8,256.6	8,328.8
FTE Positions	137.7	146.5	146.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To offer programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in Master's level programs	1,102	1,113	1,120	1,120
● Graduate student enrollments in Doctoral level programs	292	297	300	300

- ◆ Goal 2 To offer graduate programs which focus on applied scholarly activity on the Colorado Plateau, rural Arizona, and adjacent areas of Mexico, emphasizing the relationship of these programs to the global environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in such programs	353	355	360	365

- ◆ Goal 3 To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduate ethnic minority student enrollment in master's programs	16	15	16	17
● Percent of graduate ethnic minority student enrollment in doctoral programs	24	29	30	30
● Percent of financial assistance given to ethnic minority graduate students	20	30	30	30
● Financial assistance given to ethnic minority graduate students (in thousands)	2,595.6	2,600.0	2,678.0	2,700.0
● Percent of graduate assistantships awarded to ethnic minority graduate students	26	26	26	26

- ◆ Goal 4 To engage graduate students in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study and internships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduate students enrolled in each of these activities	30	41	42	43
● Percent of time spent by faculty in guiding independent scholarly inquiry activities of graduate students	2	2	2	2

- ◆ Goal 5 To develop instructional and service delivery systems at the graduate level that are responsive to individual learning styles and changing student needs throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate courses taught through instructional television, cable, and video-based courses	9	16	17	18
● Graduate sections taught through instructional television, cable, and video-based courses	9	17	20	22
● Graduate courses taught on weekends and evenings	89	90	92	95

NAA.2.3 SUBPROGRAM SUMMARY
GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS

Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide quality graduate educational experiences and the opportunities for personal, intellectual and professional growth offered by interaction of faculty and staff with individual students in relatively small classes and in diverse educational settings.

Subprogram Description:

NAU's Statewide Academic Programs serve a large and growing number of Arizona residents who are unable to attend a traditional on-campus residential university because of their geographic location or employment constraints but who desire the services, programs, and degrees that are available through NAU. Instruction is delivered by a variety of means - interactive television, cable television, video tape, and on-site faculty instruction. Our main academic objective at NAU is to provide our students with an educational environment that can lead to advanced knowledge and skills in selected fields, especially those that address critical challenges facing Arizona and the Southwest.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,546.0	7,504.6	7,562.1
Other Non Appropriated Funds	3,643.1	3,546.0	3,634.7
Federal Funds	0.0	0.0	0.0
Program Total	<u>10,189.1</u>	<u>11,050.6</u>	<u>11,196.8</u>
FTE Positions	<u>132.9</u>	<u>146.6</u>	<u>146.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in Master's level programs	2,684	3,070	3,100	3,150
● Graduate student enrollments in Doctoral level programs	24	39	40	41

- ◆ Goal 2 To offer graduate programs which focus on applied scholarly activity on the Colorado Plateau, rural Arizona, and adjacent areas of Mexico, emphasizing the relationship of these programs to the global environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in such programs	3,068	3,070	3,075	3,080

- ◆ Goal 3 To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduate ethnic minority student enrollment in master's programs	19	20	21	21
● Percent of graduate ethnic minority student enrollment in doctoral programs	9	23	24	25
● Percent of financial assistance to ethnic minority graduate students	30	30	30	30
● Financial assistance to ethnic minority graduate students (in thousands)	1,046.2	1,077.5	1,109.9	1,110.0

- ◆ Goal 4 To engage graduate students in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study, and internships.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduate students enrolled in each of these activities	3	3	3	3

- ◆ Goal 5 To develop instructional and service delivery systems at the graduate level that are responsive to individual learning styles and changing student needs throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Graduate programs taught across the state	89	89	89	89
● Graduate courses taught across the state	499	628	700	700
● Graduate courses taught through instructional television, cable, and video-based courses	20	19	20	20
● Graduate sections taught through instructional television, cable, and video-based courses	43	54	55	55
● Graduate courses taught on weekends and evenings	275	293	300	300

NAA.2.4 SUBPROGRAM SUMMARY
GRADUATE ACADEMIC ADVISING

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To provide guidance to graduate students on choice of area of emphasis, appropriate classes, career opportunities, choice of thesis or dissertation topic, and to provide development and oversight of thesis or dissertation research or independent project.

Subprogram Description:

Graduate students receive advising from faculty members on academic (emphasis, classics, research topics) and career matters.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,375.3	1,430.8	1,441.7
Other Non Appropriated Funds	51.9	60.8	62.3
Federal Funds	0.0	0.0	0.0
Program Total	1,427.2	1,491.6	1,504.0
FTE Positions	24.8	24.1	24.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide appropriate advising to graduate students for their academic and career needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students satisfied with academic advising	89	90	90	90
● Percent of time spent by faculty on graduate academic advising	1.2	1.2	1.2	1.2

NAA.3 PROGRAM SUMMARY
STUDENT SUPPORT

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Program Mission:

To foster students' intellectual and personal development by creating learning environments that support and enhance NAU's academic mission through programs, services, and facilities. To enrich the learning experience of students by providing integrative learning opportunities and basic support services.

Program Description:

Primary functional areas in this program include student learning; recruitment and retention; social, recreational and cultural development; counseling; health and wellness; financial support services; student life programs; and athletics.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	19,802.8	19,029.2	19,175.4
Other Non Appropriated Funds	57,827.6	63,016.2	64,591.8
Federal Funds	25,206.0	24,800.0	25,048.0
Program Total	102,836.4	106,845.4	108,815.2
FTE Positions	858.0	920.4	922.1

This Program Contains the Following Subprograms:

- ▶ Overall Student Support
- ▶ Learning Support For Students - Mountain Campus
- ▶ Learning Support For Students - Statewide Programs
- ▶ Minority Recruitment, Retention, and Graduation
- ▶ Athletics

NAA.3.1 SUBPROGRAM SUMMARY
OVERALL STUDENT SUPPORT

Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To foster students' intellectual and personal development by creating learning environments that support and enhance NAU's academic mission through programs, services, and facilities. To enrich the learning experience of students by providing integrative learning opportunities and basic support services.

Subprogram Description:

Primary functional areas in this program include - student learning; recruitment and retention; social, recreational and cultural development; counseling; health and wellness; financial support services; student life programs; and athletics.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,901.4	9,514.6	9,587.7
Other Non Appropriated Funds	28,913.8	31,508.1	32,295.9
Federal Funds	12,603.0	12,400.0	12,524.0
Program Total	<u>51,418.2</u>	<u>53,422.7</u>	<u>54,407.6</u>
FTE Positions	<u>429.0</u>	<u>460.2</u>	<u>461.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To meet admissions and registration processing demands.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications received	10,235	11,092	11,500	12,000
● Undergraduate students admitted	8,291	8,964	9,000	9,100
● Graduate students admitted	1,412	2,062	2,075	2,100
● Undergraduate Mountain Campus students registered	13,047	12,795	13,000	13,100
● Undergraduate Statewide Academic Programs students registered	1,011	1,111	1,200	1,300
● Grad Mountain Campus students registered	1,873	1,880	1,900	1,900
● Grad Statewide Academic Programs students registered	3,687	4,154	4,200	4,250

- ◆ Goal 2 To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Preview participants Freshmen students	2,236	2,250	2,300	2,350
● Preview participants Transfer students	540	700	700	700
● Offsite preview participants	104	150	200	200
● Passports participants	1,700	1,500	1,500	1,500
● Orientation week participant contacts Freshmen students	6,000	6,000	6,000	6,000

NAA.3.2 SUBPROGRAM SUMMARY
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS

Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To promote academic success and intellectual development in and outside the classroom by supporting and enhancing student learning through programs and services.

Subprogram Description:

Learning support for students provides programs which support and enhance the academic mission of the institution. Services include admissions and registration; academic advisement and retention support services; counseling, testing, and learning assistance; and support to special needs students.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,973.1	5,704.3	5,748.0
Other Non Appropriated Funds	22,028.3	24,128.8	24,732.0
Federal Funds	11,216.7	11,036.0	11,146.4
Program Total	<u>39,218.1</u>	<u>40,869.1</u>	<u>41,626.4</u>
FTE Positions	<u>335.0</u>	<u>360.5</u>	<u>361.4</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To augment academic programs by providing learning and other support to students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students using Learning Assistance Centers and other learning support programs	6,383	6,500	6,750	7,000
● Students with disabilities assisted	242	251	260	265

- ◆ Goal 2 To provide a premier residential living experience for students choosing to live on campus.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of residence Life yearly average occupancy	91	91	93	93
● Educational/cultural programs presented in residence halls	766	750	750	750
● Ratio of computer stations per resident in halls	1/32	1/32	1/30	1/30

- ◆ Goal 3 To assist students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students use/participation: Recreation Center visits	257,620	275,000	275,000	275,000
● Students use/participation: Health Center visits	74,822	76,000	77,000	77,000
● Students use/participation: Wall Aquatic Center	36,377	36,800	37,000	37,000
● Students use/participation: Counseling Center visits	1,541	1,613	1,655	1,700

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Students use/participation: Outdoor recreation	8,642	8,850	9,000	9,000
● Students use/participation: Safety education programs	3,197	2,000	2,000	2,000
● Students use/participation: Intramural participants	10,347	10,700	11,000	11,500
● Multicultural Programs	210	100	100	100
● Students use/participation: Multicultural participants	2,398	1,200	1,200	1,200

◆ Goal 4 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Financial aid applications processed	19,196	19,800	20,394	20,500
● Students receiving financial aid by categories: Scholarships	2,923	3,200	3,296	3,400
● Students receiving financial aid by categories: Waivers	3,260	3,325	3,424	3,500
● Students receiving financial aid by categories: Grants	3,940	4,000	4,120	4,200
● Students receiving financial aid by categories: Employment	4,666	4,800	4,944	5,000
● Students receiving financial aid by categories: Loans	6,853	7,000	7,210	7,300
● Students employed in departments	4,585	4,750	4,892	5,000

NAA.3.3 SUBPROGRAM SUMMARY
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To promote academic success and intellectual development in and outside the classroom by supporting and enhancing student learning statewide through programs and services.

Subprogram Description:

Learning support for students provides programs which support and enhance the delivery of academic programs statewide. Services include admissions and registration; academic advisement and retention support services; counseling, testing, and learning assistance; and support to special needs students.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,174.0	1,138.1	1,146.9
Other Non Appropriated Funds	2,931.6	3,306.1	3,388.8
Federal Funds	1,386.3	1,364.0	1,377.6
Program Total	5,491.9	5,808.2	5,913.3
FTE Positions	32.3	40.5	40.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Students receiving financial aid by categories: Scholarships	481	480	494	500
● Students receiving financial aid by categories: Waivers	48	68	70	75
● Students receiving financial aid by categories: Grants	289	315	324	335
● Students receiving financial aid by categories: Employment	50	50	50	50
● Students receiving financial aid by categories: Loans	644	700	721	750

NAA.3.4 SUBPROGRAM SUMMARY
MINORITY RECRUITMENT, RETENTION, AND GRADUATION

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To increase retention and graduation rates of students from underrepresented groups by providing access and support services.

Subprogram Description:

The Minority Recruitment and Retention program, in collaboration with programs throughout the university, provides outreach and support services that promote higher success and graduation rates for students from under-represented groups.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,022.1	1,075.8	1,084.1
Other Non Appropriated Funds	36.5	14.1	14.5
Federal Funds	0.0	0.0	0.0
Program Total	1,058.6	1,089.9	1,098.6
FTE Positions	18.2	18.9	18.9

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase the enrollment rates of underrepresented and ethnic minority.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Enrolled students who are members of ethnic minorities	3,644	3,828	3,900	4,000
● Percent of enrolled students who are members of ethnic minorities	19	19	20	20
● Students contacted through: Native American Recruitment Team	3,500	3,550	3,600	3,650
● Students contacted through: Pre-college programs	2,045	2,050	2,080	2,100
● Students contacted through: Recruitment programs	5,200	5,250	5,250	5,300

◆ Goal 2 To increase the persistence and graduation rates of underrepresented and ethnic minority groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degrees awarded to ethnic minority students	18	16	18	19
● Percent of ethnic minority student persistence (first-time, full-time, freshmen after 1 year)	75	75	75	75

NAA.3.5 SUBPROGRAM SUMMARY
ATHLETICS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide strong intercollegiate athletic programs which enhance the development and graduation of the student-athlete as well as attract community and alumni support for the university.

Subprogram Description:

NAU's athletic program participates in Division I of the National Collegiate Athletic Association (NCAA) and is a member of the Big Sky Conference. NAU's intercollegiate athletic program consists of seven men's and eight women's sports (Men's Football, Men's and Women's Basketball, Men's and Women's Indoor Track and Field, Men's and Women's Outdoor Track and Field, Men's and Women's Cross Country, Men's and Women's Swimming and Diving, Men's and Women's Tennis, and Women's Volleyball and Golf). In addition the areas of financial aid, educational support services, athletic training, and athletic development support the overall mission of the Athletics Department.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,732.2	1,596.4	1,608.7
Other Non Appropriated Funds	3,917.4	4,059.1	4,160.6
Federal Funds	0.0	0.0	0.0
Program Total	<u>5,649.6</u>	<u>5,655.5</u>	<u>5,769.3</u>
FTE Positions	<u>43.5</u>	<u>40.3</u>	<u>40.3</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the athletic programs are committed to academic success of the student-athletes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduation rates for student athletes	50	55	60	60
● Average GPA for male student athletes	2.76	2.80	2.80	2.85
● Average GPA for female student athletes	3.24	3.25	3.25	3.30

- ◆ Goal 2 To provide intercollegiate opportunities consistent with proportions in the general student body.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student athletes	385	390	390	390
● Sports	16	16	16	16
● Women's teams	9	9	9	9
● Men's teams	7	7	7	6
● Female percentage of student athletes/ female percentage of student populations	45/60	50/60	60/60	60/60
● Male percentage of student athletes/ male percentage of student populations	55/40	50/40	40/40	40/40

NAA.4 PROGRAM SUMMARY
ACADEMIC SUPPORT SERVICES
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Program Mission:

To provide the technological, intellectual, and general support necessary for the university to accomplish its academic/instructional mission.

Program Description:

This program gives overall support and guidance to instruction through administrative and support functions which include library services and computing/network support.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,887.9	15,915.0	16,036.9
Other Non Appropriated Funds	1,769.8	2,144.9	2,198.5
Federal Funds	0.0	0.0	0.0
Program Total	<u>15,657.7</u>	<u>18,059.9</u>	<u>18,235.4</u>
FTE Positions	<u>252.6</u>	<u>225.2</u>	<u>225.1</u>

This Program Contains the Following Subprograms:

- ▶ Library
- ▶ Academic Computing
- ▶ Statewide Academic Programs
- ▶ Instructional Support

NAA.4.1 SUBPROGRAM SUMMARY
LIBRARY
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To support the teaching, research, and service goals of the NAU academic community by providing effective access to library materials, information, and resources.

Subprogram Description:

The Cline Library serves students and faculty on the Flagstaff campus as well as statewide. The library is a selective U.S. Government depository which maintains a limited collection of Arizona state publications, and houses more than seven million volumes, as well as many government documents, maps, microforms, sound recordings, videos and films, and bound periodical volumes. Services include the Special Collections and Archives Department, extended loan privileges for faculty and graduate students, interlibrary loan and document delivery, computerized literature searches, CD-ROM periodical indexes and databases, and library use instruction. The on-line library information system includes the library's general catalog of Northern Arizona University (NAU) holdings as well as a variety of

other databases and library catalogs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,008.8	6,421.0	6,179.4
Other Non Appropriated Funds	39.7	82.2	81.6
Federal Funds	0.0	0.0	0.0
Program Total	6,048.5	6,503.2	6,261.0
FTE Positions	107.0	81.3	81.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop, improve and manage Library collections which best serve the academic mission of NAU.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Volumes purchased/ replaced	52,227	53,000	53,000	54,000
● Periodical subscriptions	6,253	6,263	6,270	6,300

- ◆ Goal 2 To improve access to library information, materials, and instruction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Periodical titles available electronically to end user	9,139	9,500	10,000	10,500
● Articles electronically transmitted from other libraries/resources	8,201	8,500	8,500	9,000
● Electronic accesses to the on-line catalog	395,263	275,900	270,000	270,000
● Percent user satisfaction (obtained by survey)	75	85	90	90

NAA.4.2 SUBPROGRAM SUMMARY
ACADEMIC COMPUTING
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide computing related services and resources in support of instructional programs and learning environments of the university.

Subprogram Description:

The Instruction and Research Support Services group in Computing Technology Services is the primary provider for academic computing services. Services include central computer labs, local electronic campus information systems, and electronic mail and Internet access for faculty and students. This group also assists departments running their own computer labs, and provides technical assistance with computer-related academic projects often involving new technologies such as networking or multimedia. Other groups in Computing Technology Services assist in providing students with access to their student records, such as registration, financial aid, and student fees.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,418.5	2,982.4	3,005.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,418.5	2,982.4	3,005.3
FTE Positions	43.0	50.0	50.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Stations to services in central computing labs w/ network access	360	370	400	400
● Modems available (NAU central site)	244	276	300	300
● NAU modems available statewide	122	129	129	129
● Network connections Staff	5,746	7,010	8,412	10,178
● Network connections Students, labs	1,030	1,295	1,619	2,000
● LOUIE accesses	664,027	697,228	711,173	720,000
● Percent of student body with e-mail accounts	70	75	80	85

NAA.4.3 SUBPROGRAM SUMMARY
STATEWIDE ACADEMIC PROGRAMS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide the support services and resources required for NAU to fulfill its statewide educational mission.

Subprogram Description:

This program gives overall support and guidance to statewide instruction through administrative and support functions which include library services and computing/network support.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,227.7	4,666.6	4,993.1
Other Non Appropriated Funds	445.4	474.1	488.6
Federal Funds	0.0	0.0	0.0
Program Total	4,673.1	5,140.7	5,481.7
FTE Positions	79.9	76.3	76.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve statewide access to library information, materials, and instruction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Individuals served by IITV and offsite library instruction	1,303	1,400	1,400	1,450
● Sites with access to the on-line catalog	12	12	12	12

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Library materials delivered electronically to field sites (articles)	3,129	3,270	3,500	3,750
● Library materials mailed to field sites Articles	14,022	21,000	23,100	25,000
● Library materials mailed to field sites Books	800	850	850	900
● Library materials mailed to field sites CD ROM search	3,501	3,800	3,800	4,000

◆ Goal 2 To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Remote teaching sites with network access	25	29	32	35
● IITV sites Statewide Host Affiliates	25	32	39	40
● IITV sites Statewide Connection Affiliates	4	5	6	6
● IITV sites Statewide Hub Affiliates	0	2	2	2
● IITV sites Statewide Classrooms	23	27	32	32

NAA.4.4 SUBPROGRAM SUMMARY
INSTRUCTIONAL SUPPORT
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To develop/provide innovative materials/practices that bring current knowledge into the instructional context.

Subprogram Description:

Instructional innovation and improvement is promoted with support for faculty efforts by reduced load, grants, sabbatical and training programs.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,232.9	1,845.0	1,859.1
Other Non Appropriated Funds	1,284.7	1,588.6	1,628.3
Federal Funds	0.0	0.0	0.0
Program Total	2,517.6	3,433.6	3,487.4
FTE Positions	22.7	17.6	17.6

Subprogram Goals and Performance Measures:

◆ Goal 1 To encourage and support participation in curriculum development by faculty, and provide grants and workshops for faculty to improve instruction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of faculty receiving release time for curriculum development	19	21	21	21
● Grants awarded for instructional development	156	211	260	260
● Value of grants awarded for instructional development (in thousands of dollars)	134.0	287.0	350.0	500.0

◆ Goal 2 To provide opportunities for faculty growth and professional development.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of semester sabbaticals	23	24	19	25
● Number of full year sabbaticals (fiscal)	15	15	19	15
● Number of full year sabbaticals (calendar)	2	1	0	1
● Financial support for semester sabbaticals (in thousands of dollars)	656.4	654.3	571.2	680.0
● Financial support for full year sabbaticals (fiscal) (in thousands of dollars)	467.5	545.1	638.3	560.0
● Financial support for full year sabbaticals (calendar) (in thousands of dollars)	28.7	14.1	0	15.0
● Programs to provide training in use of other instructional technologies	173	143	131	131

NAA.5 PROGRAM SUMMARY
RESEARCH AND PUBLIC SERVICE
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Program Mission:

To use university resources and talents to provide leadership in research activities and cultural and community programs serving areas of rural Arizona and the Southwest.

Program Description:

Research includes activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or within an organizational unit within the institution. Public Services includes activities established to provide noninstructional services beneficial to groups external to the institution.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,755.8	3,800.2	3,829.3
Other Non Appropriated Funds	5,051.9	6,087.3	6,239.4
Federal Funds	19,937.6	19,008.0	19,219.0
Program Total	28,745.3	28,895.5	29,287.7
FTE Positions	392.3	390.0	394.9

This Program Contains the Following Subprograms:

- ▶ Research
- ▶ Public Service
- ▶ Economic Development

NAA.5.1 SUBPROGRAM SUMMARY
RESEARCH
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To conduct basic and applied research related to NAU's academic

programs with targeted areas of rural Arizona and the Southwest.

Subprogram Description:

This program supports an expansion of the research and scholarly activity of faculty and students, and encourages increased faculty effort to obtain research grants and contracts from outside fund agencies through a competitive research grant process. The program emphasizes the involvement of graduate and undergraduate students in applied research, and service projects as an integral part of their educational experience. A major emphasis is support of the research and scholarly efforts of faculty in each college and school to develop and maintain viable research programs appropriate to the mission of NAU, and particularly to the study of the environment of the Colorado Plateau and the northern region of Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,961.0	2,028.8	2,044.4
Other Non Appropriated Funds	300.7	269.7	276.4
Federal Funds	19,937.6	19,008.0	19,219.0
Program Total	22,199.3	21,306.5	21,539.8
FTE Positions	316.5	322.4	327.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of faculty, undergraduate, and graduate students engaged in research as a basic component of NAU's educational program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of faculty time engaged in all research	7	7	8	8
● Faculty engaged in all research	343	327	350	350
● Faculty engaged in funded research	110	133	130	130
● Percent of undergraduate students reporting research experience	38	40	40	40

- ◆ Goal 2 To increase the amount of external support for research.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External support (in thousands of dollars)	23,804.2	24,280.3	24,765.9	25,000.0
● Grants, fellowships, etc. awarded	486	495	503	510

NAA.5.2 SUBPROGRAM SUMMARY
PUBLIC SERVICE
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To use university resources and talents to provide cultural and community outreach programs. Unique initiatives focus on service to Native American populations, rural Arizona, and the Flagstaff community.

Subprogram Description:

A variety of activities exist on campus specifically as public service units. While individual faculty are encouraged to pursue research, scholarly, creative, and other professional interest, the University continues to emphasize those endeavors which are based upon

NAU's relationship to the rural areas of the state. Through applied research bureaus, institutes, resource centers, and other activities, the University provides a reservoir of expertise and information.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,509.5	1,509.2	1,520.7
Other Non Appropriated Funds	4,722.4	5,796.1	5,941.0
Federal Funds	0.0	0.0	0.0
Program Total	6,231.9	7,305.3	7,461.7
FTE Positions	70.8	62.2	62.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Concerts, recitals, theatrical performances	240	250	260	270
● KNAU listening audience	63,000	63,000	68,000	70,000
● Visitors to art museum and galleries	6,000	6,500	6,500	6,500

- ◆ Goal 2 To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Participants: Institute for Future Workforce Development	8,737	8,912	9,269	9,300
● Participants: Institute for Human Development	18,298	19,030	19,791	20,000
● Participants: Dental Hygiene Clinic	1,627	1,650	1,700	1,750
● Participants: Physical Therapy Clinic	477	477	480	480
● Participants: Speech/Language/Audiology Clinic	690	724	760	800
● Participants: Library-non university borrowers	1,578	1,700	2,000	2,500

NAA.5.3 SUBPROGRAM SUMMARY
ECONOMIC DEVELOPMENT
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To use university resources and talents to assist individuals, organizations, and rural communities to develop their economic resources, with special focus on Native American tribes, state needs, and US-Mexican joint initiatives.

Subprogram Description:

NAU supports programs which offer northern Arizona and the state a resource for economic development and other social issues. NAU places special emphasis on assisting community development in studying rural areas of the state and the Native American reservations. Major areas concentrating on economic development are the Center for American Indian Economic Development and the Bureau of Business and Economic Research.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	285.3	262.2	264.2
Other Non Appropriated Funds	28.8	21.5	22.0
Federal Funds	0.0	0.0	0.0
Program Total	314.1	283.7	286.2
FTE Positions	5.1	5.4	5.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of economic development initiatives with communities and organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Communities/areas served	119	123	130	130

- ◆ Goal 2 To increase professional advising to individuals and businesses.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Separate cases of service provided	122	127	140	135
● Individual or organizations served directly	8,876	8,393	8,625	8,800

- ◆ Goal 3 To offer seminars and workshops to enhance economic development (including Small Business Institute, Bureau of Better Economic Research, Management Development, National Executive Education Program for Native American Leadership, Air Quality, etc.).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Programs, seminars, and workshops	385	343	345	430
● Individuals enrolled	8,876	8,393	8,625	9,500

<p>NAA.6 PROGRAM SUMMARY</p> <p>INSTITUTIONAL ADVANCEMENT</p> <p>Contact: Clara M. Lovett, President Phone: (520) 523-3232 A.R.S. 15-1601</p>

Program Mission:

To promote advancement and development activities in order to enhance and encourage growing support for NAU's academic mission.

Program Description:

Institutional advancement is furthered by contact with alumni and other interested parties to promote private giving, whether in terms of funds, services, facilities, and other support. This support, whether through financial contributions or energetic involvement, will include alumni, faculty and staff, and friends around the state and country.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	511.5	654.6	659.6
Other Non Appropriated Funds	1,917.1	1,745.8	1,789.4
Federal Funds	0.0	0.0	0.0
Program Total	2,428.6	2,400.4	2,449.0
FTE Positions	30.9	28.8	28.8

This Program Contains the Following Subprograms:

- ▶ Developmental Activities
- ▶ Alumni Relations

<p>NAA.6.1 SUBPROGRAM SUMMARY</p> <p>DEVELOPMENTAL ACTIVITIES</p> <p>Contact: Clara M. Lovett, President Phone: (520) 523-3232 A.R.S. 15-1601</p>

Subprogram Mission:

To increase the flow of voluntary private support to enhance university programs and activities that cannot be supported by government funds by creating and/or improving a better understanding of the university among its current and potential friends.

Subprogram Description:

Private support is encouraged through campaigns, communications, meetings, and other activities explaining the needs and programs of NAU.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	241.9	404.6	407.7
Other Non Appropriated Funds	998.9	1,184.1	1,213.7
Federal Funds	0.0	0.0	0.0
Program Total	1,240.8	1,588.7	1,621.4
FTE Positions	21.6	19.0	19.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the number of donors to NAU.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Alumni donors	7,213	7,900	8,700	9,000
● Faculty and staff donors	648	700	780	800
● Parent donors	2,177	2,400	2,600	2,700
● Other organizations donating to NAU	1,883	2,100	2,300	2,400

- ◆ Goal 2 To increase NAU's financial resources through private giving.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Contributions by individuals (in thousands)	2,303.0	2,533.0	2,786.0	2,800.0
● Contributions organizations (in thousands)	10,034.0	11,037.0	12,141.0	13,000.0

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Total giving (in thousands)	12,337.0	13,570.0	14,927.0	15,000.0
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◆ Goal 3 To decrease the cost per dollar raised.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Operations and salaries expense for each dollar raised	0.097	0.085	0.094	0.094

NAA.6.2 SUBPROGRAM SUMMARY
ALUMNI RELATIONS
 Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To further the institutional relations and advancement mission of NAU by cultivating the support of former students primarily in the areas of advocacy, recruiting, and financial support. This is accomplished by providing programs which both enlist and nurture the support of former students.

Subprogram Description:

Services and activities include hosting alumni chapter meetings throughout Arizona and neighboring states; publication of the quarterly newsletter to all alumni; legislative networking activities; annual fund and telemarketing fund-raising to alumni; special events and reunions; maintenance of the alumni database; domestic and international travel tours; provision of scholarships; alumni awards; affinity credit card and line-of-credit programs; sponsorship of student alumni ambassadors; and servicing alumni requests and concerns. The separately incorporated Alumni Association is governed by a 21-member board of directors, all former students of NAU. This group meets quarterly and serves in both an advisory and policy-setting role for the Association.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	269.6	250.0	251.9
Other Non Appropriated Funds	918.2	561.7	575.7
Federal Funds	0.0	0.0	0.0
Program Total	1,187.8	811.7	827.6
FTE Positions	9.4	9.7	9.7

Subprogram Goals and Performance Measures:

◆ Goal 1 To strengthen fund raising efforts directed at university alumni.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Contributions from direct mailing contacts to alumni (in thousands)	80.9	89.0	97.9	100.0
● Contributions from telemarketing contacts to alumni (in thousands)	251.7	276.9	304.6	310.0
● Matching gifts from alumni (in thousands)	34.4	37.8	41.6	42.0

◆ Goal 2 To coordinate and host alumni chapter gatherings in areas where sufficient numbers of alumni and interest exists.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Chapters	25	30	36	36

● Alumni meetings	25	30	36	36
● Alumni attending meetings	1,500	1,800	2,000	2,200

◆ Goal 3 To increase the number of addressable alumni in the database relative to the total number of former students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of alumni with known addresses	78	81	83	85

NAA.7 PROGRAM SUMMARY
INSTITUTIONAL OPERATIONS

Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Program Mission:

To provide an educational environment to support the learning, research, service, and other opportunities for the students and citizens of Arizona. To provide leadership, planning, and management to guide the institution both in its day-to-day operations and in establishing future directions.

Program Description:

Departments in this program provide campus-wide support for the efficient functioning of all other programs in the achievement of their goals and objectives relating to teaching, research, and service. Departments include the administrative offices of the President, offices of the Provost, offices of the vice presidents, as well as the departments responsible for fiscal and human resource management, and facilities maintenance and administration.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	32,353.5	34,915.4	35,183.1
Other Non Appropriated Funds	25,836.0	24,483.7	25,095.8
Federal Funds	0.0	0.0	0.0
Program Total	58,189.5	59,399.1	60,278.9
FTE Positions	636.9	673.0	674.5

This Program Contains the Following Subprograms:

- ▶ Facilities Development and Management
- ▶ Resource Management
- ▶ General Oversight

NAA.7.1 SUBPROGRAM SUMMARY
FACILITIES DEVELOPMENT AND MANAGEMENT

Contact: Clara M. Lovett, President
 Phone: (520) 523-3232
 A.R.S. 15-1601

Subprogram Mission:

To provide effective and efficient management and operation of NAU facilities, as well as appropriate facilities planning to support NAU's academic and programmatic directions.

Subprogram Description:

Departments in this subprogram provide maintenance for campus facilities and general improvement in the aesthetic quality of the educational and working environments of the campus, and develop techniques to improve energy conservation and rehabilitative building, grounds, and utility systems.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,242.4	19,253.0	19,400.6
Other Non Appropriated Funds	12,480.6	12,442.0	12,753.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>30,723.0</u>	<u>31,695.0</u>	<u>32,153.7</u>
FTE Positions	<u>356.7</u>	<u>416.9</u>	<u>418.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce the backlog of deferred maintenance in buildings and infrastructure.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars invested in maintenance (in thousands)	2,141.3	2,000.0	2,000.0	2,000.0

- ◆ Goal 2 To increase preventive maintenance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Maintenance calls	19,279	21,500	23,650	24,000
● Education/training programs	34	55	70	75

- ◆ Goal 3 To optimize the use of energy and natural resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars per square foot for: Water/Sewer/Refuse	0.2751	0.2751	0.2751	0.2751
● Dollars per square foot for: Natural Gas	0.3842	0.3500	0.3500	0.3500
● Dollars per square foot for: Electrical	0.6899	0.6761	0.6693	0.6693
● Tons recycled: Fiber and metal	600	650	650	650
● Tons recycled: Tires and batteries	40	40	40	40
● Tons recycled: Organic matter	35	35	35	35
● Energy/resource saving to investment ratios 66,344/ 66,344/ 66,344	NA	NA	NA	NA

- ◆ Goal 4 To improve the physical living, working, and learning environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Improvement and building renovations project expenditures (in thousands)	13,499.8	14,000.0	15,000.0	16,000.0

- ◆ Goal 5 To offer cost-effective central services supporting university activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Publication Services orders filled	5,897	6,000	6,180	6,300
● Post Office services provided (pieces processed): Bulk Mail (in thousands)	2,562.4	2,900.0	3,000.0	3,000.0
● Post Office services provided (pieces processed): Contract Station (in thousands)	559.9	600.0	600.0	600.0

● Post Office services provided (pieces processed): Campus deliveries (in thousands)	508.1	567.5	570.0	570.0
● Post Office services provided (pieces processed): Courier Service	1,927	2,000	2,500	3,000
● Post Office services provided (pieces processed): Mail facility (in thousands)	2,959.9	3,000.0	3,500.0	4,000.0
● Post Office services provided (pieces processed): Meter room (in thousands)	1,541.1	1,659.0	1,700.0	1,800.0
● Public Affairs news services provided Newsclips	4,500	4,500	4,500	4,500
● Public Affairs news services provided Mountain Campus News circulation (per week)	5,500	5,500	5,500	5,500

**NAA.7.2 SUBPROGRAM SUMMARY
RESOURCE MANAGEMENT**

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To provide financial management, human resource services, safety and security, and centralized information and communication support to the NAU community.

Subprogram Description:

Departments in this subprogram provide the President and the administration with information which will enable them to make the best decisions for NAU. They include - the Comptroller's Office, procurement, planning, budgeting, internal audit, human resources and affirmative action areas.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,164.1	13,658.5	13,763.2
Other Non Appropriated Funds	13,273.8	11,977.7	12,277.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>25,437.9</u>	<u>25,636.2</u>	<u>26,040.3</u>
FTE Positions	<u>245.5</u>	<u>231.0</u>	<u>230.8</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance the safety and the learning/working environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● NAU numbers of: Workers Compensation claims	202	207	210	215
● NAU numbers of: Risk Management claims	373	358	365	375
● NAU numbers of: Affirmative Action grievances	250	260	265	270
● NAU numbers of: Ombudsman Office cases	484	550	600	620
● Environmental Protection Agency violations	0	0	0	0
● People served by the Office of Employee Assistance and Wellness	3,320	3,101	2,732	2,600
● Programs offered by the Office of Employee Assistance and Wellness	132	100	104	104
● Employees attending SAFE working and learning environment policy orientations	1,507	2,000	2,000	2,500
● Presentations given by the NAU police	164	160	170	175

◆ Goal 2 To foster a productive and effective work environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Training and staff development effort programs offered	34	30	30	30
● Training and staff development effort participants attended	992	600	600	600
● Recorded suggestions	35	35	120	120
● Saving through suggestion program (in thousands of dollars)	150.0	150.0	150.0	150.0
● QUILL/TQM activities persons trained	171	165	150	150
● QUILL/TQM activities teams trained	12	10	10	10

◆ Goal 3 To increase the use and access to technology to improve efficiency and enhance administrative operations and communications.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff with electronic mail accounts	72	70	70	70
● Administrative systems usage: Accesses to administrative data (in millions)	2,700	3,000	3,000	3,000
● Administrative systems usage: Batch jobs run (in thousands)	56.3	57.5	58.7	59.5

◆ Goal 4 To optimize use of financial resources through sound financial management practices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	48.7	48.3	47.8	47.8
● Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	29.8	29.9	30.2	31
● Financial ratios: Total Debt Service/ Unrestricted Current Fund Expenditures and Mandatory Transfers (in percent)	5.9	5.8	5.7	5.6
● Financial ratios: Available Assets/ General Liabilities (in percent)	3.6	3.7	3.8	3.8
● Internal audits conducted	13	12	12	12
● Space resource management: Total square footage (in thousands)	1,683.5	1,700.0	1,700.0	1,700.0
● Space resource management: percent occupancy	58	58	58	58
● Space resource management: Average weekly room hours	26	28	30	31

NAA.7.3 SUBPROGRAM SUMMARY
GENERAL OVERSIGHT

Contact: Clara M. Lovett, President
Phone: (520) 523-3232
A.R.S. 15-1601

Subprogram Mission:

To provide effective executive leadership, planning, management, and direction for NAU operations and endeavors.

Subprogram Description:

General oversight is accomplished through share governance, articulation and communication of university goals, a representative committee structure, communication processes within and outside the institution, exercise of financial responsibility, coordination with Arizona Board of Regents and State of Arizona leaders, and promotion of positive community relationships and partnerships

through Arizona.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,947.0	2,003.9	2,019.3
Other Non Appropriated Funds	81.6	64.0	65.6
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,028.6</u>	<u>2,067.9</u>	<u>2,084.9</u>
FTE Positions	<u>34.7</u>	<u>25.1</u>	<u>25.1</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To demonstrate responsible management of finances and resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of satisfactory State of Arizona and Federal government audit reports	50	100	100	100
● Percent of satisfactory Arizona Board of Regents audit reports	67	100	NA	NA
● Institutional Operations as a percent of State Operating Budget for NAU	26.3	24.7	24.3	NA
● General Oversight as a percent of State Operating Budget for NAU	0.67	0.86	0.85	NA



AGENCY SUMMARY	
UNIVERSITY OF ARIZONA - MAIN CAMPUS	
Dr. Peter Likins, President	UAA
Contact: Edward Frisch, Asst. V.P., Resource Planning & Management	
(520) 621-7766	

Agency Mission:

The University of Arizona, a distinguished public, land-grant, educational, and research institution, is dedicated to preparing students for an increasingly diverse and technological world and to improving the quality of life for the people of Arizona and the nation.

Agency Description:

The University of Arizona in Tucson, including its branch-campus in Sierra Vista and the Arizona International College, is a Land Grant, Research I institution ranking among the nation's best public universities. Its research and development expenditures place it at number 11 among the nation's 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 33,737 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.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ACADEMIC AFFAIRS	376,327.1	401,702.6	407,949.0
➤ ORGANIZED RESEARCH	92,443.4	94,421.2	96,836.0
➤ COMMUNITY OUTREACH	51,426.4	52,699.1	54,445.1
➤ STUDENT AFFAIRS AND CAMPUS LIFE	94,577.9	98,764.2	102,121.8
➤ INSTITUTIONAL SERVICES	140,125.1	146,935.1	151,960.9
Capital Funds	0.0	0.0	0.0
Agency Total	754,899.9	794,522.2	813,312.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	321,889.0	343,819.6	348,423.0
Other Non Appropriated Funds	277,239.6	290,044.1	301,181.7
Federal Funds	155,771.3	160,658.5	163,708.1
Operating Funds Subtotal	754,899.9	794,522.2	813,312.8
Capital Funds	0.0	0.0	0.0
Agency Total	754,899.9	794,522.2	813,312.8
FTE Positions	8,280.5	8,364.5	8,450.7

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To improve educational activities and outcomes at the undergraduate, graduate, and professional levels.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of full-time, lower-division students with 2 courses/semester taught by ranked faculty	NA	90	90	90
● Percent of full-time freshmen graduated in 6 yrs	NA	54	55	56
● Percent of currently enrolled students satisfied or very satisfied with UA	NA	80	83	85
● Percent of recent alumni satisfied with UA educational experiences	NA	NA	NA	>89

- ◆ Goal 2 To increase the quality and quantity of University research and creative activity.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● National Science Foundation research expenditures ranking among public universities	NA	10	10	10
● Research grants, contracts from AZ private sector (in thousands of dollars)	NA	5,600	6,100	6,400
● Percent of graduating seniors who have participated in a research or capstone experience	NA	100	100	100

- ◆ Goal 3 To strengthen University outreach to address needs of the community, State, and nation.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of local population aware of UA Extended University	NA	65	77	90
● Registrants-UA Cooperative Extension (in thousands)	NA	526	566	606
● Attendees-UA cultural events (in thousands)	NA	70	74	75
● Attendees-UA Museum of Art (in thousands)	NA	27	28	29
● Registrants-UA Extended Uni non-credit (in thousands)	NA	27	28	29
● Attendees-UA athletic programs (in thousands)	NA	630	630	630

- ◆ Goal 4 To improve the way that all members of the University community are supported.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of employees who would "encourage a friend or family member to apply for a job at UA"	NA	55	60	65
● Percent of faculty and staff rating the work environment as excellent	NA	45	50	60
● Percent of students that feel safe on campus (Day/Night)	NA	99/82	99/84	99/86
● Percent of managers who report improved performance by employees participating in the Supervisory Leadership Series Program 9 months after program completion	NA	55	60	70
● Percent of employees who utilize tuition fee waiver	NA	18.4	18.8	19.1

◆ **Goal 5** To transform the University's infrastructure to support the University's mission effectively and efficiently.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Librarian/faculty instructional partnerships developed	NA	76	81	86
● Percent of residence hall students with access to the network	NA	97	97	97
● Computers on the campus network (in thousands)	NA	24.0	26.0	28.0
● Classrooms available for multimedia and computer based instruction each fall (multimedia/computer based)	NA	185/60	185/60	185/60

UAA.1 PROGRAM SUMMARY

ACADEMIC AFFAIRS

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Program Mission:

To provide top-quality educational programs at the undergraduate, graduate, and professional levels that will attract, educate, and graduate an excellent and diverse student body.

Program Description:

Academic Affairs provides leadership and coordinates instructional and scholarly/creative 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. Academic Affairs also provides oversight for faculty departmental research and public service activities that are not budgeted separately, and academic administration in which instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	203,704.5	221,113.0	222,418.7
Other Non Appropriated Funds	71,850.9	76,651.1	79,628.4
Federal Funds	100,771.7	103,938.5	105,901.9
Program Total	376,327.1	401,702.6	407,949.0
FTE Positions	4,346.8	4,391.0	4,437.1

This Program Contains the Following Subprograms:

- ▶ Overall Academic Affairs
- ▶ College of Agriculture Instruction
- ▶ College of Architecture
- ▶ College of Business and Public Administration
- ▶ College of Education
- ▶ College of Engineering and Mines
- ▶ College of Fine Arts
- ▶ College of Humanities
- ▶ College of Law
- ▶ College of Science
- ▶ College of Social and Behavioral Sciences
- ▶ Graduate College
- ▶ Extended University
- ▶ Other Academic Programs
- ▶ Sierra Vista Branch Campus
- ▶ Arizona International College
- ▶ University Libraries
- ▶ Academic Computing
- ▶ Academic Support
- ▶ Academic Affairs Administration

UAA.1.1 SUBPROGRAM SUMMARY

OVERALL ACADEMIC AFFAIRS

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide top-quality educational programs at the undergraduate, graduate, and professional levels that will attract, educate, and graduate an excellent and diverse student body.

Subprogram Description:

Academic Affairs provides leadership and coordinates instructional and scholarly/creative 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. Academic Affairs also provides oversight for faculty departmental research and public service activities that are not budgeted separately, and academic administration in which instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve student persistence and graduation rates over time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of full-time freshmen returning for the second year	77	78	79	80
● Percent of full-time freshman six-year graduation rates	53	54	55	56
● Percent of full-time lower-division transfer five-year graduation rates	49	50	51	52
● Percent of full-time upper-division transfer four-year graduation rates	64	65	66	67

- ◆ Goal 2 To keep steady, and perhaps reduce over time, the average length of time and number of academic credits required to complete academic degrees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average years for freshmen to complete baccalaureate degree	4.8	4.8	4.7	4.7
● Percent of seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions and Arizona private institutions (The typical degree program is approximately 120 hours or somewhat more for certain degrees with unusual requirements, such as in engineering and architecture)	96.0	96.5	97.0	97.0
● Percent of seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions, Arizona private institutions, and Arizona community colleges	97.7	98.0	98.0	98.0

UAA.1.2 SUBPROGRAM SUMMARY
COLLEGE OF AGRICULTURE INSTRUCTION
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide excellent learning experiences through exploration and discovery in six 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. To integrate, disseminate, apply knowledge, and ensure excellence in undergraduate, graduate, and professional education in these areas.

Subprogram Description:

The College of Agriculture Office of Academic Programs coordinates undergraduate and professional education for a wide

range of career opportunities within the six subject areas of the mission. 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 generally have joint appointments in a parallel Agricultural Experiment Station component.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,737.5	12,325.4	12,569.6
Other Non Appropriated Funds	1,926.8	2,001.4	2,007.8
Federal Funds	48.0	49.5	50.4
Program Total	11,712.3	14,376.3	14,627.8
FTE Positions	159.7	161.3	162.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the percent of undergraduate instruction taught by regular faculty (ranked).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of student credit hours taught by ranked faculty: Lower division	96	97	98	99
● Percent of student credit hours taught by ranked faculty: Upper division	85	90	93	96
● Percent of lower division student credit hours taught by other than teaching assistants	98	98	98	98

- ◆ Goal 2 To improve the mentoring system for new freshmen and transfer students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of freshman students mentored by ranked faculty member	80	83	85	88
● Percent of transfer students mentored by ranked faculty member	100	100	100	100
● Percent of freshmen not on probation at end of freshman year	92	92	92	92
● Percent of freshmen declaring a major at end of first year	93	93	94	94
● Percent of freshmen responding good/very good on satisfaction survey	75	77	80	82

UAA.1.3 SUBPROGRAM SUMMARY
COLLEGE OF ARCHITECTURE
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To prepare students for productive and meaningful professional careers in the fields of architecture; to create, verify, and apply knowledge through scholarship, research, and creative activity; and provide outreach/service to the University, the professions, and the communities of which it is a part.

Subprogram Description:

The college is comprised of three professional programs focused on the development and application of theoretical and practical knowledge necessary for the effective evolution of human settlements. The College offers an accredited five-year program leading to the professional degree Bachelor of Architecture as well as a post-professional master's program (M.Arch). Accredited graduate programs in planning (MS) and landscape architecture (MLA) are also offered. The Roy P. Drachman Institute of land and Regional Development Studies is a research and public service unit of the College and conducts products of relevance to Arizona communities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,378.5	3,829.2	3,942.4
Other Non Appropriated Funds	954.5	991.4	1,029.3
Federal Funds	58.9	55.5	56.6
Program Total	4,391.9	4,876.1	5,028.3
FTE Positions	58.6	59.2	59.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality undergraduate and graduate professional design and planning education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of ranked architecture faculty teaching lower division courses	100	100	100	100
● Percent of students successfully completing research/ capstone experience	100	100	100	100
● Percent of students graduating in 5 years in a 5-year program	73	74	74	75
● Percent of graduating seniors satisfied with their educational program as preparation for professional career	90	90	90	90
● Percent of masters' graduates employed in profession within 1 year of graduation	75	75	80	90

- ◆ Goal 2 To initiate and engage in significant scholarship, research, and creative activity that integrate with the educational experience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Funded research (in thousands of dollars)	152.8	264.1	>300.0	>300.0
● Peer-reviewed faculty scholarly & creative works	26	26	27	28

- ◆ Goal 3 To link the College's educational, research, and outreach programs with local, State, national, and international needs in a spirit of collaboration to enrich people's lives and self-sufficiency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of courses offered annually with direct community applications	NA	>60	>60	>60
● Percent of faculty annually involved in community projects	NA	>70	>70	>70

UAA.1.4 SUBPROGRAM SUMMARY

COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To challenge and extend the boundaries of knowledge and creativity relevant to business and public administration. To provide distinguished undergraduate, graduate, and professional education; engage in basic and applied research of regional, national, and international significance; create and disseminate knowledge; and contribute to effective management practice.

Subprogram Description:

The College offers professional education in both business and public administration to prepare men and women for professional positions in the public and private sectors. The College also provides continuing education opportunities for those seeking to improve their positions. Faculty of the College are engaged actively in research on a wide range of economic and administrative topics. The College has been a member of the American Assembly of Collegiate Schools of Business since 1948, and its undergraduate and graduate curricula in business are accredited by the assembly. The College's graduate program in Public Administration is recognized by the National Association of Schools of Public Affairs and Administration.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,553.5	16,143.6	16,620.9
Other Non Appropriated Funds	4,173.1	4,334.7	4,500.0
Federal Funds	3,232.2	3,333.3	3,397.1
Program Total	22,958.8	23,811.6	24,518.0
FTE Positions	267.1	271.1	275.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide top quality management education programs and support services that will attract and graduate an excellent and diverse student body.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student credit hours per permanent faculty member	708	755	750	700
● Freshman students admitted/matriculated	2040/84	2045/93	2050/90	2025/85
	2	1	0	0
● Degrees awarded: BS	1,037	1,040	1,015	1,000
● Degrees awarded: Master's	180	185	190	200
● Degrees awarded: Ph.D	21	20	20	20
● Graduate student applicants/admitted-Master of Business Admin	750/240	784/250	800/260	800/260
● Graduate students enrolled in Master of Business Admin.	294	301	310	315
● Graduate student applicants/admitted-Ph.D.-Management	120/25	110/25	100/25	100/25
● Graduate students enrolled in Ph.D.-Management	92	94	85	80
● Graduate student applicants/admitted - Ph.D.-Economics	90/40	85/35	85/35	85/35

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Graduate students enrolled in Ph.D.- Economics 39 25 25 25

◆ Goal 2 To carry out significant scholarly, creative research, and outreach activities relevant to business and public administration regionally, nationally, and internationally.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Ratio of published books, scholarly monographs, or refereed articles per faculty member per year	2.6	2.5	2.5	2.5
● Percent of Master of Public Administration class placed in internships	94	96	95	95
● Percent of Master of Business Administration class placed in internships	96	96	95	95

UAA.1.5 SUBPROGRAM SUMMARY
COLLEGE OF EDUCATION
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To prepare students as leaders for careers and certifications as Pre-K-12 teachers, school and rehabilitation counselors, school psychologists, and administrators. To prepare community college instructors and administrators; university professors in teaching, research, and administration; and researchers and managers for careers in state, federal, private, and international agencies, centers, and laboratories.

Subprogram Description:

To advance the study and the practice of pre-school to college education, and to demonstrate the relationships between study and practice. To provide leadership in the conduct, advancement, study, and evaluation of the process of education, education policy, and in educational organizations at local, State, national, and international levels.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,089.6	8,086.0	8,325.1
Other Non Appropriated Funds	1,380.7	1,434.2	1,488.9
Federal Funds	2,035.0	2,098.6	2,138.8
Program Total	11,505.3	11,618.8	11,952.8
FTE Positions	159.7	160.5	161.3

Subprogram Goals and Performance Measures:

◆ Goal 1 To prepare persons for professional roles in education and education-related fields.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Certifications/degrees conferred: Initial Teacher Preparation (ITP) (The ITP Program includes undergraduate, post-baccalaureate, and certification students)	425	400	400	400
● Certifications/degrees conferred: Graduate students	240	225	225	225
● Percent placement of ITP completers as teachers in Arizona and the southwest	92	92	92	92

- Average undergraduate GPA at time of admission to the College 3.36 3.33 3.33 3.33
- Percent of College of Education students enrolled in University honors program 18 18 18 18

◆ Goal 2 To conduct research and engage in scholarship that addresses the educational issues, policies, and activities of the State of Arizona and the nation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External funds for research awarded to the College of Education (in millions of dollars)	2.5	3.0	3.5	4.0
● Graduate students supported through grant funds	30	32	34	36
● Grant funds/tenured and tenure-track faculty	36:1	29:1	29:1	29:1
● College of Education standing in U.S. News and World Report ranking of U.S. Colleges of Education graduate programs	<46	<40	<38	<35

◆ Goal 3 To provide outstanding outreach programs that meet the needs of the people and the communities of the State of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● College partnerships with school districts and social service agencies	50	50	50	50
● Percent of partnerships that are permanent	45	45	45	45
● Partnerships/tenured and tenure-track faculty	1,435	1,435	1,435	1,435

UAA.1.6 SUBPROGRAM SUMMARY
COLLEGE OF ENGINEERING AND MINES
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To continuously improve service to students and to advance strategic technology through excellence in education and research, in partnership with industry, government, and the citizens of Arizona.

Subprogram Description:

Engineering education prepares students for a professional career through the study of physical science, mathematics, engineering science and design, humanities, social science, and practice. The College offers degrees through the doctorate. While most graduates embark on careers in engineering practice, many students find the baccalaureate program excellent preparation for fields as diverse as law, medicine, business, and government. Graduates develop analytical and quantitative thinking, a critical but optimistic approach to problem solving, the habit of self-directed future learning, and a thorough understanding of how materials, energy, and information can be adapted to humanity's needs and desires. The Accreditation Board for Engineering and Technology accredits the B.S. degrees in engineering.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,230.4	20,889.2	21,517.1
Other Non Appropriated Funds	8,839.3	9,181.5	9,531.8
Federal Funds	15,250.5	15,727.5	16,028.7
Program Total	44,320.2	45,798.2	47,077.6
FTE Positions	421.2	421.2	421.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide a distinguished engineering education that will attract and graduate an excellent and diverse student body.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of undergraduate degree-track students retained	89.5	90	90	90
● Equivalent years to baccalaureate	4.6	4.6	4.6	4.6
● Admitted undergraduate students who matriculate	509	525	550	575

- ◆ Goal 2 To lead in research that advances the nation's strategic engineering and environmental technologies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Scholarly publications per faculty member	3.33	2.77	2.80	2.90
● External grant dollars expended per faculty member (in thousands)	102.6	132.5	143.5	145.0
● Supported graduate students per faculty member	1.33	1.89	2.21	2.50
● Active partnerships with industry and government	138	155	182	200

UAA.1.7 SUBPROGRAM SUMMARY
COLLEGE OF FINE ARTS
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To be a source of art, knowledge, and inspiration about the arts for Arizona and the nation. To prepare students to create, to teach, to participate in, and to understand and value the fine arts. To achieve excellence in teaching, the performing and visual arts, and research. To integrate the fine arts into the everyday life of Arizona citizens, and to foster creativity and open and free expression and discussion of the fine arts.

Subprogram Description:

The College of Fine Arts (CFA) educates the thinkers and practitioners who will define the emerging standards for the arts. The University provides a rich environment for training, research, and experimentation in the arts directed by a faculty of practicing professionals and scholars. These artists and scholars teach aesthetic concepts and utilize innovative studio methods, as well as training and resources based on formal traditions and cultural heritage as a means to interpret and create in our contemporary society through creative expression. The academic commitment of fine arts is to audiences as well as artists, outreach to the community as well as to the campus, culture as well as curriculum, and to the

dissemination of artistic values or knowledge as well as to the creation of fine arts.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,591.4	12,221.5	12,582.8
Other Non Appropriated Funds	1,884.7	1,957.7	2,032.4
Federal Funds	0.0	0.0	0.0
Program Total	13,476.1	14,179.2	14,615.2
FTE Positions	228.3	231.7	235.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the State of Arizona and the nation with highly qualified artists, teachers, and scholars, well educated in the arts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Undergraduate degrees conferred	459	450	450	450
● Graduate degrees conferred	88	80	80	80
● Percent of CFA students in UA Honors Program	13.2	13.4	14.0	14.5
● Percent of CFA undergraduates with GPA greater than 3.50	30.0	30.2	30.4	30.6

- ◆ Goal 2 To provide creative scholarship that addresses the educational and cultural needs of the State of Arizona and the nation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External funding for creative scholarship acquired by the faculty of the College (in thousands of dollars)	290	295	300	305
● Regional, national, and international research and creative activity prizes, honors, and awards received by students and faculty	20	25	25	25

- ◆ Goal 3 To provide outreach programs in the visual and performing arts to meet the needs of people and communities of the State.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Performing and visual arts performances/exhibitions by faculty and students	370	375	375	380
● Attendance at faculty and student performances/ exhibits (in thousands)	107	109	110	111
● Percent of Tucson-area school districts served by College outreach efforts	100	100	100	100

UAA.1.8 SUBPROGRAM SUMMARY
COLLEGE OF HUMANITIES
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide students with the abilities to read and think critically, write persuasively, and speak effectively to a range of audiences. To broaden students' understanding of the variability, complexity, and richness of human cultures across time through the study of

languages, literature, and archeological artifacts.

Subprogram Description:

The College of Humanities, including the undergraduate Humanities Program, offers undergraduate and graduate programs dedicated to literacy, language learning, and cross-cultural understanding. The College has seven departments of languages and literatures and several interdisciplinary programs. Special emphases are creative writing, English as a second language, religious studies, comparative cultural and literary studies, classical archaeology, and public programs offered by the Poetry Center and the Humanities Seminars. The undergraduate Humanities Program offers interdisciplinary courses that are designed to teach aspects of distinctive cultural heritages and raise awareness of ethical and aesthetic concerns so that students may participate in local and world communities with a clear sense of responsibility and purpose.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,037.2	18,819.9	19,376.3
Other Non Appropriated Funds	1,600.7	1,662.7	1,726.1
Federal Funds	126.6	130.6	133.1
Program Total	19,764.5	20,613.2	21,235.5
FTE Positions	367.9	369.7	371.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide instruction regarding diverse cultures and cultural values.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Scholarships per College faculty member	32/150	34/150	32/150	32/150
● Scholarships per Humanities Program faculty member	.1/1	.1/1	.1/1	.1/1
● Average College course section enrollment per semester (excludes Composition and basic foreign language sections)	36	37	38	39
● Average Humanities Program course section enrollment per semester (excludes Composition and basic foreign language sections)	30	30	30	30

- ◆ Goal 2 To integrate the results of scholarship and creative activity with the educational experience.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Ratio of University teaching awards to FTE faculty: College	7/150	9/150	8/150	8/150
● Ratio of University teaching awards to FTE faculty: Humanities Program	.09/1	.09/1	.09/1	.09/1
● Internal/external grant support per FTE faculty: College (in dollars)	1,150	1,175	1,220	1,230
● Internal/external grant support per FTE faculty: Humanities Program (in dollars)	850	850	850	850
● Regional, national, and international research and creative activity awards, honors, and prizes received by: College-students	7	8	7	7
● Regional, national, and international research and creative activity awards, honors, and prizes received by: College-faculty	8	10	8	8

● Regional, national, and international research and creative activity awards, honors, and prizes received by College-alumni	6	7	6	6
● Regional, national, and international research and creative activity awards, honors, and prizes received by Humanities Program (per FTE faculty)	.3	.3	.3	.3

UAA.1.9 SUBPROGRAM SUMMARY

COLLEGE OF LAW

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To prepare lawyers with the skills and knowledge for a lifelong ability to practice law in a multicultural society and global environment, and for leadership positions locally and nationally through first-rate teaching, research, and service.

Subprogram Description:

The College of Law is a member of the Association of American Law Schools and is approved by the American Bar Association. The College has a well-rounded traditional program of legal study that has also incorporated new programs and teaching approaches in response to the changing nature of the practice of law. The College focuses on sound, fundamental skills and legal training that provide the core of what every competent, ethical lawyer should know.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,184.1	6,860.8	7,036.7
Other Non Appropriated Funds	1,810.9	1,881.0	1,952.8
Federal Funds	1.6	1.6	1.7
Program Total	7,996.6	8,743.4	8,991.2
FTE Positions	72.5	73.9	75.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide law students with an excellent and well-rounded legal education in a College that recruits and graduates an outstanding and diverse student body.

Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Actual	Expected	Expected
● Percent graduated within three years of matriculation.	90	90	90	90
● Percent graduated within five years of matriculation.	98	98	98	98
● Percent of graduates passing the Arizona Bar the first time	89	84	89	89
● Percent of graduates employed within 6 months after graduation	93	90	90	90
● Percent of employers surveyed rating students' performance as satisfactory in writing skills	90	90	90	90
● Percent of employers surveyed rating students' performance as satisfactory in substantive knowledge	90	90	90	90
● Percent of employers surveyed rating students' performance as satisfactory in analytical skills	90	90	90	90

- ◆ Goal 2 To carry out significant legal scholarship and research, and to integrate faculty research into the student educational experience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Faculty research seminars	24	25	30	30
● Chairs or professorships (includes full- and part-time)	12	13	14	14
● Visitors and sabbatical visitors	6	6	6	6

- ◆ Goal 3 To provide community support and service to the citizens of Arizona and to the Arizona legal profession.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employers surveyed rating students' overall performance as satisfactory	90	90	90	90
● Members of public assisted by law library	3,000	3,250	3,250	3,250
● College of Law lectures or presentations that are open to the public	25	30	30	30

UAA.1.10 SUBPROGRAM SUMMARY
COLLEGE OF SCIENCE
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To offer high quality undergraduate and graduate programs and conduct research encompassing biological, physical, and mathematical sciences for those needing: professional courses of study and research, skills for other professional majors, to teach in public schools, and general education skills. To conduct advanced research and apply knowledge to the solution of important problems of our time.

Subprogram Description:

The College of Science develops new knowledge about the world and its interrelations, and about the means of inquiry in significant areas of science and interdisciplinary areas involving science. It provides students, colleagues worldwide, and the public with knowledge, understanding, and appreciation of the history, findings, applications, and methods of inquiry of science needed to work and participate effectively in resolving the issues of our time. Undergraduate programs in science produce students capable of entering graduate programs at the best universities, and entering careers in research, industry, business, and government. Non-science majors are introduced to science through a general education program designed to connect science to other areas of intellectual endeavor.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	45,082.0	48,722.2	48,103.4
Other Non Appropriated Funds	22,568.0	25,460.2	26,554.6
Federal Funds	71,859.5	74,127.3	75,519.8
Program Total	139,509.5	148,309.7	150,177.8
FTE Positions	1,348.1	1,368.3	1,388.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To offer excellent quality undergraduate and graduate educational programs competitive with the best programs nationally.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduates placed into high-quality careers and onto distinguished tracks of further graduate or professional education	65	66	70	70
● Percent of undergraduate student majors actively involved in research	29	30	35	35
● Percent of graduate students actively involved in research	88	89	89	89
● Percent of overall teaching ratings as measured by students and peer assessment (scale 1-5, with 5 being best)	4.22	4.29	4.32	4.33

- ◆ Goal 2 To serve the broader essential needs of Arizona by establishing and conducting outstanding programs of scientific research which define human knowledge, as well as provide the basis for the increasingly scientific technology on which our State's and our nation's society and economy are built.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research publications, including articles, in first-rank refereed journals, as well as books and monographs	1,316	1,405	1,450	1,450
● External funding from Federal and other sources to support research programs (in thousands)	71,701.7	71,050.3	70,000.0	70,000.0
● Appointments to prestigious national and international advisory panels or elections to substantial office in national or international scholarly societies	378	388	420	430
● Faculty, staff, and students receiving local, national, and international awards, or membership invitations to select societies, in recognition of scholarly accomplishments, teaching, or other educational contributions	118	132	145	150

UAA.1.11 SUBPROGRAM SUMMARY
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To offer distinguished undergraduate and graduate education, research, and outreach that focus on the scientific and analytical understanding of individuals and their behavior as members of social groups.

Subprogram Description:

The study of human beings, individually and in social groups, unites the departments and programs of the College of Social and Behavioral Sciences (SBS). The departments and programs provide both disciplinary degrees and majors and minors in a number of interdisciplinary areas. The College promotes fundamental research in individual behavior, cultural expression, social organization, theory and values, and public and private policy. The College serves a public constituency through consulting with professional organizations; working with local, State, and regional organizations on specific issues; and providing expert information and advice to

public policy makers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	25,991.8	26,921.8	27,717.6
Other Non Appropriated Funds	5,449.7	5,660.7	5,876.6
Federal Funds	5,139.9	5,300.7	5,402.2
Program Total	36,581.4	37,883.2	38,996.4
FTE Positions	570.8	576.5	582.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain and improve the quality of undergraduate education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Ratio of SCH per faculty member	22.71	22.89	23	24
● Ratio of Fall Tier I seats offered per instructional faculty member	NA	41	41	42
● Percent of SBS's quota of Freshman Colloquia provided	100	100	100	100
● Percent of lower division student credit hours (SCHs) taught by ranked faculty	80	80	81	81

- ◆ Goal 2 To maintain and increase strength of graduate and research programs within the College of Social and Behavioral Sciences.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● The average Graduate Record Exam score of entering graduate students	1,832	1,826	1,830	1,833
● Ratio of extramural funding proposals submitted per faculty member	.90	.92	.94	.96
● Dollar value of extramural funding obtained by faculty and staff (in millions)	8.9	9.1	9.3	9.5
● Books published by faculty	35	32	32	34

- ◆ Goal 3 To enhance the quality and diversity of the College of Social and Behavioral Sciences as a workplace.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of voluntary pre-tenure faculty departures (voluntary means not occasioned by death, retirement, illness, or cause. It does not include departures occasioned by negative tenure decisions.)	NA	2.2	2.0	2.0
● Percent of women faculty hires	50	39	40	45
● Percent of minority faculty hires	16.7	7.7	15	15

**UAA.1.12 SUBPROGRAM SUMMARY
GRADUATE COLLEGE**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To support and foster the development of superior graduate education programs in scientific, scholarly, and artistic arenas capable of attracting distinguished faculty, outstanding students, and resources; to ensure these programs are representative of the dynamic, diverse, and increasingly technological and global environment; and to nurture those evolving programs that are

gaining reputations of academic excellence.

Subprogram Description:

The Graduate College is responsible for maintaining the quality of graduate programs, recruiting and retaining graduate students, providing special programs for recruiting and retaining underrepresented graduate students, providing support services to departments and students, and monitoring the eligibility of all graduate students who have been awarded teaching assistantships and fellowships. The Graduate College works with the Graduate Council to review and establish policies affecting graduate education, and with the Graduate College Advisory Committee to identify and resolve issues of concern to the academic departments.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,596.4	3,230.3	3,325.8
Other Non Appropriated Funds	3,886.7	4,037.2	4,191.2
Federal Funds	1,632.0	1,683.1	1,715.3
Program Total	8,115.1	8,950.6	9,232.3
FTE Positions	75.7	76.5	77.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assist departments in seeking excellent graduate students by improving the admissions procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Days necessary to process domestic graduate student applications	10	8	7	5
● Days necessary to process international graduate student applications	24	24	20	19
● Days between departmental completion of review of application and notification to student regarding recommendation or denial of acceptance into program	7	7	6	5

- ◆ Goal 2 To facilitate and stimulate interdisciplinary scholarship in critical areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Budgets assigned to interdisciplinary programs for faculty and graduate assistant lines and operations (in millions)	1.8	1.8	1.8	1.8
● Percent of faculty participating in interdisciplinary programs	75	70	70	70
● Interdisciplinary programs with autonomous budgets	2	2	2	2
● New interdisciplinary programs	1	1	1	1
● Students majoring in interdisciplinary programs	493	495	495	495

**UAA.1.13 SUBPROGRAM SUMMARY
EXTENDED UNIVERSITY**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

The mission of The University of Arizona Extended University is to advance and support the University's charge as the State's land grant institution: to provide teaching, research, and outreach to

the citizens of Arizona. Educational courses, programs, conferences, and other academically based activities provided by Extended University nourish the personal and professional growth of the citizens of the State and beyond.

Subprogram Description:

Extended University (EU) works closely with the University's academic departments to provide both undergraduate and graduate credit courses to students who are not enrolled full time in daytime campus classes. Credit programs are available in a variety of formats, including video, correspondence, Evening and Weekend Campus (EWC), and computer based courses. EU also offers a range of personal and professional development programs, including fine arts and humanities, languages, writing, elementary-through-high school correspondence courses, elderhostel, computer education, business workshops, and children's programs.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	271.7	238.4	245.5
Other Non Appropriated Funds	4,885.8	5,074.9	5,268.5
Federal Funds	0.0	0.0	0.0
Program Total	5,157.5	5,313.3	5,514.0
FTE Positions	41.9	41.9	41.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide opportunities for students to earn University credit and degrees, and achieve their educational goals, outside regular daytime, on-campus classes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of degree programs available through Evening and Weekend Campus	5	5	6	7
● Students admitted to degree or certificate programs (EWC, Gerontology Certificate, and cohorts in Business and Engineering)	189	200	225	277
● Percent of prospective adult students who rate EU advising as "very helpful" in helping them return to school	NA	NA	92	93
● Adult students who receive advising and graduate from degree or certificate programs (EWC and Gerontology Certificate students only)	7	17	21	25

- ◆ Goal 2 To offer programs to individuals and to organizations to promote a better-educated workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Noncredit registrations per year	21,000	21,000	22,000	22,500
● Partnerships with businesses and organizations to provide on-site, noncredit employee training	20	52	57	65
● Partners who offer off-campus learning sites that can accommodate live instruction, video, computer, and/or correspondence course delivery	32	33	36	39
● Credit courses using distance technologies	119	188	201	221

- ◆ Goal 3 To offer the public learning opportunities that support personal growth and career development, through programs for lifelong learning.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New programs developed each year in response to community input	33	34	32	28
● Partnerships with schools and community agencies	166	222	242	266
● K-12 enrollments (Tracking system and targets to be developed.)	3,347	3,721	3,910	4,210
● EU registrations	28,000	28,100	30,000	32,000

UAA.1.14 SUBPROGRAM SUMMARY

OTHER ACADEMIC PROGRAMS

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To provide students with an opportunity to expand the boundaries of their minds beyond the limits of the traditional university experience -- intellectually, academically, and culturally.

Subprogram Description:

Units in this subprogram include the Honors Center, the Office of International Programs (OIP), Summer Session, and Military Science. These units screen and advise students who have displayed special aptitude and interest in the unique courses of study offered by these diverse interdisciplinary units, and coordinate general education and inter-college curriculum requirements to assure that degree requirements are met.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,697.3	1,687.1	1,737.0
Other Non Appropriated Funds	4,714.6	4,897.1	5,083.9
Federal Funds	64.1	66.1	67.3
Program Total	6,476.0	6,650.3	6,888.2
FTE Positions	72.5	72.5	72.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the quality of entering undergraduates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of entering freshmen in the top 5% of their high school class	31.5	33.0	33.0	33.0
● Entering National Merit Scholars	59	60	60	60
● Average scores of entering freshmen: ACT	23.4	24.0	24.0	24.0
● Average scores of entering freshmen: SAT	1,106	1,110	1,115	1,120
● Percent of Summer of Excellence students who enter the University of Arizona	62	55	55	55

◆ Goal 2 To improve the quality of graduating seniors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Honors students graduating with honors (Graduation with honors means the student has completed an undergraduate senior thesis, taken a specified number of honors units, and has a cumulative GPA of at least 3.5)	159	165	170	175
● Honors students graduating with academic distinction (Graduation with academic distinction is based on the students' graduation grade-point average, i.e. Cum Laude 3.5 or greater, Magna Cum Laude 3.7 or greater, Summa Cum Laude 3.9 or greater)	577	600	450	460
● Percent of honors students graduating with honors continuing to graduate, law, or medical school	69	60	58	60
● Undergraduates awarded prestigious national and international scholarships (Rhodes, Goldwater, Truman, Marshall, Churchill, Javits, Swanson, Luce, Udall, and Fulbright)	7	7	5	5

◆ Goal 3 To enhance the international aspect of undergraduate education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Non-international studies majors taking INTS250x-Introduction to International Studies	25	32	30	35
● Percent of international studies majors finding international employment or accepted into graduate programs (The International Studies Concentration is a new Interdisciplinary Studies degree program. Administered within the Office of International Programs, it utilizes existing resources and has cost no extra money to institute. It will be implemented in the fall of 1996 when the new course INTS250x, "Introduction to International Studies," will be taught.)	NA	80	75	75
● Percent of University of Arizona students completing Study Abroad Programs with >3.0 GPA	75	75	75	75
● Ratio of students in University Study Abroad programs to FTE Study Abroad staff member	125:1	125:1	100:1	100:1

◆ Goal 4 To facilitate programs and assist faculty in international teaching, research, and outreach activity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● University-wide Memoranda of Agreement with international universities or institutions generated with assistance of the Office of International Programs (OIP)	18	20	25	25
● Faculty engaged in OIP's regional Working Groups	100	120	150	200
● Ratio of foreign travel grant awards to FTE budgeted instructional faculty	9:1	10:1	10:1	10:1

◆ Goal 5 To develop cadets/midshipmen mentally, morally, and physically, and to imbue them with the highest ideals of duty, honor, and loyalty in order to commission University of Arizona graduates as military officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Army ROTC officers commissioned annually	11	15	15	15
● Navy ROTC officers commissioned annually	19	27	36	54
● Air Force ROTC officers commissioned annually	18	20	25	25

**UAA.1.15 SUBPROGRAM SUMMARY
SIERRA VISTA BRANCH CAMPUS**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To provide quality liberal arts and professional instruction as a branch campus of The University of Arizona that allows the citizens of the State, and primarily Cochise County, to obtain degrees and develop fully their intellectual and professional capabilities as well as gain an appreciation of diversity; to enrich instruction through the integration of technology in resident and distance learning programs; to foster regional economic development and provide expertise for generating solutions to community problems through the education and public service activities of faculty, staff, and students.

Subprogram Description:

The Sierra Vista Branch Campus delivers educational services at the upper division and graduate levels to southern Arizona and northern Mexico. Students may take lower-division courses at Cochise Community College and upper-division university credit work at the Sierra Vista Campus for a complete undergraduate degree program in Interdisciplinary Studies, Political Science, Psychology, Computer Science, Business Management, General Business, Math, English, History, Latin American Studies, Family Studies, Elementary and Secondary Education, and Postbaccalaureate Certifications in Elementary and Secondary Education. Master's degree programs are offered in Bilingual Education, Teaching and Teacher Education, and Educational Psychology.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,572.6	2,572.1	2,641.1
Other Non Appropriated Funds	355.2	160.5	130.2
Federal Funds	429.4	413.1	422.4
Program Total	3,357.2	3,145.7	3,193.7
FTE Positions	40.9	41.5	42.1

Subprogram Goals and Performance Measures:

◆ Goal 1 To create strong baccalaureate programs in liberal arts and selected professional areas and strong graduate programs for the increasingly diverse constituencies in southern Arizona and northern Mexico through the provision of upper-division and graduate classes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student FTE fall	239	257	300	350
● Degree programs	14	14	17	17
● Credit course sections offered	89	120	141	145
● Graduates, baccalaureate, Master's, and post-baccalaureate certifications	80	101	115	135
● Percent of students graduating within their goal timeframe	95	95	95	95
● Graduates per ranked faculty	6.15	8.41	6.75	5.86

◆ Goal 2 To provide community and noncredit programs to facilitate personal and professional development for the intellectual improvement of students, professionals, and community groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Faculty and support staff FTE	14	12	14	12
● Students enrolled in non-credit programs	12,700	12,327	13,500	13,700

UAA.1.16 SUBPROGRAM SUMMARY
ARIZONA INTERNATIONAL COLLEGE
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide Arizona's diverse population a distinctive liberal arts and practical undergraduate education for an increasingly technological and global society. To offer a distinctive, innovative curriculum with a value-added approach to student learning. To prepare students for life and work in an increasingly interdependent political, cultural, and commercial world, through an emphasis on international perspectives.

Subprogram Description:

Arizona International offers premier liberal arts education, while emphasizing a multicultural, global perspective. The programs focus on basic skills and competencies by providing a broad and intensive foundation across the generally recognized areas of knowledge (natural sciences and mathematics, humanities, social sciences, fine and performing arts, etc.), while emphasizing a multicultural, global perspective. Students participate in interdisciplinary learning communities, service learning, and career internships. The instructional strategies provide maximum utilization of institutional and community resources. Arizona International's culture emphasizes excellence, quality, and clear outcomes, with a formalized assessment program that is an integral part of the overall educational program.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,560.7	1,983.3	2,013.6
Other Non Appropriated Funds	59.8	61.5	63.0
Federal Funds	104.5	107.7	111.2
Program Total	1,725.0	2,152.5	2,187.8
FTE Positions	20.5	20.5	20.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide Arizona residents with a top-quality, cost efficient, undergraduate liberal arts education that is individualized and student focused. (Note: AIC enrolled its first class in FY97.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average percent of credits taught by full time faculty members	16.7	19.9	22	23
● Percent of students entering in fall 1996 who have developed a learning contract with their faculty mentor	50	100	100	NA

◆ Goal 2 To support Arizona International's commitment to student talent development by establishing a rigorous evaluation as part of the student's ongoing academic work, and to quantify the "value added" as a result of the efforts of both the student and the faculty/staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students who show measurable skill improvement on the first review	NA	NA	75	90
● Percent of Fall 1996 students still enrolled who successfully progress to proficiency for graduation	NA	25	75	100
● Percent of graduates who indicate a positive attitude toward lifelong learning and community service on a follow up survey	NA	NA	75	75

◆ Goal 3 To identify, enroll, and graduate a diverse body of students who align with the AIC mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Continuing students enrolled in AIC during fall semester	46	72	130	150
● New students enrolled in AIC during the fall semester	59	77	50	200
● Student capstone activities completed as a final step toward graduation	NA	1	10	15

◆ Goal 4 To provide Arizona residents with an innovative and practical liberal arts education.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Formal agreements with non-profit and government agencies to provide service opportunities for upper-division undergraduates	15	21	30	50
● Formal agreements with local business and government entities for offering career studies opportunities for upper-division undergraduates	10	10	20	30
● Percent of students who use a computer on a day-to-day basis to complete assignments and conduct research	100	100	100	100

UAA.1.17 SUBPROGRAM SUMMARY
UNIVERSITY LIBRARIES
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

The University of Arizona Library is dedicated to meeting the diverse information, curricular, and research needs of students, faculty, staff, and affiliated customers. To participate in the

scholarly communication process to promote life-long learning skills and continuous educational achievement.

Subprogram Description:

The Library system contains almost 9,000,000 items, including books, periodicals, maps, government publications, and manuscripts. In an environment of free and open inquiry and with a commitment to excellence, team-based Library personnel provide leadership in the development of information policy, and the Library itself plays a key role in instruction, creativity, cultural transmission, and scholarly communication. The Library is a member of the Center for Research Libraries and the Association of Research Libraries and is a member of the AMIGOS Bibliographic Network.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,634.1	17,760.6	18,285.7
Other Non Appropriated Funds	1,896.4	1,969.8	2,045.0
Federal Funds	37.8	39.0	39.7
Program Total	17,568.3	19,769.4	20,370.4
FTE Positions	174.2	175.9	177.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To strengthen and expand educational activities that directly support information literacy for students and faculty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Courses or other instructional opportunities that incorporate information literacy skills as a result of the collaboration of librarians and faculty in development of the curriculum	81	70	75	100
● Students taught each year (all Library instructional sessions) (in thousands)	>35.0	>31.4	>32.6	>35.0
● Percent of faculty satisfied that student work improved as a result of new information literacy skills	>90	>95	>97	>98
● Percent of students satisfied with content and quality of learning experience	76	84	>83	>85

- ◆ Goal 2 To transform access to information that supports the learning, research, and creative activities of the University's students, faculty, staff, and affiliated customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Electronic journals acquired or developed by the Library and available remotely to customers	3,819	4,200	4,620	5,000
● Electronic journal indexes acquired or developed by the Library and available remotely to customers	298	305	310	315
● Electronic subject Web pages acquired or developed by the Library and available remotely to customers	73	80	88	97
● Electronic Web exhibits acquired or developed by the Library and available remotely to customers	26	34	37	40
● Satisfaction expressed by customers with their success at finding or obtaining information/materials through the Library (scale of 1-10)	6.6	8.0	>8.5	>9.0

- ◆ Goal 3 To enhance outreach activities by promoting relationships, based on user information needs and library resources, with non-University groups of people in Tucson, in Arizona, and the nation, in support of the University's land grant mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Collaborations with other University of Arizona units involved in outreach	6	0	0	0
● Direct links to non-UA groups demonstrating benefits of Library information resources	4	7	0	0

- ◆ Goal 4 To transform the Library environment into a learning organization through programs and activities that improve all staff's ability to achieve the Library's mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of staff satisfied that to achieve the Library's mission, their learning needs are being identified, supported, and met	57.3	80	>82	>84

- ◆ Goal 5 To transform the financial, operational, and physical infrastructure to manage the resources in support of the library's mission effectively and efficiently.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Money saved by continuous improvement of processes (in thousands)	70.0	152.0	>79.0	>79.0

UAA.1.18 SUBPROGRAM SUMMARY
ACADEMIC COMPUTING
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide information technology tools and services in support of an electronic learning environment.

Subprogram Description:

The Academic Computing subprogram includes the operation of general and special purpose computer labs and terminal access sites, a faculty resource for instruction facility, multimedia production and teaching facilities, consulting services, and operation of centralized computing resources that host applications and act as servers in support of teaching and research. This subprogram is also responsible for coordination of the University's software site license program.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,449.0	4,620.5	1,757.1
Other Non Appropriated Funds	94.9	98.6	102.3
Federal Funds	87.0	89.8	91.5
Program Total	4,630.9	4,808.9	1,950.9
FTE Positions	33.3	33.6	33.9

Subprogram Goals and Performance Measures:

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- ◆ Goal 1 To devise and implement policies and processes aimed at the most effective use of information technology.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Annual savings from the University's software site license program (in millions of dollars)	5.1	6.3	6.1	6.5

- ◆ Goal 2 To provide a strong technology support environment for the new teaching and learning methodologies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Student utilization of computing labs, library information commons and electronic classrooms (in hours)	600,000	650,000	750,000	800,000

UAA.1.19 SUBPROGRAM SUMMARY
ACADEMIC SUPPORT
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To increase student, faculty, and community understanding and appreciation of the visual arts and cultural history; to collect, care for, exhibit, and interpret original works of art, material objects, and information from the past and present; to publish the results of research, scholarship, and creative activity, ensuring further access to knowledge and information resources.

Subprogram Description:

Units comprising the Academic Support subprogram include campus museums and the UA Press. These units present a continuous series of temporary exhibitions that complement the permanent collections of artwork spanning the Middle Ages through the 20th century and prehistoric and recent artifacts from Indian cultures of Arizona and the Southwest, plus publish books and electronic media in such areas as anthropology, archaeology, astronomy, Native American literature and culture, geography, natural history, women's studies, the environment, the American west, and Latin American studies. Book marketing services are also offered to nonprofit organizations.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,901.8	2,883.8	2,969.1
Other Non Appropriated Funds	3,295.6	3,423.2	3,553.8
Federal Funds	664.7	685.4	698.6
Program Total	6,862.1	6,992.4	7,221.5
FTE Positions	100.3	100.3	100.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure effective access to knowledge and other resources to deliver outstanding education programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Undergraduate students with practical museum, laboratory, or field experience	175	180	180	180

• Graduate students with practical museum, laboratory, or field experience	80	80	80	80
• Student credit hours taught by museum curators	600	600	600	600
• Individuals accessing museum resources electronically	2,000	2,000	2,000	2,000

- ◆ Goal 2 To attain excellent viewing experiences and an increased understanding of arts and cultural diversity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Square feet of exhibits	22,688	23,988	23,988	>23,988
• Visitors	65,000	70,000	75,000	>75,000
• Percent of visitors satisfied with educational experience	90	90	90	90
• School children given tours	17,500	17,500	17,500	17,500
• Adult visitors taking part in museum programs	9,000	9,000	9,000	9,000

- ◆ Goal 3 To increase the number of impressions on behalf of the University in reviews, advertisements, direct mail, exhibits, radio, television, electronic media, and public events related to UA Press books, while maintaining the cost per impression.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Impressions (in millions) (An impression is one instance of exposing one person to the name of the University of Arizona. For example, an advertisement in a journal with 2,000 subscribers makes 2,000 impressions, counted conservatively.)	12.000	12.250	12.500	12.750
• Dollars cost per impression (Ad \$/impression, benchmark, ad agency ideal is \$.03-.10)	0.02	0.02	0.02	0.02
• Books sold (in thousands)	160.0	160.0	160.0	165.0
• Books sold per impression	0.013	0.013	0.013	0.013

- ◆ Goal 4 To contribute to knowledge by increasing the number of new books (titles) published, while increasing operational efficiency.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• New titles published	47	42	45	47
• New titles/staff member	1.54	1.62	1.50	1.57
• Operations cost/cost of goods sold	1.30	1.46	4.50	1.52
• Operations cost/revenues	0.45	0.40	0.39	0.39

- ◆ Goal 5 To broaden the Press' financial base through sales and fundraising and to recover lost marketing service income.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Sales income (in thousands of dollars)	1,950	1,778	1,770	1,800
• Marketing service income (in thousands of dollars)	85	99	93	101
• Funds raised (in thousands of dollars)	25	49	60	75

UAA.1.20 SUBPROGRAM SUMMARY
ACADEMIC AFFAIRS ADMINISTRATION
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide the University of Arizona with leadership in developing and administering the academic policies necessary to enable it effectively and efficiently to pursue the institution's academic mission.

Subprogram Description:

Academic Affairs Administration has overall responsibility for the quality and integrity of all academic programs of the University, overseeing academic planning and budgeting, personnel, curriculum, undergraduate and graduate instruction, research, academically-based service activities, and student affairs. Among its functions is to represent the University in interactions with internal and external constituencies, sister universities, members of the Board of Regents, legislators, student and faculty leaders, and representatives of the media.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,144.9	11,317.3	11,651.9
Other Non Appropriated Funds	2,073.5	2,362.8	2,490.2
Federal Funds	0.0	29.7	27.5
Program Total	10,218.4	13,709.8	14,169.6
FTE Positions	133.6	134.9	136.8

Subprogram Goals and Performance Measures:

- ◆ **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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars internally reallocated to priority academic units (in thousands)	1,472.8	2,103.3	1,750.0	1,750.0
● Percent of academic degree programs reviewed centrally for productivity	100	100	100	100
● Academic programs reviewed for quality and effectiveness	19	24	22	18

- ◆ **Goal 2** To improve instructional delivery.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Classrooms adequately equipped to deliver instruction using modern multi-media instructional technology	185	185	190	195
● Faculty trained in new teaching technologies	500	550	565	595
● Percent of departments offering an undergraduate capstone research experience	76	76	85	85
● Percent of recent baccalaureate graduates reporting that they are satisfied or very satisfied with their educational experience (done triennially)	91	NA	NA	92

UAA.2 PROGRAM SUMMARY
ORGANIZED RESEARCH

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Program Mission:

To provide quality research in areas important to the State and nation; to bring into the classroom leading edge knowledge; to make available to students the most modern technology; and to provide service to the State, federal agencies, and the private sector.

Program Description:

Organized Research includes activities 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	32,036.3	31,935.6	32,652.2
Other Non Appropriated Funds	25,410.5	26,394.3	27,401.3
Federal Funds	34,996.6	36,091.3	36,782.5
Program Total	92,443.4	94,421.2	96,836.0
FTE Positions	1,171.8	1,183.5	1,195.3

This Program Contains the Following Subprograms:

- ▶ University-wide Organized Research
- ▶ Agriculture Research Experiment Station
- ▶ College-based Sponsored Research and Interdisciplinary Research Programs
- ▶ Organized Research Administration and Support

UAA.2.1 SUBPROGRAM SUMMARY
UNIVERSITY-WIDE ORGANIZED RESEARCH
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To maintain and develop research programs in areas critical to the State, region, nation, and internationally; to maintain and develop cutting edge interdisciplinary programs.

Subprogram Description:

To provide a University-wide environment under the supervision of the Vice President for Research conducive to maintaining a ranking in the Top 20 Research I universities under the National Science Foundation criteria. To assist in providing an environment of excellence conducive to the educational goals of the State of Arizona through its universities, with special emphasis on post-

baccalaureate programs in both traditional and innovative curricula. To provide the necessary infrastructure to support the transfer of technology to benefit the economy of the State.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,898.3	6,591.8	6,786.7
Other Non Appropriated Funds	8,564.0	8,895.6	9,235.0
Federal Funds	19,576.0	20,188.3	20,574.9
Program Total	34,038.3	35,675.7	36,596.6
FTE Positions	304.7	307.7	310.8

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase external funding for organized research programs relative to peer institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External funding obtained by organized research units (in millions of dollars)	81	81	81	81
● National Science Foundation Research ranking (publics)	10	11	10	10

- ◆ Goal 2 To increase the level of student participation in organized research programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Available undergraduate and graduate research assistantships	1,360	1,360	1,360	1,360

- ◆ Goal 3 To expand and improve interdisciplinary programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External support obtained by interdisciplinary programs (in thousands of dollars)	305.0	305.0	305.0	320.0

UAA.2.2 SUBPROGRAM SUMMARY
AGRICULTURE RESEARCH EXPERIMENT STATION
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To promote quality scientific and scholarly research, including graduate-level instruction programs, by highlighting State priorities and consideration for regional, national, and international needs in the fields of Animal Systems; Environment and Natural Resources; Family, Youth, and Community; Human Nutrition, Food, Safety, and Health; Marketing, Trade, and Economics; and Plant Systems.

Subprogram Description:

The Agricultural Experiment Station is the administrative entity for research activities in the College of Agriculture. The research program is very broad and is designed to address needs of the State, nation, and world. Many activities are interdisciplinary efforts among 2 schools and 11 departments, 11 field-based agricultural research centers, 13 special programs/support units, and cooperative efforts with the private sector, government, other departments at the University of Arizona, and other universities. Faculty involved in

the Agricultural Experiment Station have joint appointments either in the Academic Programs or Cooperative Extension components of the College of Agriculture.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	24,086.8	23,345.5	23,808.1
Other Non Appropriated Funds	9,587.3	9,958.5	10,338.4
Federal Funds	15,406.0	15,887.9	16,192.2
Program Total	49,080.1	49,191.9	50,338.7
FTE Positions	667.9	674.6	681.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To consider the needs of the State in developing research programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research projects applicable to county needs	110	112	118	120
● Average years from problem identification to solution (project completion)	4	3	3	2
● Applicable projects resulting in a publication	80	85	90	95

- ◆ Goal 2 To increase sponsored research from external sources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sponsored funds (in millions)	24.8	23.4	27	28
● Percent of all research funds from competitive sources	52	51	52	53
● Percent of awards (approvals) to applications (proposal submissions)	57	49	57	58

UAA.2.3 SUBPROGRAM SUMMARY
COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To maintain and develop college-based research and graduate programs, including interdisciplinary research programs, in areas critical to the State, the nation, and the world, and to transfer new knowledge to the private sector.

Subprogram Description:

To foster a college-based and interdisciplinary environment conducive to maintaining a ranking in the Top 20 Research I Universities under the National Science Foundation criteria; to assist in providing the environment of excellence conducive to the educational goals of the State of Arizona through its universities, with special emphasis on post-baccalaureate programs in both traditional and innovative curricula; to provide the necessary infrastructure to support the transfer of technology to benefit the economy of the State of Arizona. (NOTE: Funds and personnel are disbursed among a number of colleges.)

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the level of external funding for college-based and interdisciplinary research programs relative to peer institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● External funding obtained by college-based research programs (in millions)	165	165	165	165
● Ratio of percent increase in University of Arizona research expenditures to percent increase in peer institution research expenditures (The measure for this year is based on 1996 data from the National Science Foundation, the most recent data available from that source. Subsequent year's measures will also lag by a year or more.)	1.0	1.0	1.0	1.0

- ◆ Goal 2 To increase the quality of students majoring or participating in research in the college-based and interdisciplinary research programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average Graduate Record Examination (GRE) scores of new graduate students: verbal	535	535	540	540
● Average GRE scores of new graduate students: quantitative	620	620	620	620
● Average GRE scores of new graduate students: analytic	610	600	600	600
● Average GRE scores of new graduate students: composite	1,765	1,755	1,760	1,760
● Average Grade point average of graduates	3.72	3.72	3.72	3.72

- ◆ Goal 3 To effectively transfer new technology to the private sector and form partnerships with State agencies and private sector concerns.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Technology disclosures	140	145	150	155
● Patent applications submitted by UA	20	25	20	20
● Licenses obtained	29	30	30	30
● Partnerships with state agencies	2	2	2	2
● Partnerships with private sector concerns	137	157	177	197

**UAA.2.4 SUBPROGRAM SUMMARY
ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To support the research mission of the University to initiate and carry out significant scholarly research by providing the infrastructure necessary to remain one of the nation's premier research universities.

Subprogram Description:

To provide services that help researchers identify external funds, secure support, and ensure accountability when funds are received; to represent University interests in negotiating the complete costs of undertaking research and in providing advice regarding the allocation of indirect costs; to ensure the existence and competence of federally mandated research oversight committees which provide for public safety and ethical scientific procedures; to assure the highest standards of use of animals in research; to provide patent protection for new ideas, promote their commercialization, and in so doing, protect the intellectual property of the State; and to provide expertise for research instrument fabrication.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,051.2	1,998.3	2,057.4
Other Non Appropriated Funds	7,259.2	7,540.2	7,827.9
Federal Funds	14.6	15.1	15.4
Program Total	9,325.0	9,553.6	9,900.7
FTE Positions	199.2	201.2	203.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve support services necessary for high quality, nationally competitive research programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of units achieving federal accreditation	100	100	100	100

- ◆ Goal 2 To improve the University's national research standing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● National Science Foundation research ranking (publics)	10	11	10	10

- ◆ Goal 3 To facilitate the recruitment and retention of outstanding faculty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Ranked faculty recruited from highly recognized academic programs	3	3	3	3
● Tenured ranked faculty leaving for highly recognized academic programs	3	3	3	3

**UAA.3 PROGRAM SUMMARY
COMMUNITY OUTREACH**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Program Mission:

To serve the public by providing excellent outreach programs and activities; to increase the effectiveness and visibility of the

University's academic outreach; to assist units that support the University's academic aims to fulfill their responsibilities with excellence and efficiency by providing assistance, oversight, and advocacy.

Program Description:

Outreach includes activities established primarily to provide instructional and non-instructional services beneficial to individuals and groups external to the University. Outreach includes conferences, general advisory services, reference bureaus, public radio and television, cultural events, consulting, and similar instructional and non-instructional services to particular sectors of the community.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,866.6	14,744.8	15,078.4
Other Non Appropriated Funds	33,730.3	35,036.3	36,392.8
Federal Funds	2,829.5	2,918.0	2,973.9
Program Total	51,426.4	52,699.1	54,445.1
FTE Positions	519.5	525.3	531.2

This Program Contains the Following Subprograms:

- ▶ Agriculture Cooperative Extension Services
- ▶ UApresents (formerly Cultural Affairs)
- ▶ Kuat
- ▶ Intercollegiate Athletics

**UAA.3.1 SUBPROGRAM SUMMARY
AGRICULTURE COOPERATIVE EXTENSION SERVICES**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To provide not-for-credit life-long educational programs for all Arizonans statewide, fulfilling the central Land Grant University mission of discovery, integration, application, and transfer of knowledge. Cooperative Extension is the major outreach arm of The University of Arizona.

Subprogram Description:

Cooperative Extension makes science useful for the people of Arizona. Cooperative Extension provides programs in food, fiber, natural resources, family, youth, and economic development. In support of these programs, 12,500 certified volunteers wear the "U of A badge". Over 60,000 young people are signed up in 4-H Youth Development Programs, of these, over 58% are minorities or ethnically diverse populations.

With 15 county Extension offices and nine satellite offices, five of which are located on Indian Reservations, Cooperative Extension is a network of community-based educators and University-based researchers which provides practical education for use in dealing with critical issues that influence daily life.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,530.6	10,490.0	10,697.9
Other Non Appropriated Funds	2,414.8	2,508.3	2,604.0
Federal Funds	2,743.8	2,829.6	2,883.8
Program Total	15,689.2	15,827.9	16,185.7
FTE Positions	258.9	261.5	264.1

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To identify critical needs of Arizona's residents that can be addressed through county program delivery.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Needs assessments completed (1 per county)	15	15	15	15
● Focus area programs delivered (Environmental and Natural Resources, Family, Youth and Community, Human Nutrition, Food Safety and Health, Marketing Trade and Economics, Animal and Plant Systems)	6	6	6	6
● Outcomes and relevance reports	6	6	6	6

- ◆ Goal 2 To deliver significant educational experiences to Arizona residents statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Face-to-face educational contacts (in thousands)	374.0	411.0	425.0	450.0
● Publications on the World Wide Web	193	300	450	600
● Documentary reports to the County Board of Supervisors and Native American Councils measuring program delivery accomplishments	20	20	20	20

**UAA.3.2 SUBPROGRAM SUMMARY
UAPRESENTS (FORMERLY CULTURAL AFFAIRS)**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

Educates, enlightens and inspires by bringing performing arts and artists together with diverse communities of southern Arizona.

Subprogram Description:

UApresents is the largest professional performing arts presenter in the southern Arizona region. The program commissions new works from nationally recognized performing artists; brings classical and contemporary performers from around the world to southern Arizona; markets them to the University and surrounding communities; insures maximum impact of the artist on the community through a comprehensive outreach program; creates mutually beneficial programs with academic units, student organizations, the K-12 education system, and a broad range of community based organizations; and manages Centennial Hall on the University of Arizona campus.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	757.0	721.7	743.0
Other Non Appropriated Funds	2,452.6	2,547.5	2,664.7
Federal Funds	0.0	0.0	0.0
Program Total	3,209.6	3,269.2	3,407.7
FTE Positions	17.3	17.3	17.3

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase accessibility of UA presents programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of total event audience for entire season comprised of University students	25	28	30	33
● Percent of total seats utilized	61	68	65	65

◆ Goal 2 To enhance the socially and ethnically diverse options in the annual performing arts programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of total season performances by United States based performing artists	64	62	50	50
● Percent of culturally and ethnically diverse programs	70	75	75	75
● Percent of internationally based programs	36	38	40	40

◆ Goal 3 To create a strong performance-related community outreach program that serves an increasingly broad spectrum of southern Arizona residents.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of outreach programs (*comprised of campus lectures, classes, and open rehearsals) offered to the University community (At current staffing levels our goal is to maintain these critical programs and not let them slip.)	12	16	15	15
● Percent of outreach programs involving Tucson public school children*	18	17	20	20
● Percent of outreach programs open to the public	70	67	65	65

UAA.3.3 SUBPROGRAM SUMMARY

KUAT

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To enhance the transmission of knowledge by providing the citizens of southeastern Arizona with a unique high-quality television and radio service; to transmit educational, public affairs, and entertainment programming based upon the needs of the community.

Subprogram Description:

For the benefit of the University of Arizona, KUAT operates several telecommunications production and delivery systems: three broadcast National Public Radio affiliated radio stations (KUAT-AM, KUAZ-FM and KUAT-FM); a full-powered Public Broadcasting System affiliated television station (Channel 6) with a

repeater station (Channel 27); a nineteen channel microwave Instructional Television Fixed Service (ITFS) for distribution of credit courses and educational materials used in campus classrooms and by business, industry, and the general public; and the southern connection of the state-wide NAUNet microwave system used for videoconferencing and the transmission of telecourses among the three State universities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,109.3	2,088.6	2,150.3
Other Non Appropriated Funds	3,694.3	3,837.4	3,983.7
Federal Funds	15.9	16.4	16.7
Program Total	5,819.5	5,942.4	6,150.7
FTE Positions	80.6	81.4	82.2

Subprogram Goals and Performance Measures:

◆ Goal 1 To increase nonappropriated funding levels from corporate and individual major donors for television and radio to replace declining federal funding.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollars received from corporate underwriters (in thousands)	487.2	465.9	479.9	494.2
● Dollars received from individual members and major donors (in thousands)	1,914	2,034.4	2,060	2,122

◆ Goal 2 To increase share of households (hh) viewing Channel 6 during sign on to sign off.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Nielson Ratings Book Figures (in thousands) (hh)	151	155	155	155

◆ Goal 3 To increase weekly listenership on KUAT and KUAZ radio.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Arbitron Ratings Book (in thousands)	106.1	101.0	105.0	105.0

◆ Goal 4 To increase the number of credit courses produced through VideoServices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Credit courses	31	31	33	33

UAA.3.4 SUBPROGRAM SUMMARY

INTERCOLLEGIATE ATHLETICS

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To pursue excellence in Intercollegiate Athletics through educational opportunity, physical activity, cultural diversity, public service, and extracurricular endeavor; to enhance the personal welfare of The University of Arizona's student athletes and ensure their integration into the mainstream of campus life.

Subprogram Description:

The Intercollegiate Athletics (ICA) Department conducts a challenging program in 8 sports for men (M) and 11 for women (W): baseball (M), basketball (M/W), cross country (M/W), football (M), golf (M/W), gymnastics (W), soccer (W), softball (W), swimming and diving (M/W), tennis (M/W), track and field (M/W), indoor track and field (W), and volleyball (W). The University is a member of the NCAA, and both the men's and women's programs are conducted under NCAA rules, with opportunities to participate in NCAA championships.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,469.7	1,444.5	1,487.2
Other Non Appropriated Funds	25,168.6	26,143.1	27,140.4
Federal Funds	69.8	72.0	73.4
Program Total	26,708.1	27,659.6	28,701.0
FTE Positions	162.7	165.1	167.6

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve ICA Academic Programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of student-athletes earning a GPA of 3.0 or higher	33	35	37	39
● Percent of participation by student-athletes in ICA orientation sessions	100	100	100	100
● Percent of student-athletes that graduate	54	62	66	67

◆ Goal 2 To develop the ICA Financial Plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase in unrestricted gifting base	5	5	5	5
● Percent of operations budget growth (except for inflation factor or extraordinary circumstances, e.g., participation in bowl games)	2	2	2	2
● Stable fund balance (in thousands)	333.5	250.0	500.0	500.0

◆ Goal 3 To advance athletic competition.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Collegiate program national standing	6	9	<10	<10

<p>UAA.4 PROGRAM SUMMARY</p> <p>STUDENT AFFAIRS AND CAMPUS LIFE</p> <p>Contact: Edward Frisch, Asst. V.P., Resource Planning & Management Phone: (520) 621-7766 A.R.S. 15-1601</p>

Program 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 regulations; 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.

Program 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,211.7	9,128.0	9,397.8
Other Non Appropriated Funds	69,440.4	72,181.1	74,934.6
Federal Funds	16,925.8	17,455.1	17,789.4
Program Total	94,577.9	98,764.2	102,121.8
FTE Positions	777.6	785.3	792.9

This Program Contains the Following Subprograms:

- ▶ Dean of Students/student Life
- ▶ Enrollment Services
- ▶ Health and Wellness
- ▶ Campus Life Leadership

<p>UAA.4.1 SUBPROGRAM SUMMARY</p> <p>DEAN OF STUDENTS/STUDENT LIFE</p> <p>Contact: Edward Frisch, Asst. V.P., Resource Planning & Management Phone: (520) 621-7766 A.R.S. 15-1601</p>
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Subprogram Mission:

To promote social, ethical, and skill development as part of a planned student life experience by providing opportunities for students to synthesize and apply in class learning through out-of-class co-curricular experiences. To provide experiences that foster students' development in becoming responsible, contributing members of the University and the larger community.

Subprogram Description:

Programs of the Dean of Students Office, Multicultural Programs and Services, Student Programs, ROTC, Residence Life, the Associated Students, Arizona Student Media, the Bookstore, Career Services, and the Arizona Student Unions promote the personal and career development of students. Opportunities are provided for students to participate in student support and development programs such as service learning, faculty mentoring, student clubs, volunteer community service, and residential education. These programs are designed to include a wide variety of academic and intellectual interests, social, ethical, and other challenges, as well as diverse

attitudes, values, and cultures.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,250.1	2,681.0	2,760.2
Other Non Appropriated Funds	43,987.3	45,690.5	47,433.4
Federal Funds	196.9	203.0	206.9
Program Total	46,434.3	48,574.5	50,400.5
FTE Positions	468.9	473.6	478.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide unique environments that enable students from traditionally underrepresented groups to feel a sense of "connection" to the campus community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Students using the Cultural Resource Centers	7,000	7,200	7,450	7,700
● Percent of students who indicate involvement with the Cultural Resource Centers has positively impacted their sense of belonging at the University	85	86	87	88

- ◆ Goal 2 To provide leadership development opportunities for a diverse student population.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Programs offered through the Department of Student Programs that provide for participation by all students	700	700	800	850
● Students participating in student clubs, organizations, community service, and other activities	11,075	11,300	11,500	11,750
● Percent of students who indicate participation in these programs has positively impacted their sense of belonging at the University	82	84	86	88

**UAA.4.2 SUBPROGRAM SUMMARY
ENROLLMENT SERVICES**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To contribute directly to the recruitment and retention of a talented, culturally rich student body; to provide policies, procedures, and services that foster access and timely progress of students at the University; to maintain compliance with regulatory and University requirements, and to provide leadership in the establishment and achievement of University enrollment goals.

Subprogram Description:

Enrollment Services is composed of the units that formulate and implement policies and processes for a coherent group of services dedicated to the recruitment and retention of a diverse and talented student body. These units facilitate and provide direct services toward the scholastic preparation, admission, financial support, registration, academic success, efficient degree completion, and career preparation and placement of students.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,248.7	4,400.3	4,530.4
Other Non Appropriated Funds	14,722.9	15,344.9	15,930.3
Federal Funds	16,415.2	16,928.6	17,252.8
Program Total	35,386.8	36,673.8	37,713.5
FTE Positions	120.0	121.2	122.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To communicate the necessity for academic preparation for college to middle and high school students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Middle and high school students engaged in Early Outreach efforts (in 64 public schools)	3,690	3,134	3,500	4,000
● University faculty members participating in Early Outreach's various programs	145	150	175	200
● Percent of Early Outreach high school seniors enrolling as first time, full-time freshmen at the University of Arizona	46	50	65	75

- ◆ Goal 2 To admit a freshman class well-prepared for University work.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Quality of freshman class based on: high school grade point average	3.32	3.35	3.37	3.40
● Quality of freshman class based on: SAT scores	1,106	1,110	1,115	1,120
● Quality of freshman class based on: average high school academic units	16.0	16.2	16.4	16.6

- ◆ Goal 3 To improve the effectiveness of the student registration system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● University petitions related to registration filed per year	2,775	2,700	2,700	2,700
● Change-of-schedule forms processed per year	39,000	39,000	38,000	37,000

- ◆ Goal 4 To support the University commitment to increase student persistence and graduation rates by contributing a positive first year experience for students.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of first-year students engaged in career exploration activities	65	70	75	80

**UAA.4.3 SUBPROGRAM SUMMARY
HEALTH AND WELLNESS**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To provide opportunities for members of the campus community to access medical and psychological care, special services to meet

disability needs, and effective prevention programs to strengthen wellness; to enhance the quality of the college life experience; to reduce barriers to achievement and success; and to develop healthy and balanced lifestyles.

Subprogram Description:

The Campus Health Service is an accredited full service ambulatory health center that offers clinical medicine, alternative healing methods, counseling, disease prevention & health promotion services to the student body. Additional services provided in Campus Recreation, the Center for Disability Related Resources, and the Center for Strategic Alternative Learning Techniques are strategically designed to assist students in completing academic endeavors and in acquiring balanced lifestyles. In addition, ADA compliance for the Institution to serve the needs for persons with disabilities is now an integral part of Health & Wellness.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,323.7	1,472.8	1,516.3
Other Non Appropriated Funds	10,013.1	10,400.8	10,797.6
Federal Funds	313.7	323.5	329.7
Program Total	11,650.5	12,197.1	12,643.6
FTE Positions	176.8	178.6	180.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To secure adequate facilities to support the mission of Health and Wellness.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of dollars pledged to fund construction of a Strategic Alternative Learning Techniques (S.A.L.T.) building (percent of goal completed)	63	85	100	NA
● Percent of project completed to fund and construct a facility to house services for Disability Related Resources in one location	50	75	100	NA
● Project completed to fund & construct a facility to house services for Campus Health Service in one location, including identifying funding	50	75	100	NA

- ◆ Goal 2 To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students reporting binge drinking in last year (survey done biannually)	31	31	30	28
● Percent of students reporting marijuana use in the last year (survey done biannually)	26	NA	25	24

- ◆ Goal 3 To provide effective campus-based health and wellness services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students rating disability related services as acceptable or better	82	84	86	88
● Percent of students rating health services as acceptable or better	95	96	95	95

- Percent of students rating recreation services as acceptable or better 80 82 85 89

**UAA.4.4 SUBPROGRAM SUMMARY
CAMPUS LIFE LEADERSHIP**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To provide institutional leadership and to work in varied partnerships for the establishment, development, and management of policies, procedures, and programs that support the social, cultural, professional, and intellectual development of all members of the university community.

Subprogram Description:

This subprogram provides leadership for shaping and sustaining a diverse, collaborative, and universal learning community for students, staff, faculty, and administrators at the university through: the provision of high quality, affordable health, housing, food, recreation, and disability services; and the facilitation of programs designed to foster personal development, appreciation of differences, and a sense of community.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	389.2	573.9	590.9
Other Non Appropriated Funds	717.1	744.9	773.3
Federal Funds	0.0	0.0	0.0
Program Total	1,106.3	1,318.8	1,364.2
FTE Positions	11.9	11.9	11.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop and manage a formal, comprehensive, and effective assessment and accountability program for the Division of Campus Life.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of division units with review process (based upon key success indicators) in place	NA	50	75	85
● Percent of division units demonstrating effectiveness as measured on a Division effectiveness-rating scale	NA	NA	75	85

**UAA.5 PROGRAM SUMMARY
INSTITUTIONAL SERVICES**

Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Program Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively and efficiently pursue the institutional mission of teaching, research, and outreach.

Program Description:

Institutional Services include 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	63,069.9	66,898.2	68,875.9
Other Non Appropriated Funds	76,807.5	79,781.3	82,824.6
Federal Funds	247.7	255.6	260.4
Program Total	<u>140,125.1</u>	<u>146,935.1</u>	<u>151,960.9</u>
FTE Positions	<u>1,464.8</u>	<u>1,479.4</u>	<u>1,494.2</u>

This Program Contains the Following Subprograms:

- ▶ President's Area
- ▶ Human Resources
- ▶ Business Affairs
- ▶ Administrative Computing and Telecommunications

UAA.5.1 SUBPROGRAM SUMMARY
PRESIDENT'S AREA
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 4844.7

Subprogram Mission:

To provide overall administrative direction and leadership for the University's instruction, research, outreach, and other functions, including economic development; to maintain and foster close relations with important University constituencies; and to promote private and public support of University goals.

Subprogram Description:

The President is responsible for generally directing the University's major activities. Other administrative responsibilities of this functional area include: institutional advancement, economic development, community relations, government relations (state, federal, local), development, communications; legal affairs; alumni affairs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,844.7	6,229.9	6,414.1
Other Non Appropriated Funds	5,352.2	5,559.4	5,771.5
Federal Funds	0.0	0.0	0.0
Program Total	<u>10,196.9</u>	<u>11,789.3</u>	<u>12,185.6</u>
FTE Positions	<u>121.5</u>	<u>122.7</u>	<u>123.9</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance community support for the work of the University in the larger community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Private and corporate donations (in millions of dollars)	>74.8	>60.0	>49.4	>67.3
● Arizona public rating the University at least "Very Good" (i.e., highest category) in public opinion surveys	>55	NA	>55	NA
● President's meetings with community and business groups	>96	>102	>90	>90

- ◆ Goal 2 To improve the University's internal structure and workings.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Campus approval of strategic plan update	Obtained	Obtained	Obtained	Obtained
● ABOR approval of strategic plan update	Obtained	Obtained	Obtained	Obtained
● Percent change in operating funds expended in institutional support (NACUBO definition)	2.58	8.9	3.0	3.0

UAA.5.2 SUBPROGRAM SUMMARY
HUMAN RESOURCES
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To meet the evolving needs of a changing workforce and workplace by providing proactive human resource programs, consulting, and services that are valued and utilized by the community served.

Subprogram Description:

This unit provides a full range of human resource services that support the research, teaching, and service programs of the University: recruitment and screening for hiring, transfer, and promotion; wage and salary administration; performance management; conflict resolution; employee relations administration; benefits services and counseling; employee tuition program administration; employee and organizational development; diversity awareness; and employee wellness services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,462.4	2,473.4	2,546.6
Other Non Appropriated Funds	726.0	754.0	782.8
Federal Funds	0.0	0.0	0.0
Program Total	<u>3,188.4</u>	<u>3,227.4</u>	<u>3,329.4</u>
FTE Positions	<u>57.7</u>	<u>58.3</u>	<u>58.9</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To attract and employ a diverse and high quality workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of minority employees in administrative, faculty, and professional positions	16.4	16.6	16.8	17.0

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Mean response to the recruitment and outreach survey question: "On a scale of 1-5 (with 5 being best), how would you rate the quality of applicants forwarded to you by Human Resources?" 4.0 4.2 4.3 4.4

◆ Goal 2 To achieve an environment and culture that supports all members of the University community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Employee Wellness contacts per year	3,590	3,660	3,730	3,800
● Partnerships that have been established to improve administrative and employee services	16	19	21	24
● Percent of employees who respond affirmatively to the campus climate survey question: "I would encourage a friend or family member to apply for a job at the University of Arizona."	50	55	60	65

◆ Goal 3 To support and develop programs and systems that recognize and reward employees for their contributions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Departments that hold formal employee recognition programs	46	51	57	64
● Percent of classified staff job titles that are below 10% of market rate	45	40	35	30
● Employees nominated for University-wide excellence programs	75	90	110	125

◆ Goal 4 To provide development opportunities for all employees to improve retention and productivity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees who utilize the faculty and staff tuition fee waiver to pursue higher education opportunities	18.1	18.4	18.8	19.1
● Percent of managers who report improved performance by employees participating in the Supervisory Leadership Series program, nine months after completion	50	55	60	70

UAA.5.3 SUBPROGRAM SUMMARY
BUSINESS AFFAIRS
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To continuously develop and improve fiscal and material resource services along with maintenance of the University's safe environment, facilities, and transportation alternatives and parking options in support of the University's teaching, research, and public service mission; and to maintain and improve standards and business practices to ensure responsible financial stewardship of the University.

Subprogram Description:

Areas of responsibility include budget preparation, financial accounting reporting, payroll, contract oversight, purchasing of goods and services, printing and publishing, University security, maintenance, repair, utilities, grounds, custodial services, recycling efforts, fleet rental services, access to parking and transportation for employees and students, identification and evaluation of space

requirements, and identification and management of risks.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	50,595.9	52,828.8	54,390.5
Other Non Appropriated Funds	55,185.6	57,322.3	59,508.9
Federal Funds	160.7	165.8	168.9
Program Total	105,942.2	110,316.9	114,068.3
FTE Positions	1,135.3	1,146.6	1,158.1

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve efficiency and effectiveness of operations, maintenance, and repair services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Cost of maintenance and repairs per gross square foot of University facilities (3% increase per year) (in dollars)	2.77	2.96	3.05	3.14
● Heating and cooling expenditures per gross square foot (3% increase per year) (in dollars)	2.29	2.19	2.26	2.32

◆ Goal 2 To encourage transportation alternatives as part of the University's efforts to meet the requirements of the local Travel Reduction Ordinance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Parking permit sales	16,114	16,114	16,114	17,024
● Shuttle usage (in thousands)	213.0	220.0	220.0	300.0
● Carpools	2,000	2,140	2,200	2,300

◆ Goal 3 To maintain and continually improve business practices and resource management to provide effective support of University instruction, research, and service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Square footage of leased space (in thousands)	353.2	252.1	389.4	408.9
● Average days to make a payment to an outside vendor/service provider	20	19	19	18

UAA.5.4 SUBPROGRAM SUMMARY
ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS
 Contact: Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

Provide information technology solutions and services in support of more effective and efficient University-wide administrative processes, and the telecommunications infrastructure and services needed to support the University.

Subprogram Description:

The Administrative Computing and Telecommunications subprogram includes the development and operation of the University's major administrative computing systems and respective databases, and the operation of the campus-wide voice and data

communications facilities.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,166.9	5,366.1	5,524.7
Other Non Appropriated Funds	15,543.7	16,145.6	16,761.4
Federal Funds	87.0	89.8	91.5
Program Total	<u>20,797.6</u>	<u>21,601.5</u>	<u>22,377.6</u>
FTE Positions	<u>150.3</u>	<u>151.8</u>	<u>153.3</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To build a fully functional data administration and data warehouse environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of administrative data elements in the University-wide data warehouse	74	87	96	99

- ◆ Goal 2 To provide a backbone for the network that supports full function access and inter-operable connections across the system and to and from external locations, including the ability to easily handle new and high-speed services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Network bandwidth to/from off-campus (Mb)	9	15	45	60



AGENCY SUMMARY	
UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER	
Dr. Peter Likins, President	UHA
Contact: Edward Frisch, Asst. V.P., Resource Planning and Management	
(520) 621-7766	

Agency 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.

Agency Description:

The Arizona Health Sciences Center (AHSC) in Tucson is the State's only academic health sciences center, providing the State and it's people education, research, patient care, and services through its colleges of Medicine, Nursing, Pharmacy, School of Health Professions, University Medical Center, and University Physicians. AHSC serves as the core of a broad network of health services utilized throughout the State for health restoration, health promotion, and illness prevention.

Funding Note: Because all appropriated funds are combined prior to distribution to the various programs by the University, General Funds and Other Appropriated Funds are combined under the Other Appropriated Funds category.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ ACADEMIC AFFAIRS	128,411.7	131,534.2	134,959.7
➤ ORGANIZED RESEARCH	34,573.9	35,089.7	35,937.7
➤ COMMUNITY OUTREACH	2,255.4	2,391.1	2,440.9
➤ INSTITUTIONAL SERVICES	0.0	0.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	165,241.0	169,015.0	173,338.3

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	60,798.3	62,957.8	64,417.1
Other Non Appropriated Funds	53,101.6	53,130.2	54,953.4
Federal Funds	51,341.1	52,927.0	53,967.8
Operating Funds Subtotal	165,241.0	169,015.0	173,338.3
Capital Funds	0.0	0.0	0.0
Agency Total	165,241.0	169,015.0	173,338.3
FTE Positions	2,246.4	2,268.8	2,291.5

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To educate a health workforce who meets the needs of the State of Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of College of Medicine graduates entering primary care residency programs	60	60	60	60
● Percent of undergraduate and graduate students in the College of Nursing having a rural or underserved clinical nursing experience	100	100	100	100
● Percent of BSN graduates in the College of Nursing passing the NCLEX-RN examination	95	95	95	95
● Students in the first year class in the College of Pharmacy	25	30	40	50
◆ Goal 2 To plan statewide for the allied health professions in Arizona.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● MOU between the College of Medicine and community colleges for cooperative training of allied health personnel by the end of the calendar year	1	2	1	1
● Full, part-time UA students in AZ Graduate Program in Public Health	95	157	173	150
● Full, part-time ASU students in AZ Graduate Program in Public Health	40	50	55	50
● Full, part-time NAU students in AZ Graduate Program in Public Health	13	19	21	20
● Medical technologists graduated/year from the School of Health Professions	21	19	21	21
◆ Goal 3 To maintain the leadership role of the Arizona Health Sciences Center in biomedical research.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Extramural funding per year in the College of Medicine (in millions of dollars)	97	101	106	115
● Square feet of state-of-the-art research space occupied and utilized in the College of Medicine (in thousands)	203.5	231.5	268.0	285.2
● Percent of tenure-track faculty who have funded programs of research within the College of Nursing's identified research emphasis areas, which reflect the health care needs within AZ	83	80	80	80
● Faculty-College of Medicine in prestigious national associations	116	110	110	110
● Faculty-College of Pharmacy in prestigious national associations	6	6	6	6
◆ Goal 4 To achieve an environment and culture that support all members of the University community.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of classified staff in the College of Medicine participating in courses/workshops for professional development	45	60	60	60
● Harassment incidents requiring formal investigation in the College of Medicine	6	3	3	3

● Percent of staff in the College of Medicine in classification career progression	8	10	14	18
● Percent of full-time faculty and of full-time staff in the College of Nursing who actively participate as a member of a College or University committee, taskforce, or project team	95/75	95/75	95/75	95/75

UHA.1 PROGRAM SUMMARY
ACADEMIC AFFAIRS

Contact: Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Program 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.

Program Description:

Academic Affairs includes activities carried out in the College of Medicine, Nursing, and Pharmacy, and the School of Health Professions during the academic year, summer sessions and other periods outside the regular term, and associated with degree credit and non-credit academic courses. Academic Affairs also includes faculty departmental research and public service activities that are not budgeted separately, and academic administration, such as at the dean and department chair levels.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	57,672.5	59,436.3	60,834.8
Other Non Appropriated Funds	39,451.9	39,852.0	41,234.3
Federal Funds	31,287.3	32,245.9	32,890.6
Program Total	128,411.7	131,534.2	134,959.7
FTE Positions	1,877.7	1,896.5	1,915.5

This Program Contains the Following Subprograms:

- ▶ College of Medicine
- ▶ College of Nursing
- ▶ College of Pharmacy
- ▶ School of Health Professions
- ▶ Arizona Health Sciences Library
- ▶ Academic Support

UHA.1.1 SUBPROGRAM SUMMARY
COLLEGE OF MEDICINE

Contact: Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide medical students with the knowledge, skills, and attitudes basic to the practice of medicine; to provide education and training programs for residents, graduate students, fellows, and other health professionals and practicing physicians; to make contributions to biomedical research; to model and promote innovations in patient care and disease prevention and cure; and to disseminate health information to the public.

Subprogram Description:

The College offers a professional program leading to the M.D. degree and graduate degree programs in several of the medical sciences. The College also provides graduate medical education training programs for residents and clinical fellows in many disciplines and continuing medical education, and supports the education of other health professionals and the public. The educational program leading to the M.D. degree is conducted at the College and at clinical sites located in Tucson, Phoenix, and throughout the State. The faculty members conduct departmental research programs in molecular biology, therapeutics, prevention, and clinical outcomes. The faculty members provide outstanding clinical service ranging from primary care to organ transplantation, and high quality education programs regarding health issues for the citizens of the State.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
	General Funds	0.0	0.0
Other Appropriated Funds	40,181.8	41,001.0	41,969.0
Other Non Appropriated Funds	29,558.7	29,585.0	30,655.6
Federal Funds	25,873.4	26,662.6	27,200.5
Program Total	95,613.9	97,248.6	99,825.1
FTE Positions	1,498.9	1,513.9	1,529.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students passing Step I of the United States Medical Licensing Exam (USMLE) on the first try	92	95	95	95
● Percent of students passing Step II of the USMLE on the first try	97	98	98	98
● Percent of students securing their top 3 residency programs	86	86	86	86
● Percent of students indicating satisfied or very satisfied with their medical education on the AAMC Graduation Questionnaire	94	94	94	94

- ◆ Goal 2 To provide educational experiences that promote career decisions for practicing a primary care specialty and/or practicing in a rural community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of students in the graduating class who have completed a rural rotation during medical school	53	55	55	55
● Percent of students entering primary care residencies	60	60	60	60

- ◆ **Goal 3** To provide education programs to keep practitioners in Arizona abreast of recent advances in medical knowledge and therapeutics.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Arizona physicians completing continuing medical education courses at the College of Medicine	35,600	25,050	27,000	29,000

- ◆ **Goal 4** To maintain the leadership role of the College of Medicine in biomedical research.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Extramural funding for departmental research (in millions of dollars)	48.4	51.4	54.0	55.8

- ◆ **Goal 5** To provide an adequate patient base to fulfill the College of Medicine's education and research missions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Patients seen in out-patient facilities (in thousands)	252.7	270.9	290.0	300.0
● Patients admitted to University Medical Center	17,500	17,200	17,500	17,500

- ◆ **Goal 6** To offer graduate medical education programs that meet standards of excellence.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Resident evaluation of program	Excellent	Excellent	Excellent	Excellent
● Percent of residents passing United States Medical Licensing Exam (USMLE), step 3	100	100	100	100
● Percent of residents passing specialty board examinations	97	100	100	100

- ◆ **Goal 7** To provide the majority of first year postgraduate residency positions (PGY I) for graduates interested in primary care.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of PGY I residency positions in primary care	50	55	55	55
● Percent of PGY I residency positions in family practice	15	18	20	20

**UHA.1.2 SUBPROGRAM SUMMARY
COLLEGE OF NURSING**

Contact: Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

The mission of the College of Nursing is to provide undergraduate, graduate, and professional nursing education; to generate and expand nursing knowledge; and to provide service to the community.

Subprogram Description:

The College of Nursing offers a professional program leading to the Bachelor of Science in Nursing (B.S.N.) degree and graduate programs leading to the Master of Science and Doctor of Philosophy degrees with a major in nursing. The College of

Nursing also offers a B.S.N. pathway for registered nurses who graduated from associate degree or diploma nursing programs and an accelerated B.S.N. pathway for superior students who are college graduates holding a baccalaureate or higher degree in a non-nursing field. The College is accredited by the National League for Nursing and approved by the Arizona State Board of Nursing. Upon recommendation of the faculty, the graduates will be admitted to the licensing examination administered by the State Board.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,270.4	4,147.0	4,243.8
Other Non Appropriated Funds	688.3	694.2	720.6
Federal Funds	1,398.8	1,442.6	1,470.2
Program Total	<u>6,357.5</u>	<u>6,283.8</u>	<u>6,434.6</u>
FTE Positions	<u>89.4</u>	<u>90.3</u>	<u>91.2</u>

Subprogram Goals and Performance Measures:

- ◆ **Goal 1** To ensure continued contribution to providing an adequate supply of professional nurses and nurses prepared for advanced practice roles for meeting the health care needs of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of BSN graduates passing NCLEX-RN exam	95	95	95	95

- ◆ **Goal 2** To provide local, regional, national, and international leadership through the development and dissemination of knowledge, skill, and experience gained from teaching, research, and service efforts.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Faculty who hold national certification in their specialty area	20	20	20	20
● Percent of faculty who are Fellows of the American Academy of Nursing	40	40	40	40
● Professional publications and presentations by faculty	125	125	125	125
● Percent of faculty who serve in leadership positions in local, regional, or national organizations	30	30	30	30

**UHA.1.3 SUBPROGRAM SUMMARY
COLLEGE OF PHARMACY**

Contact: Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To educate and prepare professional students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become ethical, productive and innovative scientists. Upon graduation these students will contribute to the universal goals of optimizing rational, safe and cost-effective drug therapy and conducting research and other investigative endeavors that will lead to new discoveries and experiences in the pharmaceutical sciences. Our mission is accomplished by Educating and preparing professional and

graduate students to be exemplary pharmacists and scientists in a diverse, ever-changing health care system; Providing essential services to patients, communities and the profession; Conducting innovative research.

Subprogram Description:

The objective of the College of Pharmacy is to educate qualified students to become pharmacists who are committed to providing the highest quality of pharmaceutical and related health care services for the citizens of the State of Arizona. The pharmacy curriculum is designed to develop professionally competent and academically well-rounded pharmacists. The professional degree offered by the College of Pharmacy is the Doctor of Pharmacy (Pharm.D.). The College also offers graduate studies leading to the Master of Science degree in pharmaceutical sciences and pharmacology and the Ph.D. degree in pharmaceutical sciences.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,859.5	4,877.4	4,991.3
Other Non Appropriated Funds	2,967.0	3,081.9	3,119.5
Federal Funds	3,987.5	4,112.2	4,190.9
Program Total	<u>11,814.0</u>	<u>12,071.5</u>	<u>12,301.7</u>
FTE Positions	<u>128.1</u>	<u>129.4</u>	<u>130.7</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 Prepare students for success in their chosen fields by providing the highest-quality professional pharmacy curriculum and graduate education programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of graduates placed	100	100	100	100
● Percent of residents/ fellowships placed	100	100	100	100
● Percent of students passing the State board examination	98	99	100	100
● Percent of tenured and tenure- track teaching in undergraduate professional programs	100	100	100	100

- ◆ Goal 2 Maintain and strengthen the quality of research activities to enhance the quality of the professional and graduate education programs, the profession and health of the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Extramural grant support per FTE faculty (in thousands of dollars)	184.0	190.0	193.4	198.2
● Extramural research funding received by faculty (in millions of dollars)	7.4	7.6	7.7	8
● Rank of School of Pharmacy by NIH Funding	3	3	2	2

- ◆ Goal 3 Provide service, education, and research programs to the public and professional communities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Public outreach programs (in thousands)	60.0+	60.0+	60.0+	60.0+
● Continuing education hours to professionals	520+	525+	525+	525+
● Average participant satisfaction with program as measured on a 1-5 scale (5=highest)	4	4	4	4

UHA.1.4 SUBPROGRAM SUMMARY
SCHOOL OF HEALTH PROFESSIONS
 Contact: Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To provide undergraduate and post-baccalaureate education for students planning to pursue a wide range of health-related careers; to integrate research and scholarship with distinguished teaching; and to provide professional and public service.

Subprogram Description:

The School of Health Professions offers academic programs leading to the Bachelor of Science in Health Sciences (B.S.H.S.) Degree. Within the B.S.H.S. degree program, students may elect to major in physiological sciences, health education, or medical technology. The curriculum in these majors provides students with a strong foundation in the sciences, and skills in critical thinking, problem-solving, and communication. Completion of the medical technology major, which is an accredited program, qualifies the student for various National Registry examinations. Qualified post-baccalaureate students interested in becoming eligible for certification in medical technology also are admitted to the program for professional training. (NOTE: 30 FTE are now reported in the College of Medicine.)

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,582.7	1,590.7	1,627.8
Other Non Appropriated Funds	4.5	4.7	4.9
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,587.2</u>	<u>1,595.4</u>	<u>1,632.7</u>
FTE Positions	<u>33.8</u>	<u>34.1</u>	<u>34.5</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To produce graduates with appropriate education to compete effectively in their chosen fields.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of medical technology students passing National Registry examinations	82	97	90	90
● Percent of students satisfied with quality of preparation in their major	65	80	84	86

- ◆ Goal 2 To continually improve program and course curricula and instructional delivery.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of relevance and perceived value of the major curriculum as measured by survey instruments	76	98	90	90
● Percent of students satisfied with courses and instruction as measured by student evaluations	76	83	85	85

UHA.1.5 SUBPROGRAM SUMMARY
ARIZONA HEALTH SCIENCES LIBRARY
 Contact: Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To ensure timely access to knowledge and information resources in the health sciences and to educate students and faculty in the most effective methods of identifying and acquiring health sciences information to meet their needs.

Subprogram Description:

This specialized library, which serves University Medical Center as well as the Colleges of Medicine, Nursing, and Pharmacy, The School of Health Professions, the Graduate Program in Public Health, and other related graduate fields of study, contains almost 200,000 cataloged volumes and receives approximately 2,100 serial titles. The library includes a computer laboratory and houses a collection that includes books, journals, and non-print materials in the health sciences.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,783.6	2,909.0	2,977.0
Other Non Appropriated Funds	810.9	842.3	874.5
Federal Funds	0.0	0.0	0.0
Program Total	3,594.5	3,751.3	3,851.5
FTE Positions	35.0	35.4	35.7

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To teach students and faculty the most effective methods of accessing and managing health sciences information.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Classes being offered	341	372	380	390
● Students and faculty attending classes	2,900	3,200	3,400	3,800

- ◆ Goal 2 To assure access to information resources in the health sciences on-site and off-site.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Resources (print and non- print) circulated from the collection	58,200	56,400	55,000	53,000
● Resources (print and non- print) used in the library (in thousands)	253.1	243.0	235.0	228.0
● Material supplied to students, faculty, and health professionals off-site (in thousands)	15.7	15.8	15.9	15.7

UHA.1.6 SUBPROGRAM SUMMARY
ACADEMIC SUPPORT
 Contact: Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. 15-1601

Subprogram Mission:

To support Arizona Health Sciences Center faculty and students in optimizing teaching and learning processes, by taking advantage of the most current instructional technology, research, and assessment techniques.

Subprogram Description:

The Divisions of Academic Resources and Biomedical Communications provide: assistance to faculty in the design of course and instructional materials; test design and scoring; teaching and course assessment; educational research and the use of instructional technology; assistance to students in test-taking and other academic skills; technical, maintenance, and improvement of instructional facilities; and production of services in scientific/medical illustration, graphic design and publication, medical photography, and videotape and computer-based programs.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,994.5	4,911.2	5,025.9
Other Non Appropriated Funds	5,422.5	5,643.9	5,859.2
Federal Funds	27.6	28.5	29.0
Program Total	9,444.6	10,583.6	10,914.1
FTE Positions	92.5	93.4	94.4

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance the level of scholarship in the development and delivery of instructional programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Participants in faculty development programs (AHSC)	765	695	800	800
● Programs evaluated	35	35	35	35

- ◆ Goal 2 To enhance student success in Health Sciences Center curricula.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Student visits to academic counselors (AHSC)	1,800	1,500	1,800	1,800
● AHSC students/Number of classes using palmtop computer to integrate instructional technology	540/13	540/13	480/12	460/11

- ◆ Goal 3 To provide an environment that facilitates access to excellence in informational, audiovisual, and other educational materials in support of teaching, research, and service functions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of positive customer response to service quality surveys	96.5	98	98	98
● Labor Efficiency Index measured at Total Division Budget per billed instructional support services hours (in dollars per hour)	82.5	80.0	80.0	80.0
● Material Production Efficiency Index measured as Total Division Budget per number of billed instructional material items (in dollars)	11.4	11.0	10.7	10.5

- ◆ Goal 4 To provide teleconferencing in support of the growth of the educational outreach and telemedicine missions of the Arizona Health Sciences Center.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Courses and events carried on AHSC Interactive Video Network in support of AHSC Phoenix Programs and the Arizona Graduate Program in Public Health	438	550	800	800
● Events per rural site delivered as part of Arizona Telemedicine Network	2	60	200	300

UHA.2 PROGRAM SUMMARY

ORGANIZED RESEARCH

Contact: Jay W. Smith, Dean of Academic Affairs
Phone: (520) 626-4555
A.R.S. 15-1601

Program 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.

Program Description:

The organized research centers include the Arizona Arthritis Center, Arizona Cancer Center, the Arizona Center on Aging, the Arizona Emergency Medicine Center, the Arizona Prevention Center, the Respiratory Sciences Center, the Steele Memorial Children's Research Center, the University Heart Center, the Center for Pharmaceutical Economics, and the Center for Toxicology. They 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, disease prevention and control; and technology development.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,867.9	2,166.5	2,217.1
Other Non Appropriated Funds	12,652.2	12,242.1	12,643.4
Federal Funds	20,053.8	20,681.1	21,077.2
Program Total	<u>34,573.9</u>	<u>35,089.7</u>	<u>35,937.7</u>
FTE Positions	<u>347.6</u>	<u>351.1</u>	<u>354.6</u>

This Program Contains the Following Subprograms:

- ▶ Health Sciences Organized Research Centers and Adm

UHA.2.1 SUBPROGRAM SUMMARY

HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADM

Contact: Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. 15-1601

Subprogram Mission:

To support the University's research mission to do significant scholarly research in areas critical to the State, region, nation, and international community; to make major contributions to multi disciplinary research and education related to the basic understanding, prevention, diagnosis, treatment, and control of various diseases and debilitating conditions.

Subprogram Description:

The organized research centers include the Arizona Cancer Center, the Respiratory Sciences Center, the University Heart Center, the Center for Toxicology, the Center for Health Outcomes, the Arizona Center on Aging, the Arizona Emergency Medicine Research Center, and the Children's Research Center. Their major areas of emphasis include interdisciplinary research; education of health professionals and scientists; patient services; providing regional resources for research, patient care, education, disease prevention; and technology development.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,867.9	2,166.5	2,217.1
Other Non Appropriated Funds	12,652.2	12,242.1	12,643.4
Federal Funds	20,053.8	20,681.1	21,077.2
Program Total	<u>34,573.9</u>	<u>35,089.7</u>	<u>35,937.7</u>
FTE Positions	<u>347.6</u>	<u>351.1</u>	<u>354.6</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To promote excellence in basic and clinical research, patient care, education, and training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	18	20	22	24
● Patients rating patient care as excellent in satisfaction survey	87	90	90	90

- ◆ Goal 2 To establish a stable funding base to support research, education, and service activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Research grants and contracts (in millions of dollars)	36.6	37.3	38.1	40
● Private donations (in millions of dollars)	4.5	5.2	5.5	5.6

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Training programs/workshops/lectures	25	27	30	33

UHA.3 PROGRAM SUMMARY COMMUNITY OUTREACH Contact: James E. Dalen, VP Health Sciences Phone: (520) 626-7383 A.R.S. 15-1601
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Program Mission:

The mission of the Community Outreach Program is 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 which can improve rural health care.

Program Description:

The Arizona Poison and Drug Information Center (APDIC) 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,257.9	1,355.0	1,365.2
Other Non Appropriated Funds	997.5	1,036.1	1,075.7
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,255.4</u>	<u>2,391.1</u>	<u>2,440.9</u>
FTE Positions	<u>21.0</u>	<u>21.1</u>	<u>21.3</u>

This Program Contains the Following Subprograms:

- ▶ Arizona Poison and Drug Information Center
- ▶ Telemedicine

UHA.3.1 SUBPROGRAM SUMMARY ARIZONA POISON AND DRUG INFORMATION CENTER Contact: Edward Frisch, Asst. VP Resource Planning & Management Phone: (520) 621-7766 A.R.S. 15-1601

Subprogram Mission:

The Arizona Poison and Drug Information Center serves the citizens of Arizona by providing accessible poison and medication-related emergency treatment assistance, referral advice, and information on poison prevention and the safe and proper use of

medications.

Subprogram Description:

The APDIC optimizes the interdisciplinary expertise of information specialists and experts—clinical and medical toxicologists, chemists, pharmacologists, pharmacists, physicians, and other specialists associated with the College of Pharmacy and The University of Arizona—by serving as the resource for immediate public and health professional practitioner access to advice and assistance. The APDIC serves as a repository of comprehensive information, knowledge, and experience concerning poisonings and toxic exposures. The APDIC contributes to improving the utilization of resources for emergency treatment for poisonings; considerable cost savings to users and insurers is an outcome of the optimal and exemplary consultation and poison care provided by the Center. Accessibility to the service, particularly for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities, is an objective of high priority for the APDIC. The APDIC also considers among its objectives to educate future health care professionals and offer them preceptored opportunities for clinical experience in addressing problems of poisonings, toxic exposures, and medication use safety and compliance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	91.8	93.9
Other Non Appropriated Funds	941.3	977.7	1,015.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>941.3</u>	<u>1,069.5</u>	<u>1,108.9</u>
FTE Positions	<u>14.1</u>	<u>14.2</u>	<u>14.4</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Call volume per year (in thousands)	60.4	58.0	65.0	75.0
● Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center	yes	yes	yes	yes

- ◆ Goal 2 To provide poison prevention to individual citizens, organizations, and the public at large.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Educational items distributed (in thousands)	80.0	105.0	105.0	105.0
● Health professionals participating in continuing education programs	200	200	200	205

UHA.3.2 SUBPROGRAM SUMMARY TELEMEDICINE Contact: Edward Frisch, Asst. VP Resource Planning & Management Phone: (520) 621-7766 A.R.S. 15-1601

Subprogram Mission:

To develop a rural telemedicine network in Arizona and provide telemedicine services to selected sites.

Subprogram Description:

Telemedicine is the use of computers, video imaging, broad-band channels, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities, and secure State institutions. The network can improve rural health care in Arizona and offer a cost-effective alternative to expensive transportation from State institutions to hospitals.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,257.9	1,263.2	1,271.3
Other Non Appropriated Funds	56.2	58.4	60.7
Federal Funds	0.0	0.0	0.0
Program Total	1,314.1	1,321.6	1,332.0
FTE Positions	6.9	6.9	6.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish telemedicine network infrastructure.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sites developed and operational	9	10	12	14

- ◆ Goal 2 To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Patients served	700	1,370	3,600	4,200

UHA.4	PROGRAM SUMMARY
INSTITUTIONAL SERVICES	
Contact: Patricia A. St. Germain, Asst. VP, Admin. & Finance	
Phone: (520) 626-7692	
A.R.S. 15-1601	

Program Mission:

To provide the Arizona Health Sciences Center with the support services necessary to enable it to effectively and efficiently pursue the institutional mission of teaching, research, and community service.

Program Description:

Institutional Support includes executive-level activities concerned with the management and long-range planning for the Arizona Health Sciences Center and the operational activities supporting the Center. Administrative activities include planning and programming, legal services, financial, space management, human resources services, community and alumni relations, and development and fund-raising.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

Program Goals and Performance Measures:

- ◆ Goal 1 To achieve an environment and culture that supports all members of the Arizona Health Sciences Center.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of faculty/staff participating in abuse/harassment workshops	2	5	5	5
● Abuse/harassment incidences	6	3	3	3
● Percent of staff receiving career progression	10	10	10	10
● Staff turnover	73	70	70	70

- ◆ Goal 2 To develop resources and support that ensure an optimal physical environment and required capital to meet the institutional mission of teaching, research, and community service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Endowment funds (in millions of dollars)	10.8	12.5	13.5	15.0





Transportation

AGENCY SUMMARY
DEPARTMENT OF TRANSPORTATION

Mary E. Peters, Director DTA
 Contact: David P. Jankofsky, Manager Strategic Planning
 and Budgeting
 (602) 712-8981

Agency Mission:

To provide a safe and efficient transportation system, together with the means of revenue collection and licensing for Arizona.

Agency Description:

The exclusive control and jurisdiction over state highways, state routes, state airports, and all state-owned transportation systems or modes is vested in the Arizona Department of Transportation pursuant to Arizona Revised Statutes Section 28-104. The Department is charged with registering motor vehicles and aircraft, licensing drivers, collecting revenue, conducting multimodal transportation planning, design and construction of transportation facilities, investigating new transportation systems, and administering transportation safety programs.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	80,705.7	80,663.6	81,604.9
➤ INTERMODAL TRANSPORTATION	1,318,081.0	1,401,454.0	1,159,308.0
➤ MOTOR VEHICLE	67,761.3	72,303.1	76,228.7
➤ AERONAUTICS	12,788.9	11,938.7	11,706.3
Capital Funds	11,693.5	11,417.9	10,991.6
Agency Total	1,491,030.6	1,577,776.9	1,339,839.4

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	786.8	82.5	84.1
Other Appropriated Funds	259,208.6	277,813.2	288,257.3
Other Non Appropriated Funds	821,029.1	887,434.4	661,576.9
Federal Funds	398,312.6	401,028.9	378,929.5
Operating Funds Subtotal	1,479,337.1	1,566,359.0	1,328,847.8
Capital Funds	11,693.5	11,417.9	10,991.6
Agency Total	1,491,030.6	1,577,776.9	1,339,839.4
FTE Positions	4,666.5	4,800.5	4,882.5

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To improve the movement of people and products throughout Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Lane miles open to traffic-total state	16,717	16,825	16,890	17,193
● Lane miles open to traffic-Phoenix District	3,344	3,444	3,476	3,691
● Center line miles open to traffic-total state	6,160	6,173	6,174	6,202

● MAG/RARF center line miles open to traffic	44	57	58	86
● MAG/RARF lane miles open to traffic	290	365	372	542
● Percent of total MAG/RARF construction dollars awarded by Board v. planned	NA	NA	100	100
● Percent of total construction dollars awarded by Board vs. planned	NA	NA	100	100
● End of year statewide cash balance (in millions)	109	146	120	120
● End of year MAG cash balance (in millions)	160	131	72	78
● End of year Aviation Fund cash balance (in millions)	48	27	26	19

- ◆ Goal 2 To increase the quality, timeliness, and cost effectiveness of our products and services.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of MVD business performed by 3rd parties	11	18	35	40
● Percent of MVD customers served under 30 minutes/served over 50 minutes	NA	67/12	70/0	70/0
● Average customer wait and transaction time in MVD offices (in minutes)	42.3	33.4	15-20	15-20

- ◆ Goal 3 To develop and retain a high performing and successful workforce.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of employees having core competencies	NA	NA	60	95
● Incident rate per 100 employees (3 year rolling average)	5.99	5.69	5.41	5.13

- ◆ Goal 4 To optimize the use of all resources.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of computers, software, devices, and processors Y2K complaint	90	90	100	NA
● HURF revenue forecast range (in percent)	+3.3	+4.6	+2/-1	+2/-1
● RARF revenue forecast range (in percent)	+0.8	+1.1	+4/-2	+4/-2
● Percent of HURF increase over base forecast	1	6.3	1	2
● Number of monthly internet transactions (MVD)	623	10,102	20,000	40,000

- ◆ Goal 5 To improve public and political support necessary to meet Arizona's transportation needs.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of constituent responses completed within 10 working days	NA	80	90	90
● Percent of residents perceiving freeway system to be excellent/good	39	45	51	57
● Use of LB&I funds in a timely manner by increasing the expended percent of funded projects to 80% by 6-30-00	61	72	80	85
● Stakeholder Satisfaction Rating	NA	NA	8.5	8.6

- Average customer satisfaction results from surveys in MVD field offices (scale of 1-10) 8.2 7.8 9.0 9.2

DTA.1 PROGRAM SUMMARY
ADMINISTRATION
 Contact: Mary Peters, Director
 Phone: (602) 712-7227
 A.R.S. Title 28

Program Mission:

To provide leadership, operational and financial support to help achieve the agency mission.

Program Description:

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation. The Department is charged with registering motor vehicles and aircraft, licensing drivers, collecting revenue, conducting multi-modal transportation planning, design and constructing transportation facilities, investigating new transportation systems, and administering transportation safety programs.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	68,357.3	68,199.1	69,704.9
Other Non Appropriated Funds	12,348.4	12,464.5	11,900.0
Federal Funds	0.0	0.0	0.0
Program Total	80,705.7	80,663.6	81,604.9
FTE Positions	789.0	796.0	800.0

This Program Contains the Following Subprograms:

- ▶ Director's Office/transportation Board
- ▶ Transportation Services Group
- ▶ Arizona Highways Magazine

DTA.1.1 SUBPROGRAM SUMMARY
DIRECTOR'S OFFICE/TRANSPORTATION BOARD
 Contact: Sam Maroufkhani, Chief of Staff
 Phone: (602) 712-7228
 A.R.S. Title 28

Subprogram 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.

Subprogram 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 Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	677.0	563.9	563.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	677.0	563.9	563.9
FTE Positions	8.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the quality, timeliness, and cost effectiveness of our products and services.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Agency assessment in Arizona Quality Award Criteria	NA	1st Band	3rd Band	4th Band

- ◆ Goal 2 To improve public and political support necessary to meet Arizona's transportation needs.

Performance Measures

	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Stakeholder satisfaction rating (1-10)	NA	NA	8.5	8.6

DTA.1.2 SUBPROGRAM SUMMARY
TRANSPORTATION SERVICES GROUP

Contact: Sam Maroufkhani, Chief of Staff
 Phone: (602) 712-7228
 A.R.S. Title 28

Subprogram Mission:

To provide the Department of Transportation with support services in the areas of human resources, community relations, legislative services, affirmative action and equal employment opportunity, safety and health, education and training, audit and analysis services, general operation services, technical information services, equipment services and technical technology to meet the needs of our employees, customers, and suppliers.

Subprogram Description:

The Transportation Support Group delivers professional services assisting employees in personnel issue, training, organizational development, and process improvement; public information including internal/external publications and legislative services; equal opportunity and disadvantaged business enterprise programs; safety programs; internal/external auditing and consulting services; mail, reproduction, engineering records, and facilities management; equipment services (fleet); technical information and transportation technology; and comprehensive professional financial and business support services including accounting and fiscal management,

payroll and travel services, risk management, and bond program management.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	67,680.3	67,635.2	69,141.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>67,680.3</u>	<u>67,635.2</u>	<u>69,141.0</u>
FTE Positions	<u>709.0</u>	<u>718.0</u>	<u>722.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the movement of people and products throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Statewide Year-end Cash balance (in millions of dollars)	109	146	120	120
● MAG Year-end Cash balance (in millions of dollars)	160	131	72	78
● Aviation Year-end Cash balance (in millions of dollars)	48	27	26	19

- ◆ Goal 2 To increase the quality, timeliness, and cost effectiveness of our products and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollar value of equipment past replacement criteria (in millions)	NA	24.3	30.3	35.9
● Percent of print jobs completed within established turnaround time	NA	90	90	90

- ◆ Goal 3 To develop and retain a high performing and successful workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of safety classes conducted	NA	10	12	10
● Number of EEOC complaints filed	11	15	7	5
● Average number of days to process a hiring list	15	20	13	12
● Incident rate (3 year rolling average)	5.99	5.69	5.41	5.13
● Percent of employees having core competencies	NA	NA	60	95

- ◆ Goal 4 To optimize the use of all resources

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● HURF revenue forecast range (in percent)	+3.3	+4.6	+2/-1	+2/-1
● RARF forecast revenue range (in percent)	+0.8	+1.1	+4/-2	+4/-2
● Percent of computers, software, devices, and processors that are Y2K compliant	90	90	100	NA

- ◆ Goal 5 To improve public and political support necessary to meet Arizona's transportation needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of constituent responses completed within 10 working days	NA	80	90	90
● Percent of funds expended (L, B & I)	61	72	80	85

DTA.1.3 SUBPROGRAM SUMMARY

ARIZONA HIGHWAYS MAGAZINE

Contact: Nina LaFrance, Publisher

Phone: (602) 271-5959

A.R.S. 28-1881 to 28-1884

Subprogram 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.

Subprogram Description:

The first issue of Arizona Highways was published in 1925. The current monthly circulation averages 325,000 including 337,631 subscribers from every state and 120 foreign countries. Seventy-six percent of the magazine's subscribers live outside Arizona, many of them receiving gift subscriptions from Arizonans. A one year subscription is \$19. Arizona Highways is an Enterprise Fund and generates revenue from two major sources: subscription and newsstand sales of the magazine, and product sales. The magazine employs approximately 80 people. The magazine is 56 full-color pages per issue. All 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 operates its own computerized fulfillment system for receiving, processing, and shipping orders, and two retail gift shops in Phoenix.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,348.4	12,464.5	11,900.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>12,348.4</u>	<u>12,464.5</u>	<u>11,900.0</u>
FTE Positions	<u>72.0</u>	<u>72.0</u>	<u>72.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To remain financially self-sufficient.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average annual in-state newsstand sell-through (in percent)	38	40	45	45

- ◆ Goal 2 To expand the customer base.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Paid subscribers (AZ Highways Magazine)	336,000	341,000	351,000	361,000
● Calendars sold to individual customers (AZ Highways Magazine)	41,000	50,000	60,000	70,000

DTA.2 PROGRAM SUMMARY

INTERMODAL TRANSPORTATION

ITD

Contact: Dick Wright, State Engineer

Phone: (602) 255-7391

A.R.S. 28-104

Program Mission:

To provide the highest quality intermodal transportation system in America.

Program Description:

The Intermodal Transportation Division (ITD) was formed in 1995. ITD considers all transportation modes in its planning process for building and maintaining a seamless transportation system of modal interlinks. The focus is to move intrastate, interstate and international passengers or products on an economically efficient and environmentally sound transportation system. ITD, through its involvement with road programs, serves the state's domestic and international markets.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	786.8	82.5	84.1
Other Appropriated Funds	119,288.4	125,635.2	130,882.5
Other Non Appropriated Funds	805,971.0	874,747.0	649,451.8
Federal Funds	392,035.0	400,988.9	378,889.5
Program Total	1,318,081.0	1,401,454.0	1,159,308.0
FTE Positions	2,454.5	2,454.5	2,474.5

This Program Contains the Following Subprograms:

- ▶ Planning, Development and Administration
- ▶ Maintenance
- ▶ Construction

DTA.2.1 SUBPROGRAM SUMMARY
PLANNING, DEVELOPMENT AND ADMINISTRATION
 Contact: Dick Wright, State Engineer
 Phone: (602) 712-7391
 A.R.S. 28-104

Subprogram Mission:

To provide leadership and support to all entities of ITD, as well as the highest quality multimodal transportation plan and programs for Arizona.

Subprogram Description:

Intermodal Administration is under the leadership of the State Engineer and the Deputy State Engineers, who as a team encourage all employees to exceed customer expectations through emphasis on delivering quality products and services on time and within budget. The responsibilities include daily liaison with customers and assisting the leaders and teams in the various Engineering Districts and Development Groups with meeting the needs of the Division which include improving employee skills through an expanded technical training program.

The Department's Transportation Planning Division is also part of this subprogram. The Advanced Planning Team provides multimodal system plans and analyses to provide a strategic framework to support long and short range programming decisions. The Priority Planning Team coordinates the development of the Five-Year Transportation Facilities Construction Program and Statewide Transportation Improvement Program. The MPOs and COGs Team facilitates the improvement of regional and local multimodal transportation systems throughout Arizona and

addresses statewide air quality issues. The Transit Team coordinates funding to ensure that transit providers, ride share planners, and air quality project recipients receive the best possible guidance and assistance. The Data Collection Team provides quality transportation data for use by the Agency as well as other public and private sector agencies. Finally, the Administration Team conducts the daily administrative functions.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	786.8	82.5	84.1
Other Appropriated Funds	41,352.9	42,714.9	43,666.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,650.7	4,886.4	5,787.8
Program Total	47,790.4	47,683.8	49,538.1
FTE Positions	837.5	837.5	839.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the movement of people and products throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of residents perceiving freeway (TPD) system to be excellent/good	39	45	51	57

- ◆ Goal 2 To increase the quality, timeliness, and cost effectiveness of our products and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Develop refined air quality commitments	NA	NA	18	20

- ◆ Goal 3 To develop and retain a high performing, successful workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of incidents per 100 employees	7.17	6.8	6.5	6.1

- ◆ Goal 4 To optimize the use of all resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollar savings-employees incentive (in thousands)	2,649	2,914	3,206	3,526

DTA.2.2 SUBPROGRAM SUMMARY
MAINTENANCE
 Contact: Dick Wright, State Engineer
 Phone: (602) 712-7391
 A.R.S. 28-104

Subprogram Mission:

To ensure the safety of the traveling public by maximizing life expectancy and operation efficiency of the state transportation system.

Subprogram Description:

The Maintenance 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. It maintains approximately 26,000 surface lane miles of highway. Activities include the repair and maintenance of pavements, bridges, landscaping, drainage works,

signals, lights, fences, snow and ice removal, and signs and striping. Permits are issued for oversize vehicles, billboards, and driveways. This subprogram also includes the Traffic Management System activities coordinated through the Traffic Operations Center.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	77,935.5	82,920.3	87,216.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	77,935.5	82,920.3	87,216.3
FTE Positions	951.0	951.0	969.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop and retain a high performing, successful workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of incidents per 100 employees	7.17	6.8	6.5	6.1

- ◆ Goal 2 To optimize the use of all resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollar savings- employees incentive (in thousands)	2,649	2,914	3,206	3,879

DTA.2.3 SUBPROGRAM SUMMARY
CONSTRUCTION
 Contact: Dick Wright, State Engineer
 Phone: (602) 712-7391
 A.R.S. 28-104

Subprogram Mission:

To develop and construct the highest quality multi-modal state transportation system in America.

Subprogram Description:

This subprogram is responsible for the program development and construction administration of new and improved transportation facilities on the Statewide system. This subprogram guides and filters projects through a 20 year plan and finally into the Agency's 5 Year Transportation Construction Program for Highways where the projects are designed and built. An area of high visibility is the Partnering Program. Once a project has been constructed it becomes the responsibility of the Maintenance Subprogram.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	805,971.0	874,747.0	649,451.8
Federal Funds	386,384.3	396,102.5	373,101.7
Program Total	1,192,355.0	1,270,850.0	1,022,554.0
FTE Positions	666.0	666.0	666.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the movement of people and products throughout Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Center line miles open to traffic-Total state	6,160	6,173	6,174	6,202
● Lane miles open to traffic-Total state	16,717	16,825	16,890	17,193
● MAG/RARF center line miles open to traffic	44	57	58	86
● MAG/RARF lane miles open to traffic	290	365	372	542
● Lane miles open in Phoenix Construction District	3,344	3,444	3,476	3,691

- ◆ Goal 2 To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of total construction dollars awarded by Board vs. planned	NA	NA	100	100
● Percent of MAG/RARF construction dollars awarded by Board vs. planned	NA	NA	100	100

- ◆ Goal 3 To develop and retain a high performing, successful workforce.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of incidents per 100 employees	7.17	6.8	6.5	6.1

- ◆ Goal 4 To optimize the use of all resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollar savings (incentive program)	NA	NA	TBD	TBD

DTA.3 PROGRAM SUMMARY
MOTOR VEHICLE
Motor Vehicle Division
 Contact: Stacy Stanton, Acting Division Director
 Phone: (602) 712-8152
 A.R.S. Title 28

Program Mission:

The Motor Vehicle Division (MVD) is dedicated to facilitating licensing, safety programs, and compliance with motor vehicle laws.

Program Description:

MVD is responsible for transportation activities including vehicle credential issuance; license issuance; records maintenance; revenue collection and management; legislative support and transportation law compliance.

The Division operates field offices and ports of entry statewide. MVD also coordinates the Competitive Government Partnerships Program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other government entities, news media, and the general public.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	65,051.6	72,080.2	76,003.6
Other Non Appropriated Funds	2,709.7	222.9	225.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>67,761.3</u>	<u>72,303.1</u>	<u>76,228.7</u>
FTE Positions	<u>1,390.0</u>	<u>1,531.0</u>	<u>1,589.0</u>

This Program Contains the Following Subprograms:

- ▶ Motor Vehicle Support Services
- ▶ Customer Service
- ▶ Motor Vehicle Enforcement Services

DTA.3.1 SUBPROGRAM SUMMARY
MOTOR VEHICLE SUPPORT SERVICES
 Contact: Bob Gilbert, Acting Assistant Division Director
 Phone: (602) 712-8867
 A.R.S. Title 28

Subprogram Mission:

To support and assist the Division through organizational development, constituent and legislative services, operational and financial planning, and serve as a source for information and research.

Subprogram Description:

Motor Vehicle Support Services (MVSS), in an effort to provide organizational development, assists the Division with policy development, special projects, information systems support, marketing, and strategic planning. MVSS receives and responds to customers' written, verbal, and computer inquiries and needs. This subprogram coordinates and authors rules, policies, and forms to ensure consistency and compliance with state laws and works to enhance Division legislative relations. MVSS also provides management support under the following areas: human resources, facilities, financial resources, warehouse, and contract support for the Division. MVSS includes the administrative support unit for the MVD Director and an executive hearing office. The hearing office conducts appeal hearings on behalf of petitioners on matters such as driver licenses, vehicle titles, dealer licenses and motor carrier safety or tax issues. This subprogram also monitors, guides and assists in Division workforce development. Additionally, MVSS serves as the Division's research and information source for statistics and reports.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,553.6	4,852.0	4,935.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>4,553.6</u>	<u>4,852.0</u>	<u>4,935.1</u>
FTE Positions	<u>95.0</u>	<u>99.0</u>	<u>99.0</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees having required competencies	NA	36	60	65
● Percent of MVD turnover	NA	18	15	15
● Percent of total correspondence receiving resolution within 10 working days	90	94	90	90

◆ Goal 2 To enhance revenue collection and management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Automated vehicle valuation revenue (in millions)	NA	4.42	3.06	2.70

DTA.3.2 SUBPROGRAM SUMMARY
CUSTOMER SERVICE
 Contact: Diane Minton, Assistant Division Director
 Phone: (602) 712-8968
 A.R.S. Title 28

Subprogram Mission:

To provide exemplary motor vehicle and driver license customer service and improve motor vehicle related products, services, and revenue through effective application of private and public sector resources.

Subprogram Description:

This subprogram provides specific Motor Vehicle customer services to the motoring public at more than 59 locations statewide. Services include vehicle inspection, titling, registration, temporary permits, dealer assistance, driver license issuance, identification card issuance, driver license, and vehicle registration reinstatements, motor vehicle records, and voter registration assistance. This subprogram operates five public information call centers and a non-public call center, processes mailed vehicle registration renewals, and processes out-of-state resident license applications. Included in Customer Services is the medical review function to process medical eligibility for commercial and noncommercial drivers. Additionally, this subprogram is responsible for the oversight of activities related to competitive government, motor carrier, motor vehicle dealer licensing, fleet and multi-state registrations, dishonored check collections, mandatory insurance and motor vehicle record sales. Important aspects to this subprogram include motor carrier safety policies, tax collection, and accounting and analysis of motor carriers and the issuance of registration credentials. In addition, this subprogram promotes private sector involvement as service providers (third parties) of Motor Vehicle Division activities to minimize the effects of population growth on the quality of products and services while increasing revenue with little or no additional cost to the taxpayer.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	51,455.8	55,661.1	59,209.1
Other Non Appropriated Funds	1,639.6	222.9	225.1
Federal Funds	0.0	0.0	0.0
Program Total	<u>53,095.4</u>	<u>55,884.0</u>	<u>59,434.2</u>
FTE Positions	<u>1,039.0</u>	<u>1,192.0</u>	<u>1,248.0</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance revenue collection and management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of monthly MVD internet transactions	623	10,102	20,000	40,000

◆ Goal 2 To improve customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of alternative methods used for MVD renewals	64	68	80	80
● Percent of MVD business processed by third parties	11.0	18.1	35.0	40.0
● Average telephone wait time per call (in minutes)	4.0	2.17	1.5	1.5
● Average customer wait and transaction time in MVD offices (minutes)	42.3	33.4	15-20	15-20
● Percent of MVD customers served under 30 minutes/served over 50 minutes	NA	67/12	70/0	70/0
● Average customer satisfaction results from surveys in MVD Field Offices	8.2	7.9	9.0	9.2
● Percent of customers satisfied (IVR, Internet & Customer Service call)	NA	NA	90	92

DTA.3.3 SUBPROGRAM SUMMARY
MOTOR VEHICLE ENFORCEMENT SERVICES
 Contact: Ric Athey, Assistant Division Director
 Phone: (602) 712-8735
 A.R.S. Title 28

Subprogram Mission:

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Subprogram Description:

The Motor Vehicle Enforcement Services (formerly known as Regulatory and Compliance Services) subprogram is responsible to discharge mandated and regulatory responsibilities related to port of entry operations, registration compliance, administrative and criminal investigations, hazardous material compliance, and Peace Officer certification training. Important aspects of this subprogram include commercial vehicle safety, tax and permit revenue collection, out of state vehicle registration compliance, vehicle inspections, and monitoring, and recovering stolen vehicles, and vehicle components. In addition, this subprogram promotes involvement with the private sector as well as other agencies in joint task force details involving vehicle safety and compliance of applicable laws and regulations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,042.2	11,567.1	11,859.4
Other Non Appropriated Funds	1,070.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	10,112.3	11,567.1	11,859.4
FTE Positions	256.0	240.0	242.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
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● Percent of customers who wait 3 minutes or less	NA	50	63	65
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◆ Goal 2 To enhance revenue collection and management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of HURF increase over base forecast	1	6	1	1

◆ Goal 3 To increase compliance with motor vehicle laws and promote safety.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent increase of fuel tax revenue	NA	6.3	1	2

DTA.4 PROGRAM SUMMARY
AERONAUTICS
 Contact: Gary Adams, Division Director
 Phone: (602) 294-9144
 A.R.S. 28-332

Program Mission:

To encourage and advance the safe and orderly development of aviation in the State.

Program Description:

The Aeronautics Division is charged by law to encourage and advance the safe and orderly development of aviation in the state; assemble and distribute information relating to aviation to the public; represent the state on issues of routing and rate schedules concerning airline traffic; accept federal and other monies for airport development or air navigation facilities; license airplane dealers register non-airline aircraft within the state and make recommendations on legislative and policy issues.

The division is organized along three functional lines of responsibility. Aviation Services includes aviation revenue, aircraft registration and dealer licensing, aviation safety and education, administration, fiscal management, legislative, contractual and legal matters, and the airports loan program. Airport Development includes air service, planning, airport development, and airport safety inspections. It also includes the Grand Canyon National Park Airport (Until October, 1999). Operations and maintenance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,511.3	11,898.7	11,666.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	6,277.6	40.0	40.0
Program Total	12,788.9	11,938.7	11,706.3
FTE Positions	33.0	19.0	19.0

Program Goals and Performance Measures:

◆ Goal 1 To encourage and advance the safe and orderly development of aviation in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Airport safety inspections	33	34	35	36

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Percent of population within 30 minute drive of an airport 99 99 99 99

◆ Goal 2 To increase the quality, timeliness, and cost effectiveness of our products and services.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Days to process mail in application (to register an aircraft)	4	3	3	3
● Days to process mail in application (to sell an aircraft)	4	3	3	3
● Days to make reimbursements	5	5	4	3

◆ Goal 3 To optimize the use of all resources.

<u>Performance Measures</u>	<u>FY 1998 Actual</u>	<u>FY 1999 Actual</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Amount of revenues deposited (in millions)	16.9	20.2	13.4	13.6





Protection & Safety

AGENCY SUMMARY	
CRIMINAL JUSTICE COMMISSION	
John A. Blackburn, Inter. Ex. Dir.	JCA
Contact: John A. Blackburn, Inter. Ex. Dir.	
(602) 230-0252	

Agency 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.

Agency 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 state statutorily mandated duties, the Commission is the state agency that is 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 to the US Department of Justice, National Criminal History Improvement Program, and the Criminal Justice Records Improvement Program and Statewide Identification System grants. The Commission also develops and publishes an annual records improvement plan.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ CRIMINAL JUSTICE COMMISSION	22,668.6	24,727.2	26,267.8
Capital Funds	2,000.0	750.0	750.0
Agency Total	24,668.6	25,477.2	27,017.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,391.0	2,233.8	2,655.2
Other Appropriated Funds	2,578.7	3,043.7	3,025.7
Other Non Appropriated Funds	7,219.6	9,296.2	9,475.0
Federal Funds	11,479.3	10,153.5	11,111.9
Operating Funds Subtotal	22,668.6	24,727.2	26,267.8
Capital Funds	2,000.0	750.0	750.0
Agency Total	24,668.6	25,477.2	27,017.8
FTE Positions	21.0	22.0	22.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To provide a continuity of reliable, accurate, responsible service that meets the statutory mandates for the Commission and enhances the cohesiveness, effectiveness, and coordination of the criminal justice system in Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of statutory mandates completed regarding Commission duties, responsibilities and mandates	100%	100%	100%	100%
● Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	100%	100%	100%	100%

- ◆ Goal 2 To develop and sustain programs, functions and activities related to the criminal justice system that increases productivity in the system, enhance the coordination of the system, and the effectiveness of the system.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100%	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%	100%
● Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100%	100%	100%	100%

- ◆ Goal 3 To develop, implement and sustain processes that provide a relevant, reliable source of information on crime and the criminal justice system in Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	100%	100%	100%	100%
● Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	95%	95%	100%	100%

- Accurately and successfully publish, distribute reports containing reliable info and data on crime activity and the criminal justice system in AZ

◆ Goal 4 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.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Organize, support and conduct meetings under the Commission responsibility to produce effective results	100%	100%	100%	100%
● 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	100%	100%	100%	100%

<p>JCA.1 PROGRAM SUMMARY</p> <p>CRIMINAL JUSTICE COMMISSION</p> <p>Contact: John A. Blackburn, Inter. Ex. Dir. Phone: (602) 230-0252 A.R.S. 41-2405</p>
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This Program Contains the Following Subprograms:

- ▶ Management and Liaison
- ▶ Enhanced Drug and Violent Crime Control
- ▶ Criminal Justice Records Improvement
- ▶ Statistical Analysis Center
- ▶ Crime Victims Programs
- ▶ Juvenile Jail Improvements

<p>JCA.1.1 SUBPROGRAM SUMMARY</p> <p>MANAGEMENT AND LIAISON</p> <p>Contact: John A. Blackburn, Interim Executive Director Phone: (602) 230-0252 A.R.S. 41-2405</p>

Subprogram Mission:

To provide planning, direction and administration for all Commission mandates, programs, functions and activities to carry out the mission of the agency.

Subprogram Description:

The Management and Liason Program is the central management, coordination, and administrative program of the 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 under the Commission's umbrella; and implements the decisions of these groups. It serves as a clearing house and liaison focus for the enhancement and coordination of criminal justice system-wide concerns and activities. It provides direct management oversight, fiscal administration oversight, and policy establishment and

guidance to the Commission staff and for all programs of the Commission.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	388.1	212.9	217.6
Other Non Appropriated Funds	80.6	157.8	149.6
Federal Funds	102.4	143.3	137.1
Program Total	571.1	514.0	504.3
FTE Positions	7.0	7.0	7.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide a continuum of effective organization and administration for Commission responsibilities, activities and programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of required reports published	164	170	170	170

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	156	180	200	220

◆ Goal 3 To acquire and distribute timely, accurate information regarding relevant criminal justice legislation at both state and federal levels and to provide an effective mechanism for both legislative advocacy and related informational resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of agency legislative events	180	180	180	180
● Number of Legislative meetings attended	180	180	180	180

◆ Goal 4 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	100%	100%	100%	100%
● Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	100%	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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100%	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%	100%
● Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100%	100%	100%	100%

- ◆ **Goal 6** 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	100%	100%	100%	100%
● Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	95%	95%	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%	100%

- ◆ **Goal 7** To provide a continuous, organized forum for the discussion of the criminal justice system, the identification of changes needed, the development of change mechanisms including legislative proposals, and the coordination of information regarding these activities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Organize, support and conduct meetings under the Commission responsibility to produce effective results	100%	100%	100%	100%
● 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	100%	100%	100%	100%

JCA.1.2 SUBPROGRAM SUMMARY
ENHANCED DRUG AND VIOLENT CRIME CONTROL
 Contact: Joseph R. Farmer, Program Manager
 Phone: (602) 230-0252
 A.R.S. 41-2402

Subprogram Mission:

To enhance and coordinate funded efforts to deter, investigate, prosecute, adjudicate and punish drug, violent crime and criminal street gang offenders.

Subprogram Description:

The program administers the federally funded Edward Byrne Memorial State and Local Law Enforcement Assistance Drug

Control and Systems Improvement Formula Grant Program, authorized under the Omnibus Crime Control and Safe Streets Act of 1968, to provide enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth in the Act and under A.R.S. §41-2402. The Arizona Criminal Justice Commission is the agency designated as the State Administrative Agency (SAA) for this program. In 1996, the Commission was also designated as the State Administrative Agency (SAA) for the Residential Substance Abuse Treatment Formula Grant Program enacted under the Violent Crime Control and Law Enforcement Assistance Act of 1994, an amendment to the Omnibus Crime Control & Safe Streets Act, and for the Local Law Enforcement Block Grants Program enacted under the Omnibus Fiscal Year 1996 Appropriations Act.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,391.0	2,233.8	2,655.2
Other Appropriated Funds	13.4	15.1	14.9
Other Non Appropriated Funds	6,940.8	8,951.1	9,168.5
Federal Funds	8,721.9	8,280.0	8,877.2
Program Total	17,067.1	19,480.0	20,715.8
FTE Positions	5.0	5.0	5.0

Subprogram Goals and Performance Measures:

- ◆ **Goal 1** To effectively manage the acquisition, allocation and administration of local, state and federal grant funds to provide a high potential for significant productivity and impact on drug, violent and street gang crime in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Grants identified, applications submitted and approved by funding authorities.	6	7	7	7
● Submissions for grant funding approved by the Arizona Criminal Justice Commission	120	125	125	130
● Number of grants awarded to applicant agencies by the Commission	110	114	114	118
● Arrests made by grant-funded task forces	3,768	4,220	4,726	5,293
● Convictions reported by grant-funded prosecution projects	9,629	10,255	10,921	11,631
● Percent of grant agreements executed in a timely manner by Commission staff	100	100	100	100
● Percent of requests for training/technical assistance received and filled	100	100	100	100
● On-site monitoring visits conducted by Commission staff	34	38	42	45
● Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	7	7	7	8
● Complaints received by Commissioners regarding actions by the Commission staff in the administration of subgrants	0	0	0	0
● Percent of complete, accurate reports submitted on or before due dates	100	100	100	100

JCA.1.3 SUBPROGRAM SUMMARY
CRIMINAL JUSTICE RECORDS IMPROVEMENT
 Contact: Jerry Hardt, Program Manager
 Phone: (602) 230-0252
 A.R.S. 41-2402

Subprogram Mission:

To design, develop and facilitate the implementation of a criminal justice records system in the State of Arizona that is current, complete, accurate and reliable.

Subprogram Description:

This program is an ongoing, long-term effort to coordinate the process of criminal justice records information systems improvement through the development and implementation of a comprehensive criminal justice records improvement plan. Activities include, but are not limited to, encouraging and facilitating the development of common data standards among criminal justice agencies, facilitating the development and implementation of automated records systems and processes, encouraging and facilitating interagency cooperation and information sharing, and other activities intended to increase the accuracy, completeness, and timeliness of criminal justice and criminal history information.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6.7	9.8	9.7
Other Non Appropriated Funds	181.6	152.4	129.8
Federal Funds	2,099.0	1,094.9	1,475.5
Program Total	2,287.3	1,257.1	1,615.0
FTE Positions	2.3	3.3	3.3

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To apply for available funds from federal Justice Department agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of grant applications forwarded to proper agencies	4	4	4	4
● Number of grant awards provided to the Commission by the various granting agencies	4	4	4	4
● Number of applicants requesting funding	50	55	55	55

- ◆ Goal 2 To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of records plan.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Grants awarded to agencies for improvement of criminal justice/history records.	45	45	45	45

- ◆ Goal 3 To administer, monitor, and evaluate grant projects on a continual basis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Site visits to grantee agencies	45	45	45	45
● Assistance provided to grantee agencies	45	45	45	45
● Program progress and financial reports received on a quarterly basis from each grantee agency to monitor progress of project and ensure funding expenditure occurs prior to grant expiration date	45	45	45	45

- ◆ Goal 4 To introduce legislation to change/improve criminal history reporting as needed.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Bills submitted to legislature	1	1	1	1
● Bills passed by the legislature for the improvement of criminal history record reporting	1	1	1	1

- ◆ Goal 5 To improve disposition reporting of each county to the central repository each year.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Meetings coordinated by records coordinator in the counties annually	6	4	4	4
● Percent decrease of total dispositions rejected in each county by the central repository	5	5	5	5

- ◆ Goal 6 To establish and publish technology and data standards for criminal justice agencies of the state within 3 years.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Meetings conducted annually	20	12	6	0
● Technology standards established as a result of the meetings	25	50	50	0

JCA.1.4 SUBPROGRAM SUMMARY
STATISTICAL ANALYSIS CENTER
 Contact: Joseph E. Easton, Program Manager
 Phone: (602) 230-0252
 A.R.S. 41-2405 (J)

Subprogram Mission:

To provide the research and analytical support needed to enhance the ability of the Arizona Criminal Justice Commission, criminal justice agency executives, and public policy makers, to effectively respond to issues related to crime and the criminal justice system.

Subprogram Description:

The Arizona Statistical Analysis Center (SAC) is a statewide clearinghouse for criminal justice information and statistics. The SAC functions as a provider of technical assistance regarding issues, and as a research and study of critical issues and policies related to crime and the criminal justice system. The SAC also plays a key role supporting the activities of the Criminal Justice Commission. In addition, the SAC maintains close contact with the Bureau of Justice Statistics (BJS), the National Institute of Justice (NIJ), the Justice Research and Statistics Association (JRSA), SEARCH, and other federal agencies and national organizations with an interest in criminal justice research and study.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43.5	49.7	24.9
Other Non Appropriated Funds	8.9	18.6	14.5
Federal Funds	136.5	189.4	190.2
Program Total	188.9	257.7	229.6
FTE Positions	3.5	3.5	3.5

Subprogram Goals and Performance Measures:

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

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Studies/research projects proposed by internal and external customers	9	11	13	13
● Studies/reports completed and published	7	9	10	11
● Requests for completed research products from external customers	60	70	100	100
● Public and media data requests processed	20	20	25	25
● Legislative and policy-maker data requests processed	7	10	10	10

JCA.1.5 SUBPROGRAM SUMMARY
CRIME VICTIMS PROGRAMS
 Contact: Karen Zeigler, Program Manager
 Phone: (602) 230-0252
 A.R.S. 41-2407, 41-2408

Subprogram Mission:

To administer the crime victim programs under the Commission's authority in a reliable and accurate manner which provides support to agencies that assist and compensate victims of crime.

Subprogram Description:

The 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 statewide through a grant and formula allocation to public and private service providers and operational units which provide financial assistance, services, and reimbursement to victims of crime. The program monitors victim-related legislation on both the federal and state level and disseminates this information to victims advocates.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,113.6	2,740.1	2,742.1
Other Non Appropriated Funds	6.4	12.8	9.9
Federal Funds	399.1	421.1	407.7
Program Total	2,519.1	3,174.0	3,159.7
FTE Positions	2.5	2.5	2.5

Subprogram Goals and Performance Measures:

◆ Goal 1 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applicants requesting funds	55	45	55	55
● Grants awarded in a timely manner to victim services providers	30	39	39	40
● Site visits completed	15	15	25	30
● Program audits reflecting no deficiencies	15	14	25	30
● Program single audits reflecting compliance with Administrative Rules	15	15	25	30

◆ Goal 2 To effectively manage the allocation and administration of Crime Victim Compensation Funds.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Continuity of administration in the 15 counties	15	15	15	15
● Percent of counties in which case reviews completed	80%	60%	80%	90%
● Percent of cases reviewed showing no deficiencies	80%	80%	90%	100%
● Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	80%	80%	90%	100%

◆ Goal 3 To increase the number of compensation claims filed and awarded to eligible crime victims.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Obtain increased spending authority for the crime victim compensation program	\$1,550	\$1,750	\$1,750	\$3,000
● Operational units reporting an increase in compensation awards	1,414	1,437	1,500	1,600
● Increase in eligible benefits available to crime victims	\$1,456	\$1,848	\$2,088	\$3,600

JCA.1.6 SUBPROGRAM SUMMARY
JUVENILE JAIL IMPROVEMENTS
 Contact: Jerry Hardt, Program Manager
 Phone: (602) 230-0252
 A.R.S. 41-2420

Subprogram Mission:

To design, develop, and facilitate the implementation of an on-going long term effort to improve the juvenile jail facilities around the state in order to be in compliance with state and federal law.

Subprogram Description:

This program is designed to assist all County Sheriffs and their departments in the development and implementation of a Juvenile Jail Improvements program.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13.4	16.1	16.5
Other Non Appropriated Funds	1.3	3.5	2.7
Federal Funds	20.4	24.8	24.2
Program Total	35.1	44.4	43.4
FTE Positions	0.8	0.8	0.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To further assist the various county sheriffs throughout the state in identifying appropriate sites for jail improvement for remanded juveniles.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of jails assisted	2	3	2	4



**AGENCY/PROGRAM SUMMARY
AUTO THEFT AUTHORITY**

Paul Mortensen, Executive Director
 Contact: Paul Boelhauf, Admin Svcs Officer
 (602) 604-9034
 A.R.S. 41-3451

ATA

Agency/Program Mission:

To reduce vehicle theft through a statewide cooperative effort by supporting law enforcement investigation, prosecution and awareness programs.

Agency/Program Description:

The Auto Theft Authority analyzes the methods of combating the problem of vehicle theft and promotes successful methods of reducing the number of vehicle thefts in Arizona. Funding is used to support law enforcement, prosecution, and public awareness programs designed to increase the effectiveness of auto theft investigation and prosecution, and programs designed to educate and assist the public in the prevention of auto theft.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,177.1	2,220.4	2,325.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	10.0	50.0	0.0
Operating Funds Subtotal	1,187.1	2,270.4	2,325.0
Capital Funds	0.0	0.0	0.0
Agency Total	1,187.1	2,270.4	2,325.0
FTE Positions	3.0	5.0	5.0

Agency/Program Goals and Performance Measures:

◆ Goal 1 To reduce the occurrence of vehicles stolen throughout the state of Arizona by 10% per year.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Vehicles stolen	41,830	34,900	31,410	28,269
● Vehicles recovered	1,100	1,825	2,000	2,250
● Values of cars recovered (in millions)	10.5	16.4	17.5	19.0
● "Watch Your Car" program registrations	NA	5,000	10,000	20,000

◆ Goal 2 To support the identification and apprehension of vehicle theft organizations and chop shops.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Chop shops closed	22	24	24	30
● Investigations of major auto theft rings who switched/altered vehicle identification numbers	135	196	200	225
● Agencies assisted	377	730	770	880

◆ Goal 3 To support effective prosecution against vehicle theft organizations and perpetrators.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Felony arrests	136	212	200	225
● Insurance fraud cases	14	20	24	30



AGENCY SUMMARY	
DEPARTMENT OF CORRECTIONS	
Terry L. Stewart, Director Contact: Don L. Horne, Administrator (602) 542-3460	DCA

Agency Mission:

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

Agency Description:

The Department serves and protects the people of the State by incarcerating inmates in correctional facilities, as well as supervising inmates upon their release. 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 so they will have the opportunity to change their behavior and become law-abiding citizens upon their release.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ POLICY, MANAGEMENT & RESOURCE ALLOCATION	2,711.5	1,920.6	1,959.0
➤ PRISON OPERATIONS	418,453.2	456,216.2	497,916.1
➤ INMATE HEALTH CARE	63,004.5	72,719.3	75,020.4
➤ INSPECTIONS AND INVESTIGATIONS	9,663.5	9,593.9	9,826.0
➤ ARIZONA CORRECTIONAL INDUSTRIES (ACI)	15,771.2	21,038.4	22,392.2
➤ ADMINISTRATION	62,206.3	59,696.3	60,693.0
Capital Funds	0.0	0.0	0.0
Agency Total	<u>571,810.2</u>	<u>621,184.7</u>	<u>667,806.7</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	508,735.4	568,304.7	587,811.3
Other Appropriated Funds	14,756.1	3,863.2	3,868.9
Other Non Appropriated Funds	34,717.3	36,226.6	36,146.2
Federal Funds	13,601.4	12,790.2	39,980.3
Operating Funds Subtotal	<u>571,810.2</u>	<u>621,184.7</u>	<u>667,806.7</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>571,810.2</u>	<u>621,184.7</u>	<u>667,806.7</u>
FTE Positions	<u>10,063.4</u>	<u>10,780.4</u>	<u>10,784.4</u>

Agency Goals and Key Performance Measures:

◆ Goal 1 To maintain effective custody and control over inmates in an environment that is safe and secure.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of institutional reports on functional areas inspected	11	12	13	13
● Number of prison units inspected	42	43	46	50
● Percent of elements rated satisfactory in most current evaluation conducted by Inspections Bureau compared to elements previously rated unsatisfactory	95	93	100	100
● Prison Operations' percent overall composite compliance score for audit entity	93	94	95	96
● Number of escapes from secure institutions	2	7	0	0
● Number of escapes from work crews	0	1	0	0
● Number of inmate random positive urinalysis results	326	1,069	968	861
● Number of minor disturbances	NA	NA	Baseline	0
● Number of major disturbances	NA	NA	Baseline	0
● Number of criminal investigations conducted	1,452	1,249	1,400	1,400
● Percent of criminal investigations completed within 30 calendar days	86	76	90	90

◆ Goal 2 To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of workable inmates participating in all work programs including up to 20 hours per week in education or treatment	69.3	70.0	86.7	87.0
● Percent of workable inmates participating in all work programs including up to 20 hours per week in education or treatment	5.3	6.5	7.6	7.6
● Percent of workable inmates participating in all work programs including up to 20 hours per week in education or treatment	7.3	5.9	5.8	5.5
● Number of inmates assessed below functional literacy level and enrolled in the program	6,380	8,250	8,768	9,246
● Number of inmates achieving 8th grade equivalency level	3,784	5,458	5,801	6,117
● Number of inmates receiving GEDs	680	1,071	1,195	1,323
● Number of inmates demonstrating competencies in vocational skill areas through certificate completion	605	1,023	1,141	1,263
● Number of annual completions of the Hazelden Design for Living AOD pre-treatment and Thinking Straight AOD pre-treatment	NA	2,117	2,250	2,373

◆ Goal 3 To increase recruitment, retention, and development of staff.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of Correctional Officer II candidates who accepted job offer as a result of all recruiting means	1,354	2,404	3,136	1,755
● Overall Correctional Officer loss rate	.255	.249	.255	.255

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of background investigations completed within 30 calendar days of receipt	96	93	95	95
● Percent of administrative investigations completed within 60 calendar days of receipt	78	99	80	80

◆ Goal 4 To improve Department operations through technology and innovation.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of WAN and LAN infrastructure completed	33	36	50	75

◆ Goal 5 To provide cost-effective constitutionally mandated correctional health care.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Lawsuits where judgement was against ADC for medical indifference	0	1	0	0
● Average Arizona health services cost per inmate (in dollars)	2,312	2,550	2,703	2,865
● Percent ADC average cost per inmate for all health services is below the National Consumer Price Index, Medical Inflatior, average cost for all health services	28	20	17	14

◆ Goal 6 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.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of offenders released to supervision during the fiscal year	5,693	5,916	7,000	8,000
● Number of offenders under community supervision	9,864	9,730	11,100	11,900
● Percent completion of prescribed number of contacts with offenders	NA	98	99	100

<p>DCA.1 PROGRAM SUMMARY</p> <p>POLICY, MANAGEMENT & RESOURCE ALLOCATION</p> <p>Contact: Terry L. Stewart, Director Phone: (602) 542-5497 A.R.S. 41-1602</p>

Program Mission:

To provide the overall leadership for the Arizona Department of Corrections by establishing policy, and managing and allocating resources consistent with the Department's mission to serve and protect the people of the State of Arizona.

Program Description:

This program determines current policy and future direction of the Department by tracking current issues challenging the Department and by providing direction for resolving issues related to legal services, legislative affairs, policy promulgation, employee relations, equal opportunity, public and internal information, inmate grievances, inmate disciplinary appeals, inmate extradition, strategic planning and budgeting, and total quality management efforts.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,711.5	1,920.6	1,959.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	2,711.5	1,920.6	1,959.0
FTE Positions	32.0	31.0	31.0

Program Goals and Performance Measures:

◆ Goal 1 To respond to all inmate disciplinary and grievances appeals elevated to the Director in a timely manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inmate disciplinary appeals elevated to the Director	731	892	1,100	1,200
● Percent of inmate disciplinary appeals responded to within 20 calendar days	38	99	100	100
● Number of inmate grievance appeals elevated to the Director	546	476	600	700
● Percent of inmate grievance appeals responded to within the required time lines	43	45	100	100

◆ Goal 2 To increase interaction with the media and the public.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of media days held at prisons	NA	1	2	2
● Number of communities linked to the Department via the WEBSITE	NA	NA	Baseline	NA

◆ Goal 3 To increase the Community Service Program throughout the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of prison units with Community Service Programs	NA	NA	Baseline	NA
● Number of outreach programs	NA	NA	Baseline	NA

<p>DCA.2 PROGRAM SUMMARY</p> <p>PRISON OPERATIONS</p> <p>Contact: Terry L. Stewart, Director Phone: (602) 542-5497 A.R.S. 41-1602</p>
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Program Mission:

To provide direction to Regional Operations Directors, Wardens, and Deputy Wardens in the administration and operations of all prisons.

Program Description:

This program establishes prison operations; supervises Regional Operations Directors, prison Wardens and Deputy Wardens; administers prison budgets and staffing issues; reimburses county jails for housing inmates remanded to ADC; and oversees centralized aspects of the management issues, systems and services; including security operations, support services, inmate programs, and private prisons.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	390,843.3	442,780.7	459,648.9
Other Appropriated Funds	14,756.1	3,863.2	3,868.9
Other Non Appropriated Funds	9,976.1	7,315.1	4,665.2
Federal Funds	2,877.7	2,257.2	29,733.1
Program Total	418,453.2	456,216.2	497,916.1
FTE Positions	8,590.4	9,250.4	9,254.4

This Program Contains the Following Subprograms:

- ▶ Prison Operations Management
- ▶ Security Operations
- ▶ Support Services
- ▶ Inmate Programs
- ▶ Private Prisons

DCA.2.1 SUBPROGRAM SUMMARY
PRISON OPERATIONS MANAGEMENT
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1602

Subprogram Mission:

To provide direction in the administration and operation of all prisons.

Subprogram Description:

This subprogram establishes prison operations; supervises Regional Operations Directors, prison Wardens and Deputy Wardens; administers prison budgets and staffing issues; reimburses county jails for housing inmates remanded to ADC; oversees centralized aspects of the management issues, systems and services, including security operations, support services; inmate programs, and private prisons.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	54,554.8	2,369.6	2,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	54,554.8	2,369.6	2,500.0
FTE Positions	42.0	44.0	44.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance staff-management relations to promote staff retention.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reduction in resignations	NA	NA	Baseline	2

DCA.2.2 SUBPROGRAM SUMMARY
SECURITY OPERATIONS
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To efficiently operate and maintain safe and secure prisons.

Subprogram Description:

This subprogram provides oversight for inmate accountability, classification, transportation, employment, safety and discipline; ensures the delivery of essential services including food, clothing and housing, mail and property, commissary, education and health care; and maintains security systems, communications and facilities. Also included is the training, allocation, and management of security staff.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	205,338.1	270,240.3	274,915.9
Other Appropriated Funds	14,756.1	2,728.5	2,728.5
Other Non Appropriated Funds	9,202.5	7,012.8	4,378.0
Federal Funds	2,464.1	1,422.6	29,006.6
Program Total	231,760.8	281,404.2	311,029.0
FTE Positions	6,961.9	7,606.9	7,606.9

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To prevent escapes from secure institutions and work crews.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of escapes from secure institutions	2	7	0	0
● Number of escapes from work crews	0	1	0	0

- ◆ Goal 2 To maintain zero tolerance for the introduction of drugs into secure institutions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inmate random positive urinalysis results	326	1,069	968	861

- ◆ Goal 3 To pro actively minimize disturbances through staff training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of minor disturbances	NA	NA	Baseline	0
● Number of major disturbances	NA	NA	Baseline	0

DCA.2.3 SUBPROGRAM SUMMARY
SUPPORT SERVICES
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To provide administrative and technical support functions associated with inmate incarceration that support prison operations which cross subprogram areas of responsibility.

Subprogram Description:

This subprogram consists of fiscal management, classification, protective segregation, time computation and records, legal access, and family assistance services. In addition, Support Services includes fleet management, food service, warehouse, maintenance, commissary operations, and privatization contract development.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	84,401.0	112,034.8	115,299.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	54.6	54.7	54.6
Federal Funds	0.0	49.3	0.0
Program Total	84,455.6	112,138.8	115,354.3
FTE Positions	1,095.5	1,086.5	1,086.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure spiritual access is available.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of inmates having annual spiritual contact with a spiritual representative, either through individual or group activities	NA	NA	Baseline	50

- ◆ Goal 2 To systematically and incrementally increase the quality of sanitation in each unit (Unit Sanitation).

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average composite points	NA	NA	80	85

**DCA.2.4 SUBPROGRAM SUMMARY
INMATE PROGRAMS**

Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 41-1604, 1604.02

Subprogram Mission:

To provide program opportunities to inmates in the areas of work, education, and substance abuse services designed to improve inmates' skills and adaptability to legitimate societal requirements within institutions and subsequent to release.

Subprogram Description:

Inmate programs are established in accordance with applicable statutes mandating requirements for education and work, as well as within the scope of the Arizona Department of Corrections' goals in improving inmates' behavior through remediation of issues regarding work-related task performance, academic and vocational skills, and intervention with behavior patterns involving substance dependence and abuse.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	25,644.2	36,890.9	39,030.5
Other Appropriated Funds	0.0	1,134.7	1,140.4
Other Non Appropriated Funds	719.0	247.6	232.6
Federal Funds	413.6	785.3	726.5
Program Total	26,776.8	39,058.5	41,130.0
FTE Positions	475.0	497.0	497.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To optimize inmate participation in work programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of workable inmates participating in institutional work programs (ACI and IGA not included)	69.3	70.0	86.7	87.0
● Number of inmates participating in Community Betterment work programs	NA	149	166	184
● Number of inmates participating in IGA's	1,535	1,350	1,350	1,350
● Survey feedback from community representatives in areas served (1 to 5 rating on benefit)	4.3	4.4	4.5	4.6

- ◆ Goal 2 To provide a full range of education programs for inmates covering functional literacy, high school equivalency attainment, special needs education, in a manner that facilitates maximum participation and promotes successful completion.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of inmates assessed below functional literacy level and enrolled in the program	6,380	8,250	8,768	9,246
● Number of inmates achieving 8th grade equivalency level	3,784	5,458	5,801	6,117
● Number of inmates receiving GEDs	680	1,071	1,195	1,323
● Number of inmates demonstrating competencies in vocational skill areas through certificate completion	605	1,023	1,141	1,263

- ◆ Goal 3 To develop a comprehensive continuum of substance abuse services which include assessment, intervention, alcohol and other drugs (AOD) pre-treatment, treatment, self-help, transition, and aftercare services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of completions of the Hazelden Design for Living AOD pre-treatment	NA	2,002	2,002	2,002
● Number of completions of Thinking Straight AOD pre-treatment	NA	115	248	371

- ◆ Goal 4 To integrate female security, custody status, and housing issues into Prison Operations planning and decision making process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of project milestones completed	NA	NA	100	100

DCA.2.5 SUBPROGRAM SUMMARY
PRIVATE PRISONS
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604, 1604.02

Subprogram Mission:

To develop private prison contracts and provide oversight to monitor their safe, secure, and cost-effective operation.

Subprogram Description:

This subprogram manages private prison contracts including the conceptual development, proposal evaluation, contract negotiations, and contract maintenance functions. Oversight responsibilities of the private prison will be conducted through a Department unit stationed at each private prison to monitor the operations, management of inmates, delivery of inmate services, clearance of contractor personnel, and payment of fees to the contractor consistent with the terms of the contract. In addition, the monitoring unit will perform duties outlined in statute which may not be delegated to the private prison contractor such as inmate discipline, inmate classification, and management of the inmate grievance process. The monitoring units will be supervised by the Manager and Private Prison Operations.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	20,905.2	21,245.1	27,902.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>20,905.2</u>	<u>21,245.1</u>	<u>27,902.8</u>
FTE Positions	<u>16.0</u>	<u>16.0</u>	<u>20.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain effective monitoring of the private prisons through the prescribed monthly evaluation scheduled by Department staff.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Private prisons' percent overall composite compliance score for audit entry	NA	NA	90	90

DCA.3 PROGRAM SUMMARY
INMATE HEALTH CARE
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 31-201.01

Program Mission:

To provide constitutionally mandated health care to inmates in the custody of the Arizona Department of Corrections and maintain ADC compliance to OSHA's Tuberculosis (TB) guidelines for correctional facilities and Blood Borne Pathogen standards for ADC employees.

Program Description:

This program provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services. This is

accomplished through the management of agency services and oversight of private treatment facilities and health care to all ADC employees to ensure annual TB evaluations are performed and to make the Hepatitis B vaccine available to all at risk ADC personnel.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	63,004.5	72,719.3	75,020.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>63,004.5</u>	<u>72,719.3</u>	<u>75,020.4</u>
FTE Positions	<u>824.0</u>	<u>848.0</u>	<u>848.0</u>

This Program Contains the Following Subprograms:

- ▶ Inmate Health Care Management
- ▶ Medical Services
- ▶ Dental Services
- ▶ Mental Health Services
- ▶ Nursing
- ▶ Pharmacy
- ▶ Occupational Health

DCA.3.1 SUBPROGRAM SUMMARY
INMATE HEALTH CARE MANAGEMENT
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 31-201.01

Subprogram Mission:

To provide constitutionally mandated health care to inmates in the custody of the Arizona Department of Corrections and maintain ADC compliance to OSHA's Tuberculosis (TB) guidelines for correctional facilities and Blood Borne Pathogen standards for ADC employees.

Subprogram Description:

This subprogram provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services. This is accomplished through the management of agency services and oversight of private treatment facilities and health care to all ADC employees to ensure annual TB evaluations are performed and to make the Hepatitis B vaccine available to all at risk ADC personnel.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,838.5	3,770.1	3,886.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>5,838.5</u>	<u>3,770.1</u>	<u>3,886.0</u>
FTE Positions	<u>97.0</u>	<u>96.0</u>	<u>96.0</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To contain health care costs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average Arizona health services cost per inmate (in dollars)	2,312	2,550	2,703	2,865
● Percent ADC average cost per inmate for all health services is below the Consumer Price Index, Medical Inflater, average cost for all health services	28	20	17	14

◆ Goal 2 To achieve accreditation with the National Commission on Correctional Health Care standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of health units at prison complexes achieving accreditation	NA	33	66	100

◆ Goal 3 To effectively utilize allocated Inmate Health Services resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of medical staff certified/licensed.	100	100	100	100

DCA.3.2 SUBPROGRAM SUMMARY
MEDICAL SERVICES
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 31-201.01

Subprogram Mission:

To provide a constitutionally mandated standard of medical care to inmates.

Subprogram Description:

This subprogram provides individualized medical treatment plans to Arizona Department of Corrections' inmates in accordance with the correctional community standard of care as provided by a managed health care delivery system.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	28,998.9	33,647.4	34,711.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	28,998.9	33,647.4	34,711.9
FTE Positions	119.5	124.5	124.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To provide medically necessary health care to inmates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of Health Need Requests (HNRs) for medical care submitted by inmates	14,752	13,879	18,621	19,738
● Number of medical visits that do not require an HNR	74,839	69,261	76,630	81,228
● Number of medical encounters	89,591	87,061	95,251	100,966
● Number of court cases where medical services has been found to be indifferent to medical needs	0	0	0	0

◆ Goal 2 To effectively utilize allocated Inmate Health Services resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual increase or decrease in ADC average cost per inmate	<22.6>	16.0	6.0	6.0
● Average cost per inmate for medical care (in dollars)	1,045	1,215	1,288	1,365

DCA.3.3 SUBPROGRAM SUMMARY
DENTAL SERVICES
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 31-201.01

Subprogram Mission:

To provide a constitutionally mandated standard of dental care to inmates.

Subprogram Description:

This subprogram provides dentally necessary dental services including diagnostic, oral surgery, preventive, restorative, periodontic, endodontic and prosthetic dentistry, excluding permanent crowns/bridges, orthodontia, aesthetic dentistry and implants, through an established priority system. All dental services are provided by ADC staff and/or referred for specialist consultation and treatment, when necessary.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,754.4	4,803.9	4,958.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,754.4	4,803.9	4,958.9
FTE Positions	74.0	76.5	76.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To effectively utilize dental health services resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average cost per inmate for dental care (in dollars)	162.2	166.5	168.2	169.9
● Percent increase in average cost for dental care	6.5	1	1	1
● Percent below service fees in national survey of dental fees	52.6	59	58	59

DCA.3.4 SUBPROGRAM SUMMARY
MENTAL HEALTH SERVICES
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 31-201.01

Subprogram Mission:

To provide a constitutionally mandated standard of mental health care to inmates in the custody of the Arizona Department of Corrections.

Subprogram Description:

This subprogram provides necessary mental health services

including crisis intervention, individual treatment, group treatment, psychotropic medication, psychological/psychiatric assessment, mental health classification, hospitalization, involuntary mental health treatment, consultations to other ADC staff, discharge planning, case management, and sex offender treatment. All mental health services are provided by ADC staff with the exception of dangerous and acutely mentally ill females and minors who can be referred to the Arizona State Hospital per statutory provisions.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,346.9	10,733.4	11,073.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	7,346.9	10,733.4	11,073.0
FTE Positions	178.5	180.0	180.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To meet the increased number of inmates requiring general mental health services and specialized programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average cost of mental health services per inmate (in dollars)	344.1	327.8	344.2	361.4
● Number of admissions for treatment or evaluation to the Alhambra Behavioral Health Treatment Facility	594	732	940	1,000

DCA.3.5 SUBPROGRAM SUMMARY
NURSING
Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 31-201.01

Subprogram Mission:

To provide a constitutionally mandated standard of nursing care to inmates.

Subprogram Description:

This subprogram provides individualized nursing care to Arizona Department of Corrections' inmates in accordance with the correctional community standard of care as provided by a managed health care delivery system.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,151.2	13,377.0	13,803.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	11,151.2	13,377.0	13,803.8
FTE Positions	287.0	299.0	299.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain accurate and timely processing of Health Needs Requests (HNRs) within prescribed time frames.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of HNRs triaged by Nursing for all disciplines	220,176	220,829	235,532	250,263
● Percent of HNRs collected between 2000 and 4000 hours	NA	90	95	100
● Percent of HNRs triaged within two hours of collection	NA	75	85	95

DCA.3.6 SUBPROGRAM SUMMARY
PHARMACY
Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 31-201.01

Subprogram Mission:

To provide quality pharmacy care to inmates.

Subprogram Description:

The pharmacy subprogram dispenses prescriptions; conducts clinical interventions including chart reviews to screen for drug interactions, duplicate therapies, appropriate therapies, and monitoring; conducts intake screening and provides discharge medications; provides drug information regarding dosage, interactions and selections; responsible for the operational distribution and accountability for drugs and drug supplies; conducts inventory management including purchasing of drugs and drug supplies, monitoring of the Minnesota Multi-State Contracting Alliance for Pharmacy contract; responsible for the proper disposal of overstocks and out of date drugs and proper storage of drugs and security; compliance with federal and state regulations and laws; and utilizes resources in the most cost-effective manner.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,121.2	5,578.5	5,754.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	5,121.2	5,578.5	5,754.0
FTE Positions	54.0	56.0	56.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish a minimal level of clinical pharmacy education services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of complex pharmacies that have drug information leaflets for chronic diseases available	NA	100	100	100
● Number of inmate requests for pharmacy information	NA	52	98	110
● Percent of responses sent to inmates for pharmaceutical information	NA	100	100	100
● Number of disease states identified for monitoring	5	8	11	14
● Percent of disease states monitored	NA	100	100	100
● Percent of inmates with appropriate medication control	NA	95	95	95

- ◆ Goal 2 To maintain the timely delivery of routine prescriptions to the distribution point within the prison complex.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of routine prescriptions filled (in thousands)	688.9	758.0	660.0	660.0
● Percent of routine prescriptions delivered within 24 hours	90	98.1	90	90

DCA.3.7 SUBPROGRAM SUMMARY
OCCUPATIONAL HEALTH
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To promote the health and safety of the employee in their work environment.

Subprogram Description:

The Occupational Health Nurse (OHN) provides the employee mandated services required by the OSHA Blood Borne Pathogen (BBP) standards and CDC's Tuberculosis (TB) guidelines for correctional facilities, ensuring ADC compliance. Industrial illnesses/injuries are tracked/trended and the OHN is responsible for maintaining the OSHA 200 Log. The OHN performs work site ergonomics evaluations when requested by ADOA Risk Management and/or will coordinate/organize work site wellness programs. The OHN also tracks/manages employees on leave or in a restricted work capacity to promote/ensure rapid recovery and return to the work site.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	793.4	809.0	832.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	793.4	809.0	832.8
FTE Positions	14.0	16.0	16.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain ADC compliance to OSHA's Tuberculosis (TB) Guidelines for Correctional Facilities and Blood Borne Pathogen Standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of work-related Tuberculosis cases reported	0	0	0	0
● Number of work-related Hepatitis B cases reported	0	0	0	0

DCA.4 PROGRAM SUMMARY
INSPECTIONS AND INVESTIGATIONS
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Program Mission:

To promote Department safety and security by conducting administrative and criminal investigations and performance inspections.

Program Description:

This program conducts administrative investigations that help ensure the hiring and retention of professional staff; conducts criminal investigations of inmates, staff and others that support successful prosecution and/or effective application of discipline, develops Security Threat Group information to support management of inmates and investigative activities, and provides Central Communications and building security.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,157.0	5,861.8	5,833.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,492.2	3,727.0	3,992.7
Federal Funds	14.3	5.1	0.0
Program Total	9,663.5	9,593.9	9,826.0
FTE Positions	123.0	131.0	131.0

This Program Contains the Following Subprograms:

- ▶ Inspections and Investigations Management
- ▶ Criminal and Administrative Investigations
- ▶ Inspections

DCA.4.1 SUBPROGRAM SUMMARY
INSPECTIONS AND INVESTIGATIONS MANAGEMENT
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To promote Department safety and security by conducting administrative and criminal investigations and performance inspections.

Subprogram Description:

This subprogram conducts administrative investigations that help ensure the hiring and retention of professional staff; conducts criminal investigations of inmates, staff and others that support successful prosecution and/or effective application of discipline; develops Security Threat Group information to support management of inmates and investigative activities; and provides Central Communications and building security.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,040.1	423.9	370.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,040.1	423.9	370.6
FTE Positions	5.0	5.0	5.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve the timeliness of investigations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of criminal investigations conducted	1,452	1,249	1,400	1,400
● Percent of criminal investigations completed within 30 calendar days	86	76	90	90

DCA.4.2 SUBPROGRAM SUMMARY
CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To promote Department safety and security by conducting administrative, criminal, and special investigations of inmates and others who commit offenses against prison operations.

Subprogram Description:

This subprogram conducts administrative investigations that help ensure the hiring and retention of professional staff; conducts criminal and special investigations of inmates, staff, and others that support successful prosecution and/or effective application of discipline; develops Security Threat Group information to support management of inmates and investigative activities, provides Central Communications and building security; and identifies Security Threat Groups in the system.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,556.4	4,863.4	4,870.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,492.2	3,727.0	3,992.7
Federal Funds	14.3	5.1	0.0
Program Total	8,062.9	8,595.5	8,863.5
FTE Positions	106.0	114.0	114.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To maintain effective custody and control over inmates in an environment that is safe and secure for staff and inmates.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● The number of inmates on escape status from ADC one year or more	62	55	52	49
● Percent of inmates on escape status for one year or more who were arrested	31	6.5	5	5
● Number of inmates interviewed who fit the gang profile	948	1,733	1,900	2,000
● Number of inmates identified for Gang Related Association	1,113	1,223	1,300	1,375
● Number of new Security Threat Group certifications signed by the Director each year	2	1	1	1

DCA.4.3 SUBPROGRAM SUMMARY
INSPECTIONS
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1604

Subprogram Mission:

To promote Department effectiveness by conducting inspections and audits.

Subprogram Description:

This subprogram conducts annual inspections and audits of entities (prison complexes). Performance of systems and Department staff functions are also inspected and audited. There are six types of inspections conducted by this subprogram. They include: 1) Performance Inspections which determine if activity complies with requirements and achieves a desired objective; 2) Compliance Inspections which determine if procedural and policy requirements are being met; 3) Systems Inspections which determine if a system operates as required; 4) Financial Business Inspections which determine if financial and business activities comply with Department, State, and generally accepted accounting practices for governmental entities; 5) Ad Hoc/Limited Scope Inspections which determine if an activity or management practice is being conducted as required; and 6) Operational Inspections which determine if an operational activity/function is working as required. In addition, similar activities/functions may be compared and operating requirements and environment may be evaluated.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	560.5	574.5	591.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	560.5	574.5	591.9
FTE Positions	12.0	12.0	12.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To complete prison (entity), system, and Central Office inspections that will foster effective performance, in accordance with statutes, rules and policies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of reports on functional areas inspected	11	12	13	13
● Number of prison units inspected	42	43	46	50

DCA.5 PROGRAM SUMMARY
ARIZONA CORRECTIONAL INDUSTRIES (ACI)
 Contact: Terry L. Stewart, Director
 Phone: (602) 542-5497
 A.R.S. 41-1623

Program Mission:

To develop and manage revenue-generating work activities in state correctional institutions which combat idleness and develop good working habits.

Program Description:

Arizona Correctional Industries (ACI) is an integral component of the overall Arizona Department of Corrections prison work program. ACI operates as a fiscally self-sufficient enterprise and provides business and industry activities which train and employ inmates in jobs that reflect employment found in the community.

The industries or enterprises are conducted for the employment of inmates in the manufacture or production of articles or products as needed for the construction, operation, maintenance or use of any office, department, institution or agency supported in whole or in part by a state or its political subdivisions or for sale to the public.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,771.2	21,038.4	22,392.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>15,771.2</u>	<u>21,038.4</u>	<u>22,392.2</u>
FTE Positions	<u>91.0</u>	<u>95.0</u>	<u>95.0</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To increase the number of inmates employed by ACI.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average monthly percent of workable inmates; non-WIPP (Work Incentive Pay Plan)	5.4	6.5	7.6	7.6
● Average monthly number of inmates employed by ACI	1,126	1,473	1,762	1,864

- ◆ Goal 2 To increase the number of new industries operated by ACI.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of industries maintained/not lost	34	38	38	40
● Number of new industries	4	4	2	2

<p>DCA.6 PROGRAM SUMMARY</p> <p>ADMINISTRATION</p> <p>Contact: Terry L. Stewart, Director Phone: (602) 542-5497 A.R.S. 41-1604</p>

Program Mission:

To provide leadership, direction and support in the management of administrative processes, technical and telecommunication programs, and community supervision issues for the agency in support of the Department's mission.

Program Description:

This program provides direction, guidance and support for the recruitment and retention of qualified personnel; information technology advances and administrative support for the agency; and, community supervision programs for offenders released to the community.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	46,019.1	45,022.3	45,349.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,477.8	4,146.1	5,096.1
Federal Funds	10,709.4	10,527.9	10,247.2
Program Total	<u>62,206.3</u>	<u>59,696.3</u>	<u>60,693.0</u>
FTE Positions	<u>403.0</u>	<u>425.0</u>	<u>425.0</u>

This Program Contains the Following Subprograms:

- ▶ Administration Management
- ▶ Human Resource Management
- ▶ Agency Infrastructure
- ▶ Community Corrections

<p>DCA.6.1 SUBPROGRAM SUMMARY</p> <p>ADMINISTRATION MANAGEMENT</p> <p>Contact: Terry L. Stewart, Director Phone: (602) 542-5497 A.R.S. 41-1604</p>

Subprogram Mission:

To provide direction in the administrative functions of the agency, human resource development, and community corrections.

Subprogram Description:

This program provides direction, guidance and support for the recruitment and retention of qualified personnel; information technology advances and administrative support for the agency; and, community supervision programs for offenders released to the community.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	94.4	5,179.0	5,313.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>94.4</u>	<u>5,179.0</u>	<u>5,313.4</u>
FTE Positions	<u>2.0</u>	<u>57.0</u>	<u>57.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To achieve Y2K compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Y2K compliance percent.	NA	93	100	NA
● Percent of ADC computers and automated systems that are Year 2000 compliant	19	82	100	NA

- ◆ Goal 2 To provide new and/or enhanced computer equipment and/or application software to meet constantly changing management information needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of electronic medical records modules installed each year	NA	0	50	100

- ◆ Goal 3 To increase customer satisfaction in administrative and technical areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of improvement in customer satisfaction	NA	NA	10	10

DCA.6.2 SUBPROGRAM SUMMARY
HUMAN RESOURCE MANAGEMENT

Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 41-1604

Subprogram Mission:

To provide overall human resources leadership and administrative support to ensure that the Department is able to attract, develop, and maintain qualified and informed professional staff to carry out the mission of the Department.

Subprogram Description:

This subprogram provides personnel services, employee recruitment, policy development, research, staff development and training, drug free workplace program, higher education program, employee relations, Correctional Officer Retirement Plan (CORP), and management of the Correctional Officer Training Academy (COTA).

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	16,945.7	17,902.9	17,762.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22.4	2.6	0.0
Federal Funds	0.0	0.0	0.0
Program Total	16,968.1	17,905.5	17,762.2
FTE Positions	122.0	135.0	135.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the recruitment of Correctional Officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of authorized Correctional Officer II FTEs	5,053	5,906	6,363	6,363
● Overall CO loss rate	.255	.249	.255	.255
● Number of CO II FTEs that need to be filled. (Future year FTE requirements are based on the currently adopted GOSP bed plan which is unlikely to meet the Department's projected bed requirements)	2,156	3,070	3,136	1,755
● Number of applicant contacts required to fill CO II FTEs	7,180	15,159	12,554	7,020
● Number of applications received and processed	3,821	7,147	9,408	5,265
● Number of CO II applicants tested	3,533	6,099	8,373	4,686

● Number of CO II candidates who accepted job offer as a result of all recruiting means	1,354	2,404	3,136	1,755
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- ◆ Goal 2 To provide quality mandatory training programs and professional development programs to meet the increasing requirements of the Department.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of employees in professional development programs	1,611	1,645	1,700	1,700
● Number of new employee development programs	1	1	0	0

DCA.6.3 SUBPROGRAM SUMMARY
AGENCY INFRASTRUCTURE

Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 41-1604

Subprogram Mission:

To provide planning, oversight, and support services to the Department in the areas of finance, prison construction, and renovation.

Subprogram Description:

This subprogram establishes and provides services for financial matters and coordinates facility activation, prison construction, renovation, remodeling, and capital renewal.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	21,198.1	13,390.6	13,570.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,208.9	2,793.5	1,096.1
Federal Funds	10,709.4	10,427.7	10,247.2
Program Total	35,116.4	26,611.8	24,913.5
FTE Positions	122.0	76.0	76.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve Administrative Services Division operations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Dollar value of vendor discounts	36.2	769.6	785.0	800.7

DCA.6.4 SUBPROGRAM SUMMARY
COMMUNITY CORRECTIONS

Contact: Terry L. Stewart, Director
Phone: (602) 542-5497
A.R.S. 41-1604

Subprogram Mission:

To maintain public protection through effective release processing and supervision of offenders released to the community under supervision.

Subprogram Description:

Community Corrections staff assist inmates to lawfully transition into society and identify and return to prison those offenders who seriously violate conditions of supervision and represent a threat to public safety. The functions include community supervision and

return to custody; fugitive services; Interstate Compact for the supervision of parole; sex offender identification for registration; community notification and/or referral as violent sexual predators.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,780.9	8,549.8	8,703.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,246.5	1,350.0	4,000.0
Federal Funds	0.0	100.2	0.0
Program Total	<u>10,027.4</u>	<u>10,000.0</u>	<u>12,703.9</u>
FTE Positions	<u>157.0</u>	<u>157.0</u>	<u>157.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To access adequate transition services for offenders released to supervision.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of collaborative contracts in place	5	5	5	5
● Percent of referrals receiving follow-up services	100	100	100	100
● Number of offenders receiving substance abuse transition services	1,769	2,504	3,000	3,200

- ◆ Goal 2 To effectively release, supervise and monitor offenders under release supervision in the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of offenders under community supervision	9,864	9,730	11,100	11,900
● Percent of offenders returned to custody who are found in violation at a due process hearing	NA	99	90	91



AGENCY/PROGRAM SUMMARY
DRUG AND GANG PREVENTION
RESOURCE CENTER

Gail Chadwick, Director
 Contact: Gail Chadwick, Director
 (480) 727-2772
 A.R.S. 41-617

DPA

Agency/Program Mission:

To help organizations, individuals, neighborhoods and communities decrease drug and gang problems.

Agency/Program Description:

The Arizona Drug and Gang Prevention Resource Center is a statewide resource system that assists agencies, organizations, coalitions and individuals in their community drug and gang prevention activities. The Center functions under the legislation that authorizes the Drug and Gang Policy Council, fulfilling the mandate to provide an annual statewide inventory of public funding expended through state agencies for the purposes of drug and gang prevention, education and treatment. The Center also manages an information clearinghouse (literature distribution; video, book and materials loans; and special search requests), provides training and technical assistance to communities and schools, and addresses evaluation of drug and gang prevention programs through facilitating development of outcome evaluation models for the State.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	97.8	4,769.9	4,937.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	1,222.2	842.0
Operating Funds Subtotal	97.8	5,992.1	5,779.7
Capital Funds	0.0	0.0	0.0
Agency Total	97.8	5,992.1	5,779.7
FTE Positions	1.8	44.8	44.8

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide drug and gang prevention services to communities, schools, and government agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Drug and gang service requests completed	1,963	2,200	2,300	2,500
● Drug and gang prevention materials disseminated	107,599	115,000	120,000	125,000
● People impacted (direct and indirect) by drug and gang prevention services	17,425	19,000	21,000	23,000

- ◆ Goal 2 To facilitate state level policy analysis by providing research and drug and gang program information to the Drug and Gang Policy Council.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Identify effective (research-based) drug and gang prevention programs	25	35	40	45



AGENCY SUMMARY
DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS
 Major General David P. Rataczak, Adjutant General MAA
 Contact: Renee Dudden, Budget Analyst
 (602) 267-2758

Agency Mission:

DEMA promotes, protects and defends the health, safety, peace and quality of life of the citizens of our communities, state, and nation.

Agency Description:

The Department of Emergency and Military Affairs is divided into four programs: Administration, Emergency Management, Army National Guard and Air National Guard. 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 Army National Guard and Air National Guard programs each develop, train, and sustain a military force for the protection of life, property, preservation of peace, maintenance of order, and public safety.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ ADMINISTRATION	5,338.1	5,279.2	5,184.7
➤ ARMY NATIONAL GUARD	17,819.9	21,969.7	13,283.5
➤ AIR NATIONAL GUARD	5,227.4	6,248.1	6,535.5
➤ EMERGENCY MANAGEMENT	12,587.2	8,578.9	8,031.5
Capital Funds	0.0	0.0	0.0
Agency Total	40,972.6	42,075.9	33,035.2

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	7,493.1	11,080.2	11,144.2
Other Appropriated Funds	47.7	132.7	132.7
Other Non Appropriated Funds	1,511.5	650.2	0.0
Federal Funds	31,920.3	30,212.8	21,758.3
Operating Funds Subtotal	40,972.6	42,075.9	33,035.2
Capital Funds	0.0	0.0	0.0
Agency Total	40,972.6	42,075.9	33,035.2
FTE Positions	432.0	457.0	460.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To positively impact the economic prosperity of the State of Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Dollar value of economic impact from non-state sources (in millions)	222	242	241	248.2
● Number of communities with sustained Disaster Resistant Community Programs (DRC)	2	4	7	9

- ◆ Goal 2 To create community partnerships to enhance the quality of life of the citizens we serve.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Develop plan for three community/joint use facilities (state funded)	0	0	1	1
● Number of Project Challenge graduates annually	187	200	200	200
● Provide annually a minimum of 30,000 hours of community service, via Project Challenge, Freedom Academy, JCNTF, Army & Air Guard	30,000	30,900	31,800	30,750

- ◆ Goal 3 To conserve the economic and natural resources of the State.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of notices of environmental violations	NA	2	0	0

- ◆ Goal 4 To attract and retain quality employees.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent increase of employees indicating job satisfaction level of "satisfied" or higher	NA	NA	5	3
● Percent of state facilities not meeting OSHA standards	45	45	NA	NA
● Percent of tuition reimbursement demand met	NA	61	55	44

- ◆ Goal 5 To enhance public confidence in DEMA's ability to protect life and property.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent increase of external customers satisfied	NA	NA	5	5
● Percent of performed exercises versus requested exercises	NA	90	100	100

MAA.1 PROGRAM SUMMARY
ADMINISTRATION
 Contact: Major General David P. Rataczak, Adjutant General
 Phone: (602) 267-2710
 A.R.S. 26-111

Program Mission:

To provide leadership and support resources to all elements of the department.

Program Description:

The Administration program provides agency-wide direction, oversight and support services. The Office of Resource Management directs all support services for state activities. The United States Property and Fiscal Office provides overall support for federal activities. The Support Personnel Management Office provides personnel services for federal activities. In addition, this program includes State Active Duty, Project Challenge, and Strength Management support.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,388.9	3,532.1	3,553.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,949.2	1,747.1	1,630.9
Program Total	<u>5,338.1</u>	<u>5,279.2</u>	<u>5,184.7</u>
FTE Positions	<u>87.0</u>	<u>87.0</u>	<u>87.0</u>

This Program Contains the Following Subprograms:

- ▶ Central Administration
- ▶ Special Projects

MAA.1.1 SUBPROGRAM SUMMARY
CENTRAL ADMINISTRATION
 Contact: Michael E. Virgin, Resource Manager
 Phone: (602) 267-2730
 A.R.S. 26-102, 26-112, 26-156

Subprogram Mission:

To provide in a timely manner, efficient and quality financial, personnel and general administrative services to meet the requirements of the department.

Subprogram Description:

The Office of Resource Management provides to DEMA comprehensive professional financial and business support services including accounting and fiscal management, payroll support, purchasing services and contract administration, strategic and budget planning and development, grant management, risk management/loss control, and personnel services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,988.9	2,032.1	2,053.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,988.9</u>	<u>2,032.1</u>	<u>2,053.8</u>
FTE Positions	<u>34.0</u>	<u>34.0</u>	<u>34.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide quality and timely support services to our customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of weeks to process personnel actions	6	4	3	2
● Percent of new employees and program managers attending mandatory training within 3 months of hire date	75	85	95	95

MAA.1.2 SUBPROGRAM SUMMARY
SPECIAL PROJECTS
 Contact: Michael E. Virgin, Resource Manager
 Phone: (602) 267-2730
 A.R.S. 26-102, 26-112, 26-156

Subprogram Mission:

To provide a military-based, in-residence educational program for high school dropouts who desire to succeed, and utilize Arizona National Guard military resources to support all law enforcement and demand reduction agencies.

Subprogram 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 (G.E.D.); 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. The Joint Counter Narcotics Task Force (JCNTF) is a National Guard program that works with local law enforcement agencies, schools, and other support agencies to support the communities in their efforts to achieve a drug-free and gang-free climate.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,400.0	1,500.0	1,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,949.2	1,747.1	1,630.9
Program Total	<u>3,349.2</u>	<u>3,247.1</u>	<u>3,130.9</u>
FTE Positions	<u>53.0</u>	<u>53.0</u>	<u>53.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To integrate the Arizona National Guard as a critical asset in our communities' drug demand reduction and youth at risk programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of community based coalitions supported	56	80	104	135
● Number of individuals trained through community education and prevention programs	58,500	62,300	81,000	104,000
● Number of man-hours provided in support of LEA's	140,000	154,000	169,400	186,340
● Number of Project Challenge graduates annually	187	200	200	200

MAA.2 PROGRAM SUMMARY
ARMY NATIONAL GUARD
 Contact: COL Richard G. Maxon, Assistant Adjutant General,
 Army
 Phone: (602) 267-2717
 A.R.S. 26-111

Program Mission:

To develop, train and sustain a military force capable of supporting national, state and community interests for the protection of life, property, preservation of peace, maintenance of order and public safety.

Program Description:

The Army National Guard is a division of Emergency and Military Affairs. The Army National Guard serves a dual mission provided for by the United States Constitution and the Arizona Revised Statutes (ARS), as the militia for Arizona. The Governor is our Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to civil disturbances and natural disasters. When federalized by the President of the United States, the Army National Guard provides trained and ready units in support of any active Army contingency.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,840.1	1,890.6	1,877.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	15,979.8	20,079.1	11,406.0
Program Total	17,819.9	21,969.7	13,283.5
FTE Positions	205.0	216.0	219.0

This Program Contains the Following Subprograms:

- ▶ Army Operations
- ▶ Army Facilities Management

MAA.2.1 SUBPROGRAM SUMMARY
ARMY OPERATIONS
 Contact: COL Richard G. Maxon, Assistant Adjutant General,
 Army
 Phone: (602) 267-2717
 A.R.S. 26-111

Subprogram Mission:

To train, sustain, and deploy a military force capable of supporting national, state and community interests for the protection of life, property, preservation of peace, maintenance of order and public safety.

Subprogram Description:

Army Operations serves as the Headquarters for the Arizona Army National Guard (AZARNG). It provides guidance and interpretation of directives and regulations for all Army National Guard units within the State of Arizona, acts as coordinator between subordinate units and higher headquarters, assures that all policies and programs within the state are properly administered and processed, and ensures a high degree of morale and esprit de corps exists within the Arizona Army National Guard.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	8,138.4	8,379.6	8,999.8
Program Total	8,138.4	8,379.6	8,999.8
FTE Positions	124.0	134.0	137.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To recruit and retain highly qualified personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of soldiers that agree officers in their unit do their best to take care of soldiers	NA	74	79	84
● Percent of soldiers that agree NCO's in their unit do their best to take care of soldiers	NA	76	81	86
● Percent of soldiers eligible for re-enlistment retained	NA	80	85	85
● Percent of units meeting the minimum personnel requirements for readiness	NA	78	80	80
● Percent of soldiers that agree they would encourage a friend to join the Guard	NA	69	74	81

- ◆ Goal 2 To increase customer satisfaction with supply, maintenance, transportation, and services while remaining flexible to change.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of units meeting the minimum equipment requirements for readiness	NA	95	97	98
● Number of days to cycle supplies	20	15	10	7
● Number of days to cycle maintenance	40	25	10	10

- ◆ Goal 3 To improve information and communication processes which support the key business drivers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hours information system is down time per month	NA	10	8	6
● Percent of soldiers that have access to a computer with internet connection	NA	74	81	86
● Percent of soldiers that agree that communication within their unit works well	NA	79	84	89
● Percent of soldiers that are aware of the AZARNG web site	NA	73	77	82

- ◆ Goal 4 To achieve and maintain training readiness to be capable of executing national, state, and community missions to standard.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of units meeting the minimum training requirements for readiness	NA	85	88	90
● Percent of soldiers satisfied with training	NA	71	76	80
● Percent of soldiers that agree that their time is not wasted during drill	NA	55	64	73
● Percent of soldiers fully trained within one year of employment	NA	70	79	88

- ◆ Goal 5 To meet our financial and performance targets to maximize the effectiveness of every resource dollar expended.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Value of economic impact (in millions)	50.8	55.8	57.1	NA
● Percent of Army tuition reimbursement claims satisfied	NA	61	54	44
● Percent of soldiers that agree that education benefits are adequate	NA	51	62	71

MAA.2.2 SUBPROGRAM SUMMARY
ARMY FACILITIES MANAGEMENT
 Contact: Mike Virgin, Facilities Management Officer
 Phone: (602) 267-2771
 A.R.S. 26-111

Subprogram Mission:

To provide quality training areas and work environment for the Department of Emergency and Military Affairs.

Subprogram Description:

The Arizona Army National Guard facilities program consists of new construction, maintenance and repair, real estate planning and acquisition, environmental compliance, master planning, and fiscal management.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,840.1	1,890.6	1,877.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	7,841.4	11,699.5	2,406.2
Program Total	9,681.5	13,590.1	4,283.7
FTE Positions	81.0	82.0	82.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To implement master planning as a basis for developing comprehensive use and facility growth.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Site master plans completed	2	3	4	5
● Percent of facilities not meeting OSHA standards	45	45	NA	NA
● Value of unfunded major capital improvement projects (in thousands)	942.8	1,399	1,115	1,260

- ◆ Goal 2 To conserve economic resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Utility cost per square foot	NA	.88	.79	.71
● New net revenues earned (in thousands)	75	100	120	130

- ◆ Goal 3 To improve the quality of maintenance and repair services to the user.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of work orders completed within 14 days	40	75	95	95
● Percent of emergency work orders completed in 3 days	70	95	95	95

- ◆ Goal 4 To integrate environmental programs which support mission sustainability, resource stewardship, and environmental compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Lead and asbestos abatement surveys conducted	14	14	13	13
● Acres rotated to enhance mission sustainment	871	1323	837	367
● Notices of violation/consent orders	0	0	0	0

● Acres surveyed for species and cultural sites 49,800 59,133 59,133 59,133

MAA.3 PROGRAM SUMMARY
AIR NATIONAL GUARD
 Contact: Brigadier General Steven W. Thu, Commander, Air
 Phone: (602) 267-2984
 A.R.S. 26-111

Program Mission:

To provide the Aerospace Force with combat-ready units that provide air refueling, trained F-16 pilots and theater air battle management. The Air National Guard also provides a disciplined, trained and readily accessible workforce which responds to natural disasters, terrorist activities, civil disorder, and improves the life in our communities.

Program Description:

The Air National Guard Air Operations program consists of the 161st Air Refueling Wing (ARW), 162nd Fighter Wing (FW) and the 107th Air Control Squadron (ACS). The 161st ARW is a refueling tanker task force flying KC-135E aircraft providing aerial refueling support. The 162nd FW trains fighter pilots for the Air National Guard and international student pilots. The 107th ACS provides Air Battle Management training for active duty and reserve components.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	397.6	401.5	436.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,829.8	5,846.6	6,099.3
Program Total	5,227.4	6,248.1	6,535.5
FTE Positions	89.0	103.0	103.0

This Program Contains the Following Subprograms:

- ▶ Air Operations
- ▶ Facilities Engineering

MAA.3.1 SUBPROGRAM SUMMARY
AIR OPERATIONS
 Contact: Brigadier General Steven W. Thu, Commander, Air
 Phone: (602) 267-2984
 A.R.S. 26-111

Subprogram Mission:

To train, sustain, and deploy a military force capable of supporting national, state and community interests for the protection of life, property, preservation of peace, maintenance of order and public safety.

Subprogram Description:

The Air National Guard Operations provides support, guidance and interpretation of directives and regulations for all Air National Guard units within the state. They act as a coordinator between subordinate flights and higher headquarters, assure that all policies and programs within the state are properly administered and

processed, and ensure a high degree of morale and esprit decorps exists within the Arizona Air National Guard.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,744.7	2,285.6	2,347.4
Program Total	1,744.7	2,285.6	2,347.4
FTE Positions	42.0	47.0	47.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To recruit and retain highly qualified personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual attrition	12	12	11	10
● Percent of personnel fully qualified	88	88	89	90
● Percent of Air National Guard tuition demands met	0	56	53	75

◆ Goal 2 To explore, develop and promote new missions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of KC-135E aircraft upgrades	0	0	0	2
● Number of approved training courses	0	0	2	8

◆ Goal 3 Maintain full operational readiness to execute national, state, and community missions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of flights maintaining combat readiness ratings	85	85	87	89

MAA.3.2 SUBPROGRAM SUMMARY
FACILITIES ENGINEERING
 Contact: Brigadier General William E. Bonnell, Deputy Adjutant General, Air National Guard
 Phone: (602) 957-7711
 A.R.S. 26-111

Subprogram Mission:

To establish and maintain a facilities engineering program that enhances operation and unit readiness.

Subprogram Description:

The Arizona Air National Guard facilities engineering program consist of the following functions: new construction, maintenance and repair, real estate planning, environmental compliance, planning, programming and fund management.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	397.6	401.5	436.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,085.1	3,561.0	3,751.9
Program Total	3,482.7	3,962.5	4,188.1
FTE Positions	47.0	56.0	56.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To implement master planning as a basis for developing comprehensive use and facility growth.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of projects completed in accordance with master plan	0	17	34	34
● Number of unfunded major capital improvement projects	NA	9	12	15

◆ Goal 2 To improve fiscal management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Energy conservation projects completed	3	5	3	3
● Water conservation projects completed	0	3	1	1

◆ Goal 3 To improve the quality of maintenance and repair services to the user.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of work orders completed	NA	1,424	1,500	1,500
● Number of emergency work orders completed in 3 days	NA	1	2	2
● Number of deferred work orders	NA	301	300	300

◆ Goal 4 To integrate environmental programs which support mission sustainability, resource stewardship, and environmental compliance.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent reduction of municipal solid waste	NA	NA	10	30
● Percent reduction of hazardous waste	NA	NA	25	30

MAA.4 PROGRAM SUMMARY
EMERGENCY MANAGEMENT
 Contact: Michael P. Austin, Director
 Phone: (602) 231-6245
 A.R.S. 26-111

Program Mission:

To coordinate emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.

Program 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,866.5	5,256.0	5,276.7
Other Appropriated Funds	47.7	132.7	132.7
Other Non Appropriated Funds	1,511.5	650.2	0.0
Federal Funds	9,161.5	2,540.0	2,622.1
Program Total	12,587.2	8,578.9	8,031.5
FTE Positions	51.0	51.0	51.0

This Program Contains the Following Subprograms:

- ▶ Mitigation
- ▶ Preparedness
- ▶ Response and Recovery
- ▶ Emergency Response Commission/grants
- ▶ Civil Air Patrol (sli)

MAA.4.1 SUBPROGRAM SUMMARY	
MITIGATION	
Contact: Chuck McHugh, Assistant Director	
Phone: (602) 231-6242	
A.R.S. 26-305	

Subprogram Mission:

To reduce or eliminate the loss of life and loss of property due to disaster.

Subprogram Description:

The Mitigation subprogram integrates several funding programs that reduce repetitive losses caused by disasters 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	122.9	121.6	123.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,511.5	650.2	0.0
Federal Funds	1,114.5	657.1	243.9
Program Total	2,748.9	1,428.9	367.6
FTE Positions	12.0	12.0	12.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce loss of life and loss of property from all hazards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of communities with sustained Disaster Resistant Community Programs (DRC)	2	4	7	9

MAA.4.2 SUBPROGRAM SUMMARY	
PREPAREDNESS	
Contact: Karen Paulsen, Assistant Director	
Phone: (602) 231-6264	
A.R.S. 26-2	

Subprogram Mission:

To prepare state agencies and local emergency management organizations to respond to, recover from, and mitigate against disasters through planning, training, and exercise activities.

Subprogram Description:

This subprogram 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 against disasters and thereby reduce the impact of disasters.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	632.5	650.6	664.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,268.1	1,754.3	2,215.8
Program Total	2,900.6	2,404.9	2,880.3
FTE Positions	33.0	33.0	33.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase local emergency management capability through planning, training, and exercise assistance programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of requests for exercise assistance supported	90	90	100	100

MAA.4.3 SUBPROGRAM SUMMARY	
RESPONSE AND RECOVERY	
Contact: Chuck McHugh, Assistant Director	
Phone: (602) 231-6242	
A.R.S. 26-2	

Subprogram Mission:

To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.

Subprogram Description:

This subprogram coordinates the response of state agencies to emergency incidents; administers the Governor's Emergency Fund; and manages post-response recovery efforts to include the acquisition and disbursement of special state appropriations and federal disaster funds, and allocation of resources.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	889.6	4,126.1	4,128.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,621.7	6.9	8.7
Program Total	6,511.3	4,133.0	4,137.0
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of months of community recovery time	NA	22.0	19.8	16.5

MAA.4.4 SUBPROGRAM SUMMARY
EMERGENCY RESPONSE COMMISSION/GRANTS
 Contact: Daniel Roe, Executive Director
 Phone: (602) 231-6346
 A.R.S. 26-343

Subprogram Mission:

To implement the federal Emergency Planning and Community Right-to-Know Act of 1986 and provide public safety awareness and response capability for communities threatened by hazardous materials incidents.

Subprogram Description:

The Commission was created by state statute pursuant to provisions of the federal Emergency Planning and Community Right-to-Know Act (EPCRA) along with the requirements for local emergency planning districts and committees to implement EPCRA. The Division has been designated the lead agency for Arizona to provide for hazardous materials planning, notification, chemical inventory reporting, and the community disclosure program administered by the Commission. As such, the Division provides the professional, technical, and administrative/fiscal support for the execution of the Commission's duties and responsibilities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	160.0	296.2	298.7
Other Appropriated Funds	47.7	132.7	132.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	157.2	121.7	153.7
Program Total	364.9	550.6	585.1
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase community safety from the effects of a hazardous materials incident.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Communities capable of managing the effects of a hazardous materials incident	15	15	15	15

MAA.4.5 SUBPROGRAM SUMMARY
CIVIL AIR PATROL (SLI)
 Contact: Chuck McHugh, Assistant Director
 Phone: (602) 231-6242
 A.R.S. 26-306

Subprogram Mission:

To secure the availability of contingency aviation and communication resources to support state response and recovery activities during times of emergency and disaster.

Subprogram Description:

The Arizona Wing of the Civil Air Patrol (CAP) has a Memorandum of Understanding with the State of Arizona to support emergency and disaster response activities. CAP response assets include aircraft with certified crews, and airborne and ground mobile communications systems.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	61.5	61.5	61.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	61.5	61.5	61.5
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide aircraft, ground vehicles, communications systems and trained personnel to support state response and recovery from emergencies and disasters.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of readiness, availability of equipment and trained personnel and mission response rate	84	84	86	86



AGENCY/PROGRAM SUMMARY
BOARD OF EXECUTIVE CLEMENCY

George Beard, Executive Director PPA
 Contact: George Beard, Executive Director
 (602) 542-5656 Ext. 232
 A.R.S. 31-401 et. seq.

Agency/Program Mission:

To ensure public safety by considering and granting parole 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.

Agency/Program 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, release, rescission, modification, revocation and absolute discharge. The Board also conducts clemency hearings which include commutation, pardon, and relieve.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,458.6	1,431.1	1,295.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,458.6	1,431.1	1,295.9
Capital Funds	0.0	0.0	0.0
Agency Total	1,458.6	1,431.1	1,295.9
FTE Positions	33.0	26.0	22.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To ensure quality Board decisions through evaluating the Structured Decision Making (SDM) guidelines.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of hearings using SDM	2,767	1,916	738	560
● Inmates granted parole outside of SDM guidelines	605	926	362	274
● Inmates granted parole inside of SDM guidelines	630	990	376	286

- ◆ Goal 2 To continually monitor Board and administrative workload information seeking the most efficient and effective methods of fulfilling the agency mission while reducing costs where possible.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Hearings scheduled	6,371	6,641	3,669	2,784
● Total parole hearings completed	4,095	3,254	2,358	1,790
● Total board hearings held	5,961	5,248	5,139	5,175

- ◆ 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.)

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Victims notified	4,566	6,588	4,646	4,477
● Officials notified	1,011	3,849	382	1,616
● Courtesy notifications	515	2,571	300	300



AGENCY SUMMARY	
DEPARTMENT OF JUVENILE CORRECTIONS	
David A. Gaspar, Director Contact: Gale Clifford, Administrator (602) 542-2569	DJA

Agency Mission:

The Arizona Department of Juvenile Corrections enhances public protection by changing the delinquent thinking and behavior of juvenile offenders committed to the Department.

Agency 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)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ HOUSING	36,624.5	37,069.2	39,688.2
➤ REHABILITATION	35,054.6	35,620.0	36,752.3
Capital Funds	0.0	0.0	0.0
Agency Total	71,679.1	72,689.2	76,440.5

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	64,723.9	64,974.8	67,957.7
Other Appropriated Funds	3,892.1	4,376.8	5,025.2
Other Non Appropriated Funds	105.4	98.5	98.5
Federal Funds	2,957.7	3,239.1	3,359.1
Operating Funds Subtotal	71,679.1	72,689.2	76,440.5
Capital Funds	0.0	0.0	0.0
Agency Total	71,679.1	72,689.2	76,440.5
FTE Positions	1,342.0	1,327.2	1,402.2

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To eliminate delinquent thinking and behavior.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of juveniles committing crime within 12 months of release	NA	20	18	17
● Number of escapes from ADJC secure facilities	0	0	0	0
● Number of major disturbances	0	2	0	0
● Number of assaults on juveniles by juveniles	NA	1,393	1,307	1,038
● Number of assaults on staff by juveniles	NA	331	249	191

- ◆ Goal 2 To foster excellence in ADJC employees.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of Youth Correction Officer (YCO) turnover, quarterly	35	37	35	30
● Number of non-PASE grievances filed by employees	44	21	16	12
● Number of employees completing the minimum annual in-service training	NA	NA	80	90
● Number of YCOs completing the pre-service academy	276	342	600	720

- ◆ Goal 3 To enhance satisfaction with ADJC and its services.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of stakeholders who indicate overall satisfaction with the agency and its services	NA	NA	60	80
● Percent of employees who indicate overall satisfaction with their job (strongly agree or agree)	NA	NA	56	80
● Percent of employees who indicate a neutral position in regards to overall job satisfaction	NA	NA	23	10
● Cost per day/per bed/per juvenile annually	118.36	150.14	138.08	131.51

DJA.1	PROGRAM SUMMARY
HOUSING	
Contact: David A. Gaspar, Director Phone: (602) 542-4302 A.R.S. 41-2802	

Program Mission:

To enhance public protection by providing safe, secure, adequately maintained facilities and a healthy environment for committed juveniles.

Program Description:

The Housing Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	35,425.1	35,817.8	38,336.8
Other Appropriated Funds	300.0	300.0	300.0
Other Non Appropriated Funds	73.0	75.0	75.0
Federal Funds	826.4	876.4	976.4
Program Total	36,624.5	37,069.2	39,688.2
FTE Positions	810.0	770.5	823.5

This Program Contains the Following Subprograms:

- ▶ Facilities
- ▶ Security
- ▶ Health Care

DJA.1.1 SUBPROGRAM SUMMARY
FACILITIES
 Contact: Marian Webber, Assistant Director
 Phone: (602) 542-4308
 A.R.S. 41-2802

Subprogram Mission:

To provide a safe, clean physical plant that supports positive behavioral programming.

Subprogram Description:

The Facilities Subprogram provides a safe and clean physical plant by ensuring that maintenance activities are conducted in an appropriate and timely manner.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,157.4	7,661.6	8,248.7
Other Appropriated Funds	300.0	300.0	300.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	826.4	876.4	976.4
Program Total	10,283.8	8,838.0	9,525.1
FTE Positions	97.0	100.0	100.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To engage in management practices that promote safety and well-being of staff and juveniles.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Work orders over 30 days old	12	20	15	12
• Monthly internal inspection report scores exceeding standard (food service)	NA	15	20	25
• Preventative maintenance tasks completed each month	46	55	60	65

- ◆ Goal 2 To maintain a safe programming environment.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of days during the past month when population exceeded budgeted capacity	100	56.4	95	100

DJA.1.2 SUBPROGRAM SUMMARY
SECURITY
 Contact: Marian Webber, Assistant Superintendent
 Phone: (602) 542-4308
 A.R.S. 41-2802

Subprogram Mission:

To efficiently maintain a secure environment for committed juveniles.

Subprogram Description:

The Security Subprogram is responsible for 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; and the transportation of vehicles for the safety and security of juveniles, staff, and the general public.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	21,687.8	23,101.3	24,502.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	73.0	75.0	75.0
Federal Funds	0.0	0.0	0.0
Program Total	21,760.8	23,176.3	24,577.3
FTE Positions	637.0	594.0	647.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To increase the effectiveness and compliance of security practices with agency policies and procedures.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Number of incidents involving contraband	NA	93	60	53
• Security practices in compliance with security policies/procedures	89	93	95	97
• Monthly audits requiring corrective action	NA	55	45	35

DJA.1.3 SUBPROGRAM SUMMARY
HEALTH CARE
 Contact: Dean Neitzke, Health Services Division Director
 Phone: (602) 542-5626
 A.R.S. 41-2802

Subprogram Mission:

To provide medically-necessary health services and age/gender appropriate health education to juveniles in secure facilities.

Subprogram Description:

The Health Services Subprogram provides a delivery system that utilizes professional health care staff on site in the secure facilities and, when deemed necessary, makes referral to off site hospitals and/or specialty health care providers.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,579.9	5,054.9	5,585.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,579.9	5,054.9	5,585.8
FTE Positions	76.0	76.5	76.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure timely and appropriate medical assessment and care for juveniles in secure facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of juveniles receiving treatment with neuro-psychiatric medication	10.9	14.8	18	21
• Percent of juveniles receiving dental services beyond the initial intake examination per month	NA	NA	20	20
• Percent of juveniles seeking medical services that result in a consultation with a secure facility physician, physician's assistant, or nurse practitioner	17	15	15	13

• Total number of health care requests by juveniles that are initially triaged by nursing staff	100,514	137,163	150,000	160,000
• Total number of juveniles referred off-site for emergency medical care	NA	151	114	120
• Total number of acute care hospital days	32	63	79	85
• Total number of juvenile admissions to an acute care hospital	NA	NA	9	12
• Average cost per juvenile for all delivered health services	8.55	13.24	15.28	15.28

<p>DJA.2 PROGRAM SUMMARY</p> <p>REHABILITATION</p> <p>Contact: Kelly Spencer, Assistant Director Phone: (602) 542-4685 A.R.S. 41-2802</p>
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Program Mission:

To enhance public protection by providing a safe, secure, and healthy environment in which committed juveniles have the opportunity to develop positive skills and pro-social attitudes.

Program Description:

The Rehabilitation Program provides secure care treatment, education, and community care treatment programs that focus on changing delinquent behavior patterns, ensuring youth are successfully returned to the community.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	29,298.8	29,157.0	29,620.9
Other Appropriated Funds	3,592.1	4,076.8	4,725.2
Other Non Appropriated Funds	32.4	23.5	23.5
Federal Funds	2,131.3	2,362.7	2,382.7
Program Total	35,054.6	35,620.0	36,752.3
FTE Positions	532.0	556.7	578.7

This Program Contains the Following Subprograms:

- ▶ Education
- ▶ Secure Care Treatment
- ▶ Community Care Treatment

<p>DJA.2.1 SUBPROGRAM SUMMARY</p> <p>EDUCATION</p> <p>Contact: Dr. Larry Mazin, Education Superintendent Phone: (602) 255-5259 A.R.S. 41-2802</p>
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Subprogram Mission:

To enhance public safety through a school-to-career program which emphasizes accelerated learning techniques.

Subprogram 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, 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 Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,004.7	3,384.6	3,002.4
Other Appropriated Funds	3,345.8	3,776.8	4,040.2
Other Non Appropriated Funds	32.4	23.5	23.5
Federal Funds	1,272.7	1,292.7	1,312.7
Program Total	7,655.6	8,477.6	8,378.8
FTE Positions	144.0	145.0	145.0

<p>DJA.2.2 SUBPROGRAM SUMMARY</p> <p>SECURE CARE TREATMENT</p> <p>Contact: Marian Webber, Assistant Director Phone: (602) 542-4308 A.R.S. 41-2802</p>
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Subprogram Mission:

To provide services in a secure facility that promote positive behavioral changes in committed juveniles.

Subprogram Description:

The Secure Care Treatment Subprogram provides individualized developmental programming, housing, supervision, control, and institutional services for committed juveniles requiring placement in a secure facility. Specialized programming (e.g. Sexualized Behavior Program, Violent Offenders Program, Mental/Behavioral Health Program, Chemical Dependency Program, Gender Specific Program, Cultural Diversity Sensitivity Program, as well as short-term intensive programs (e.g. group, individual and family counseling; substance abuse counseling; and transition services are available to each juvenile based upon his/her Individual Development Plan (IDP).

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	9,880.9	10,315.7	10,990.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	789.8	1,000.0	1,000.0
Program Total	10,670.7	11,315.7	11,990.0
FTE Positions	285.0	296.2	318.2

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To establish clear expectations of behavior and an accompanying system of accountability that promotes mutual respect, self-discipline, and order.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Number of major misconduct incidents by juveniles	NA	3,674	2,515	1,779
• Number of incidents of staff misconduct	39	25	20	15

- ◆ Goal 2 To minimize the use of restrictive and coercive means of responding to disorder.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Number of incidents of physical, mechanical or chemical restraint use	NA	1,673	1,315	990

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent of juveniles admitted to Separation to amount of juvenile intake	42	53	40	30
● Percent of Separation admissions which are four hours or less	NA	18	15	13

◆ Goal 3 To maximize the opportunity for participation in structured activities and programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average number of hours available per week of structured religious programs	17	24	25	26
● Percent of juveniles receiving weekly visits, each month	NA	38	43	50
● Number of different programs for juveniles that engage community volunteers	44	44	50	53

◆ Goal 4 To provide meaningful gender specific and culturally competent opportunities and programming services for juveniles that effectively address underlying behavioral problems.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of juveniles who complete Crossroads, Recovery, and Journey residential programs	116	126	131	136
● Percent of juveniles that are offered non-denominational religious services	NA	7	10	12
● Percent of staffings that occur within 30 day guideline	NA	68	72	75
● Percent of juveniles with an IDP (goal report) completed within 60 days of arrival	NA	82	90	100
● Percent of juveniles released at expected level to number of male juveniles released	NA	NA	80	85
● Percent of juveniles whose number one treatment problem area requires special treatment services (mental health, violent offender, sexual offender, substance abuse)	NA	NA	87	92
● Percent of juveniles who show progress in their number one treatment problem area	NA	68	72	75
● Percent of juveniles who are recommended for special treatment services	NA	NA	80	85
● Percent of juveniles who receive special treatment services	NA	NA	60	70

DJA.2.3 SUBPROGRAM SUMMARY
COMMUNITY CARE TREATMENT

Contact: Kelly Spencer, Assistant Director
Phone: (602) 542-4685
A.R.S. 41-2802

Subprogram 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.

Subprogram Description:

The Community Care Treatment Subprogram is responsible for the development and management of a system of community supervision, case management, residential and non-residential interventions, charged with reducing delinquent behavior. This includes the provision of parole supervision and case management for all agency juveniles on conditional liberty status 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 successful transition to, and maintenance in, the community.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	16,413.2	15,456.7	15,628.5
Other Appropriated Funds	246.3	300.0	685.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	68.8	70.0	70.0
Program Total	16,728.3	15,826.7	16,383.5
FTE Positions	103.0	115.5	115.5

Subprogram Goals and Performance Measures:

◆ Goal 1 To establish clear expectations of behavior and an accompanying system of accountability for juveniles and staff in the community that promote mutual respect, self discipline, and order.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of incidents occurring in residential placements per 100 bed days	NA	NA	.66	.50

◆ Goal 2 To maximize the efficiency and effectiveness of community resources to meet the needs and respond to the risk level of committed juveniles on conditional liberty.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of juveniles in community-based services annually (continuum only)	NA	213	250	300
● Average cost (in dollars) per juvenile successfully completing community-based services. (continuum only)	NA	136	140	140

◆ Goal 3 To improve the positive performances of juveniles under conditional liberty status.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of juveniles on absconder status to number of juveniles on conditional liberty status	16	10	10	5
● Number of juveniles receiving absolute discharges	135	74	175	200
● Percent of juveniles on conditional liberty paying restitution to number of juveniles on conditional liberty owing restitution	16	12	50	75

◆ Goal 4 To provide effective supervision/intervention, surveillance, and enforcement for committed juveniles on conditional liberty status.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of juveniles on conditional liberty arrested for misdemeanor versus total number of juveniles on conditional liberty (monthly average)	406:936	39:919	30:1000	25:1000
● Number of juveniles on conditional liberty arrested for felonies: total number of juveniles on conditional liberty (monthly average)	471:936	31:919	30:1000	25:1000
● Percent of juveniles involved in an academic, vocational or employment program monthly to number of juveniles on conditional liberty	79	73	90	90

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Number of absconders from community residential placement NA 184 175 150

◆ Goal 5 To facilitate a safe, stable, productive living circumstance for committed juveniles residing in the community.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of juveniles' families involved in family services programming	187	239	300	350
● Number of juveniles returned home safely	165	334	400	450
● Number of scheduled community provider program monitoring visits performed per month	3	7	8	10



AGENCY/PROGRAM SUMMARY	
LAW ENFORCEMENT MERIT SYSTEM COUNCIL	
Captain Coy H. Johnston, Business Manager	LWA
Contact: Captain Coy H. Johnston, Business Manager (602) 223-2286 A.R.S. 41-1830.11 to 41-1830.15	

Agency/Program Mission:

To provide oversight for the selection, retention, and dismissal of employees of agencies under Council jurisdiction.

Agency/Program Description:

The Law Enforcement Merit System Council (LEMSC) consists of three members appointed by the governor for six-year terms. Members are chosen on the basis of experience in and sympathy with merit principles of public employment. Members shall not have held elective public office within one year before appointment and shall not hold any other political office while serving on the LEMSC. The LEMSC shall adopt rules it deems necessary for establishing: 1) a classification and compensation plan for all covered positions in the Department of Public Safety (DPS) 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 DPS 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 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	49.9	53.0	53.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>49.9</u>	<u>53.0</u>	<u>53.8</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>49.9</u>	<u>53.0</u>	<u>53.8</u>
FTE Positions	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide and maintain a classification and compensation plan for the Department of Public Safety.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Classifications audited	71	25	60	60
● People audited	695	1,000	533	533

- Percent of those surveyed who are satisfied with classification plan 60 50 60 60

- ◆ Goal 2 To provide for selection, appointment, promotion, retention and separation of classified employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Selection exams developed based on proper job analysis	50	25	50	50
● Promotional exams developed based on proper job analysis	35	20	50	50
● Percent of applicants who were satisfied with the selection processes	45	50	60	60

- ◆ Goal 3 To provide a process for hearing of appeals/grievances by classified employees from discipline by the Director of the Department of Public Safety.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees who believe the hearing process is fair and equitable for employees and the agency	65	75	75	75



AGENCY SUMMARY	
DEPARTMENT OF PUBLIC SAFETY	
Colonel Joe Albo, Director	PSA
Contact: Mr. Philip L. Case, Comptroller	
(602) 223-2463	

Agency Mission:

To promote public safety and protect the Arizona public by deterring criminal activity and assisting other public safety agencies; to ensure the safe and expeditious flow of traffic on state and federal highways; and to provide vital scientific, technical, operational and regulatory services to citizens and the criminal justice community.

Agency Description:

On July 1, 1969, the Department of Public Safety (DPS) was established to consolidate the functions and responsibilities of the Arizona Highway Patrol, the Enforcement Division of the Department of Liquor Licenses and Control and the Narcotics Division of the Arizona Department of Law. The Department enforces state law with primary responsibility in the area of traffic, narcotics, organized crime/racketeering, liquor, and specific regulatory functions. Operational and technical assistance is provided to local and state governmental agencies and other components of the criminal justice community. Services include scientific analysis, aircraft support, emergency first care, criminal information systems, and statewide communications. The Department also promotes and enhances the quality of public safety through cooperative enforcement, intelligence gathering, training employees of law enforcement agencies, and increasing public awareness of criminal activities.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ HIGHWAY PATROL	53,975.9	54,744.9	54,827.2
➤ CRIMINAL INVESTIGATION	25,408.3	26,722.9	25,807.7
➤ AGENCY SUPPORT	32,559.1	32,204.8	30,930.2
➤ CRIMINAL JUSTICE SUPPORT	24,262.3	25,967.7	25,844.5
➤ DIRECTOR'S OFFICE	10,671.1	11,662.6	11,959.4
➤ GOVERNORS OFFICE OF HIGHWAY SAFETY	2,783.7	3,070.0	3,082.3
➤ PEACE OFFICER STANDARDS AND TRAINING	6,193.5	6,128.8	5,730.0
Capital Funds	0.0	130.0	1,122.5
Agency Total	155,853.9	160,631.7	159,303.8

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	75,026.0	76,301.7	75,673.4
Other Appropriated Funds	43,904.2	47,353.3	49,186.2
Other Non Appropriated Funds	21,646.0	20,880.1	20,484.7
Federal Funds	15,277.7	15,966.6	12,837.0
Operating Funds Subtotal	155,853.9	160,501.7	158,181.3
Capital Funds	0.0	130.0	1,122.5
Agency Total	155,853.9	160,631.7	159,303.8
FTE Positions	1,910.2	1,944.6	1,925.6

Agency Goals and Key Performance Measures:

◆ Goal 1 To enhance public safety in Arizona.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Fatal highway crashes	278	302	326	352
● Highway crash fatalities	326	372	381	411
● Alcohol-related highway crash fatalities	82	68	69	74
● Percent of total highway crashes related to alcohol	25	18	18	18
● Motorist assists	164,080	170,134	176,411	182,919
● Gang Intelligence and Team Enforcement Mission (GITEM) calls for service	716	451	475	700
● Stolen vehicles recovered by the Arizona Vehicle Theft Task Force	1,100	1,825	2,000	2,250
● Percent of seat belt use	62	69	73	78
● Percent of child restraint use	81	85	85	90
● Percent decrease in speed-related crashes	-2	-2	-2	-2
● Firearms clearance checks	61,074	105,923	153,300	153,300
● Weapon transfers denied	2,013	2,945	4,800	4,800
● Emergency Medical Service (EMS) aviation responses	1,137	1,292	1,357	1,425

◆ Goal 2 To improve support to the Department and to other criminal justice agencies.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Responses to requests from within DPS and other criminal justice agencies for investigative and operational assistance	2,854	2,765	2,800	2,800
● Percent of response to other agency requests for gang suppression and intelligence analysis	NA	80	90	100
● Percent of polygraph tests for the Department completed within 5 days of request	NA	100	90	90
● Percent of polygraph tests for other agencies completed within 15 days of request	NA	100	80	80
● Arizona criminal justice information system terminals supported	6,442	6,529	6,550	6,600
● Scientific analysis requests greater than 30 days	2,183	1,169	200	200
● Evidence storage cases	34,176	33,278	34,951	36,699

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Rocky Mountain Information Network (RMIN) database inquiries	64,000	75,263	82,789	91,068
● Percent reliability of Arizona automated fingerprint identification system (AZAFIS)	99	98	98	98
● AZAFIS tenprint to tenprint fingerprint search time (minutes)	2	4	4	4
● AZAFIS tenprint to latent fingerprint search time (minutes)	5	4	4	4
● AZAFIS latent to tenprint fingerprint search time (minutes)	4	6	6	6
● Average days for non-criminal State-level records checks	2	3	3	3
● Average days for non-criminal FBI-level records checks	40	40	40	40

◆ Goal 3 To improve department efficiency through automation, technology and adequate staffing.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent availability of the Arizona Criminal Justice Information System (ACJIS) mainframe computer system	99	99	99	99
● Percent of department computers connected to local wide-area network	35	50	65	80
● Additional crime lab position requests	11	12	7	7
● Fiscal planning issues for replacement rotary-wing aircraft	0	2	0	2
● Additional aviation position requests	0	0	3	0
● Percent of industrial injury claims reported to State Risk Management within 48 hours	NA	77	75	80

◆ Goal 4 To improve department effectiveness through problem-solving techniques.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Annual employee surveys administered	NA	1	1	1
● Percent of department employees expressing overall job satisfaction	NA	80	80	80
● Percent of employees provided facilitator or problem-solving training	NA	1	5	8
● Auto theft stolen vehicle projects with other criminal justice agencies	3	5	6	9
● Percent of critical incidents reviewed in which adequate training was received	67	100	100	100
● Percent of survey responses indicating that training received met or exceeded expectations	NA	76	80	85
● Percent of probationary officers surveyed whose expectations were met/exceeded upon completion of Advanced Basic training	100	100	100	100
● Projects benchmarking best practices	10	5	6	6
● Quarterly strategic planning progress reports by each budget program/subprogram	4	4	4	4
● Quarterly pursuit operation summary analysis reports	4	4	4	4

◆ Goal 5 To provide appropriate compensation for department employees.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of classifications reviewed for currency & market compensation under the Classification, Compensation and Maintenance Review (CCMR)	27	8	21	35
● Classifications updated and compensation levels adjusted to market	75	18	28	47
● Employees reviewed for proper classification and compensation	694	300	347	371
● Tests developed/revise for employment/promotion	112	75	75	75
● Percent of tests administered within 10 work days of request	NA	60	70	75
● Percent of employees surveyed satisfied with level of benefits	83	70	75	80

◆ Goal 6 To provide professional development for department employees.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Employees served by the tuition assistance program	85	78	95	105
● Supervisory course attendees	31	32	28	28
● Percent of supervisory course attendees whose expectations/needs were met or exceeded	100	100	100	100
● Annual supervisors in-service training conferences	1	1	1	1
● Annual commander/manager conferences	1	1	1	1
● Professional development opportunities per employee	1	1	1	1
● Skills development training opportunities per employee	1	1	1	1
● Percent of officers meeting Peace Officer Standards & Training (POST) Board requirements	100	100	100	100
● Percent of required officers completing Advanced Officer Training (AOT)	100	100	100	100

◆ Goal 7 To improve community awareness of the Department.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Citizen surveys administered	NA	1	1	1
● Percent of citizens giving DPS satisfactory ratings of good or excellent	NA	93	93	95
● Citizen academies	9	12	12	12
● Department annual reports published	1	1	1	1
● Web site feature articles disseminated	4	6	6	6
● Crime victim Web site inquiries	640	7,579	8,000	9,000
● Requests for Drug Recognition Usage Guide Seminars (D.R.U.G.S)	8	12	10	10
● Public service events participated by Highway Patrol officers	NA	NA	60	60
● Recruitment events	12	13	12	12
● Recruitment events specifically targeting minorities	3	2	3	3
● Public awareness presentations by each regional crime laboratory	4	6	4	4

PSA.1	PROGRAM SUMMARY
HIGHWAY PATROL	
Operations Division	
Contact: Lt. Colonel Charles E. Warner, Assistant Director	
Phone: (602) 223-2855	
A.R.S. 41-1711 et. seq.	

Program Mission:

To provide a safe environment for the public on Arizona highways, interdict criminal activity, support other criminal justice agencies, respond rapidly to civil emergencies, and provide commercial motor vehicle, tow truck, and school bus law enforcement and safety programs.

Program Description:

The Highway Patrol program is comprised of Patrol and Special Services and is operated through three geographically-aligned operational bureaus: Northern Operations, Central Operations, and Southern Operations. This regionalization vests responsibility for the operation of the program with commanders of definable geographic areas.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,195.4	10,451.1	9,986.4
Other Appropriated Funds	36,735.9	38,018.5	38,853.6
Other Non Appropriated Funds	4,121.1	3,925.3	4,207.5
Federal Funds	1,923.5	2,350.0	1,779.7
Program Total	53,975.9	54,744.9	54,827.2
FTE Positions	801.0	801.0	801.0

This Program Contains the Following Subprograms:

- ▶ Patrol
- ▶ Special Services

PSA.1.1	SUBPROGRAM SUMMARY
PATROL	
Contact: Lt. Colonel Charles E. Warner, Assistant Director	
Phone: (602) 223-2855	
A.R.S. 41-1711 et. seq.	

Subprogram Mission:

To provide a safe environment for the public on Arizona highways, interdict criminal activity, support other criminal justice agencies, and respond rapidly to civil emergencies.

Subprogram Description:

Officers patrol nearly 6,000 miles of state and federal highways and enforce Arizona traffic and criminal laws and state and federal commercial vehicle regulations. Other responsibilities include investigation of traffic collisions, the rendering of aid to crash victims, control of motor vehicle traffic, criminal interdiction programs and criminal arrests, supporting other criminal justice agencies, responding to civil emergencies, promotion of traffic safety through public awareness programs, and providing specialized training to other criminal justice agencies.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	10,351.7	9,660.0	9,229.4
Other Appropriated Funds	33,283.7	34,447.3	35,215.0
Other Non Appropriated Funds	4,034.7	3,888.8	4,176.0
Federal Funds	175.8	123.8	0.0
Program Total	47,845.9	48,119.9	48,620.4
FTE Positions	709.0	709.0	709.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve public safety by traffic enforcement and by providing assistance to motorists traveling Arizona highways.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Fatal highway crashes	278	302	326	352
● Highway crash fatalities	326	372	381	411
● Alcohol related highway crash fatalities	82	68	69	74
● Percent of total highway crash fatalities related to alcohol	25	18	18	18
● Motorist Assists	164,080	170,134	176,411	182,919

- ◆ Goal 2 To provide diversified training opportunities to personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Officers trained in investigative and enforcement skill specialties	NA	NA	57	57
● Officers receiving eight hours of "roll-call" training	NA	NA	578	578

- ◆ Goal 3 To provide a proactive statewide public information program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Citizens academies	NA	NA	10	8
● Public service activities	NA	NA	60	60

PSA.1.2	SUBPROGRAM SUMMARY
SPECIAL SERVICES	
Contact: Lt. Colonel Charles E. Warner, Assistant Director	
Phone: (602) 223-2855	
A.R.S. 41-1711 et. seq.	

Subprogram Mission:

To provide technical and essential services to law enforcement, the federal government, and the community by specializing in commercial vehicle, tow truck and school bus law enforcement and safety programs and also assist public agencies in the safe handling and disposal of toxic and/or hazardous materials.

Subprogram Description:

Special Services is the primary commercial motor vehicle, tow truck and school bus safety enforcement arm of the Arizona Department of Public Safety. This responsibility includes the training of personnel and assistance to local agencies which have specific problems with commercial motor vehicle law enforcement. Another primary function is to respond to hazardous materials incidents throughout the state involving accidental discharges of hazardous materials and the training of personnel involved in this effort.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	843.7	791.1	757.0
Other Appropriated Funds	3,452.2	3,571.2	3,638.6
Other Non Appropriated Funds	86.4	36.5	31.5
Federal Funds	1,747.7	2,226.2	1,779.7
Program Total	6,130.0	6,625.0	6,206.8
FTE Positions	92.0	92.0	92.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To reduce traffic collisions involving Commercial Motor Vehicles (CMV) through the continuous and impartial enforcement of motor carrier laws and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● CMV high collision area details	70	31	16	16
● Enforcement details on targeted passenger motor carriers	NA	19	10	10
● Compliance reviews on targeted motor carriers	NA	71	60	60

- ◆ Goal 2 To meet or exceed minimum statutory requirements for the certification of school bus drivers, school buses, and tow trucks.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New bus driver applications processed	1,200	1,255	1,700	2,000
● Percent of new bus driver applications processed within 10 days	80	100	100	100
● Renewal bus driver applications processed	6,000	6,746	6,800	7,000
● Renewal bus driver application processing time (days)	180	120	120	120
● School bus inspections	3,492	6,368	7,000	7,000
● Tow truck inspections	1,450	2,233	2,000	2,000
● New tow truck applications	150	204	200	225
● Percent of new tow truck applications processed within 30 days	85	100	100	100

- ◆ Goal 3 To maintain an effective motor carrier and hazardous materials training program for the department and other criminal justice agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New DPS officers first-responder trained	29	54	30	30
● DPS officers involved in haz/mat exposures	8	2	0	0
● Existing officers not first-responder trained	350	219	111	4
● New DPS officers CMV-trained	29	70	50	30

- ◆ Goal 4 To continue to provide support and upgrades to ASPEN and Safetynet systems used by commercial vehicle enforcement officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Special Services field officers with Safetynet computers	0	0	60	70
● Field down-loading sites	0	0	2	4
● Days to download inspection data	7	5	2	2

- ◆ Goal 5 To provide a proactive statewide public information program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Judicial outreach program presentations	NA	16	10	10

PSA.2 PROGRAM SUMMARY
CRIMINAL INVESTIGATION
Operations Division

Contact: Lt. Colonel Charles E. Warner, Assistant Director
Phone: (602) 223-2855
A.R.S. 41-1761 et.seq.

Program Mission:

To support the Arizona Department of Public Safety by enforcing criminal statutes, deterring criminal activity, providing source intelligence products, assisting other public safety agencies and coordinating assistance provided to the department by the Arizona National Guard.

Program Description:

Criminal Investigation provides specialized law enforcement and support services to federal, state and local criminal justice and political entities. It is comprised of three divisions: Investigations, Statewide Task Forces, and the Rocky Mountain Information Network (RMIN). The program is operated through three geographically-aligned operational bureaus: Northern Operations, Central Operations, and Southern Operations. Criminal Investigation responsibilities include cases related to narcotics and organized crime, collection and interpretation of criminal intelligence information, and coordination of Arizona National Guard resources for joint narcotics and anti-gang operations.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	17,475.9	19,257.4	19,720.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,301.6	2,786.8	2,625.3
Federal Funds	4,630.8	4,678.7	3,462.0
Program Total	25,408.3	26,722.9	25,807.7
FTE Positions	365.0	365.0	346.0

This Program Contains the Following Subprograms:

- ▶ Investigations
- ▶ Statewide Task Forces
- ▶ Rocky Mountain Information Network (rmin)

PSA.2.1 SUBPROGRAM SUMMARY
INVESTIGATIONS

Contact: Lt. Colonel Charles E. Warner, Assistant Director
Phone: (602) 223-2855
A.R.S. 41-1761 et. seq.

Subprogram Mission:

To support the Arizona Department of Public Safety mission by enforcing criminal statutes, deterring criminal activity, assisting

other public safety agencies and coordinating assistance provided to the department by the Arizona National Guard.

Subprogram Description:

The Investigations program provides specialized law enforcement and support services for the department to federal, state and local criminal justice and political entities. The responsibilities of this division include investigations regarding narcotics, organized crime, and liquor law enforcement.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,650.7	13,057.6	13,371.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,327.8	762.7	550.4
Federal Funds	1,436.2	1,383.3	193.8
Program Total	14,414.7	15,203.6	14,115.2
FTE Positions	235.0	235.0	216.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the continued effectiveness of law enforcement by identifying and targeting specific criminal activities and organizations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Criminal organizations identified	NA	NA	45	45
● Criminal organizations disrupted/dismantled	NA	NA	20	20

- ◆ Goal 2 To provide investigative and operational assistance to the Department and other law enforcement agencies,

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Responses to requests from within department and other criminal justice agencies	2,854	2,765	2,800	2,800

- ◆ Goal 3 To provide diversified training opportunities to personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Officers receiving investigative/enforcement skills specialty training	NA	NA	17	17
● Officers receiving 8 hours of "roll-call" training	NA	NA	168	168

- ◆ Goal 4 To establish a proactive statewide public information program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Media community interest stories produced	NA	8	20	20

PSA.2.2 SUBPROGRAM SUMMARY
STATEWIDE TASK FORCES
 Contact: Lt. Colonel Charles E. Warner, Assistant Director
 Phone: (602) 223-2855
 A.R.S. 41-1761 et. seq.

Subprogram Mission:

To provide a safe environment for the citizens of Arizona by reducing criminal street gang activity through investigative,

enforcement and community-based activities, decreasing vehicle theft in Arizona through public awareness and community education, and deterring criminal activity through proactive enforcement and prosecution.

Subprogram Description:

Statewide Task Forces is comprised of the Gang Intelligence and Team Enforcement Mission (GITEM) and Arizona Vehicle Theft Task Force (AVTTF) efforts. GITEM assists criminal justice agencies statewide by formulating and implementing criminal gang enforcement and investigative strategies. GITEM is operated by three geographically-aligned operational bureaus: Northern Operations, Central Operations, and Southern Operations. Each bureau contains GITEM districts in which assigned officers interdict gang members and collect criminal gang information that is shared with other law enforcement agencies. GITEM officers operate community awareness programs and train criminal justice personnel in the identification and interdiction of gang members. AVTTF serves as a statewide resource for the investigation of property crimes involving vehicles and related components and insurance fraud. The task force provides technical expertise, training and investigative support to law enforcement agencies targeting vehicle theft and related crimes. The task force is comprised of officers from local, state and federal law enforcement agencies participating in a concerted effort to identify, apprehend and prosecute individuals and criminal organizations that profit from the theft of motor vehicles and related crimes.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,825.2	6,199.8	6,349.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,944.5	1,944.1	1,994.9
Federal Funds	3.4	0.0	0.0
Program Total	7,773.1	8,143.9	8,344.3
FTE Positions	85.0	85.0	85.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop an accurate picture of gang-related crime and gang membership in Arizona through intelligence, data collection, a centralized database, and information sharing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Street gang intelligence bulletins published	NA	12	12	12
● Major GMIC card collected and analyzed	NA	934	1,000	1,100

- ◆ Goal 2 To provide statewide support to criminal justice agencies to reduce gang-related criminal activity.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Major gang enforcement operations conducted	NA	11	10	10
● Minor gang enforcement operations conducted	NA	31	40	40
● Percent of response to requests from other criminal justice agencies	NA	80	90	100

◆ Goal 3 To provide formal anti-gang training for officers of the Department and other criminal justice agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Statewide gang schools	NA	4	4	4

◆ Goal 4 To provide diversified training opportunities for GITEM and AVTTF officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● GITEM officers attending diversified training	NA	12	24	26
● Percent of AVTTF officers attending diversified training	80	100	100	100

◆ Goal 5 To operate proactive anti-gang and vehicle theft public education and awareness programs statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Anti-gang public information programs	NA	104	110	116
● AVTTF public awareness/community education programs	12	15	24	30

◆ Goal 6 To deter vehicle theft, related crimes and insurance fraud through aggressive, proactive enforcement.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Vehicle salvage/storage yard inspections	6	28	18	24
● Chop shops	22	24	24	30
● Stolen vehicles recovered by Vehicle Theft Interdiction (VTI) Task Forces	1,100	1,825	2,000	2,000
● Felony vehicle theft arrests	136	212	200	250
● Vehicle fraud investigations	14	20	24	30

◆ Goal 7 To provide statewide technical expertise, training and investigative support to the Department and other criminal justice agencies targeting vehicle theft and related crimes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Major criminal investigations	0	3	5	10
● Formal vehicle theft training sessions	8	30	24	30
● Vehicle theft service requests	337	655	700	800
● Out-of-state vehicle theft service requests	40	75	70	80

◆ Goal 8 To establish and attain critical staffing levels for GITEM and the AVTTF.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● GITEM squads at critical staffing level (12 in total)	NA	1	2	3
● Percent of GITEM squads at critical staffing levels	NA	8	17	25
● Arizona Auto Theft Authority (AATA) funded positions	10	33	38	41
● AVTTF investigators	22	45	50	53

◆ Goal 9 To establish cooperative auto theft enforcement programs with other criminal justice agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Stolen vehicle projects with other criminal justice agencies	3	5	6	9

PSA.2.3 SUBPROGRAM SUMMARY

ROCKY MOUNTAIN INFORMATION NETWORK (RMIN)

Contact: Lt. Colonel Charles E. Warner, Assistant Director
Phone: (602) 223-2855

A.R.S. 41-1761 et. seq.

Subprogram Mission:

To enhance and facilitate support to law enforcement agencies in the detection, enforcement, and prosecution of multi-jurisdictional criminal activities that traverse local, state, and national boundaries within the Rocky Mountain Information Network (RMIN) region through the production of intelligence products and services, information sharing among RMIN members, and the development and implementation of a state-of-the-art criminal intelligence network linking members to other criminal intelligence databases.

Subprogram Description:

RMIN is one of six federally-funded regional projects that comprise the Regional Information Sharing System (RISS). Headquartered in Phoenix, RMIN serves more than 7,000 law enforcement officers among 700 agencies in the eight Rocky Mountain states: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming. The project is funded by Congress and receives program management and oversight from the Bureau of Justice Assistance. Arizona DPS acts as the project's grantee and provides RMIN with administrative and logistic support. The project is governed by an executive board comprised of 16 voting members (two from each state) and directly managed by a full-time project director who supervises daily operations of a core RMIN staff of 45 personnel.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29.3	80.0	80.0
Federal Funds	3,191.2	3,295.4	3,268.2
Program Total	3,220.5	3,375.4	3,348.2
FTE Positions	45.0	45.0	45.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To expand law enforcement intelligence support to member agencies and the RISS projects by providing products and services focused on investigative support, membership services, and tailored case analysis.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Members served	700	763	790	800
● RISS Kits issued	245	348	513	600
● Percent of agencies on-line	35	46	65	75

- ◆ Goal 2 To increase cooperation, coordination, and communication among member agencies, RISS projects, and other federal law enforcement agencies in the development and accessibility of crime databases and products.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Database inquiries	64,000	75,263	82,789	91,068
● Database submissions	28,100	16,816	18,498	20,347
● Analytical requests	77	78	86	95
● Member agencies participating	140	297	327	359

- ◆ Goal 3 To provide professional training and educational opportunities to members and employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Membership conferences held	NA	NA	1	1
● Percent of co-sponsored training events	NA	20	40	50

PSA.3 PROGRAM SUMMARY
AGENCY SUPPORT
Agency Support and Tech. & Communications Bureaus
 Contact: Major James F. McMorris, Bureau Chief
 Phone: (602) 223-2254
 A.R.S. 41-1713, 41-1749

Program Mission:

To provide essential support services to the Department of Public Safety and the criminal justice community, with expertise in human resources, information technology, logistics, telecommunications, operational communications, facilities management, and training through continuously efforts to exceed customer expectations by delivering exceptional services through employee development and commitment.

Program Description:

Agency Support provides essential services in support of the department mission through seven functional areas: Human Resources, Information Technology Services, Logistics, Facilities, Telecommunications, Operational Communications, and Training and Education. Human Resources reviews and maintains position classifications and compensation, conducts selection processes, administers employee benefits, ensures compliance with state and federal regulations and maintains employee records. Information Technology Services is responsible for the design, development, maintenance and operation of automated computer networks for the detection and apprehension of criminals and criminal justice information systems. Logistics maintains quality transportation vehicles and distributes supplies to police and support functions. The safety and security of employees and planning, design and construction of facilities are ensured within the Facilities group. Telecommunications Services and Engineering designs and maintains the infrastructure to support criminal justice and emergency medical communication services for state and many local jurisdictions. Operational Communications is the focal point for information dissemination between police personnel, citizens, and emergency medical technicians statewide. The Training and Education area develops department training for entry-level officers, supervisors and managers and maintains employee training records for compliance and recertification requirements

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	28,864.2	29,852.2	30,328.9
Other Appropriated Funds	446.0	452.3	452.3
Other Non Appropriated Funds	3,184.4	1,424.0	149.0
Federal Funds	64.5	476.3	0.0
Program Total	<u>32,559.1</u>	<u>32,204.8</u>	<u>30,930.2</u>
FTE Positions	<u>341.0</u>	<u>355.0</u>	<u>355.0</u>

This Program Contains the Following Subprograms:

- ▶ Human Resources
- ▶ Information Technology Services
- ▶ Logistics
- ▶ Telecommunications
- ▶ Operational Communications
- ▶ Facilities
- ▶ Training & Education

PSA.3.1 SUBPROGRAM SUMMARY
HUMAN RESOURCES
 Contact: Major James F. McMorris, Bureau Chief
 Phone: (602) 223-2254
 A.R.S. 41-1713

Subprogram Mission:

To provide effective professional human resources services in the areas of recruitment and selection of sworn and civilian personnel, classification and compensation review, test development, personnel records, employee benefits, and polygraph services.

Subprogram Description:

Human Resources develops strategies to recruit and select the most highly qualified candidates for the Arizona Department of Public Safety. Human Resources systematically reviews and updates job classifications and salaries, develops validated tests for selection processes, and administers employee benefit programs. Human Resources maintains accurate personnel records, administers the Drug-Free Workplace Program, manages the Safety and Loss Prevention Program, and performs polygraph examinations for the Department and outside agencies to assist with applicant selection and administrative or criminal investigations.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,053.0	3,624.5	3,649.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	113.1	70.0	55.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>4,166.1</u>	<u>3,694.5</u>	<u>3,704.9</u>
FTE Positions	<u>23.0</u>	<u>23.0</u>	<u>23.0</u>

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide timely polygraph services to the Department and outside agencies.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Polygraph requests	534	686	823	823
● Percent of tests provided within 5 days of request from DPS	NA	100	90	90
● Percent of tests provided within 15 days of request from other agencies	NA	100	80	80
● Polygraph tests administered	534	632	758	758

◆ Goal 2 To provide employee benefits services with a high rate of customer satisfaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Survey respondents receiving benefits service	259	300	300	300
● Percent of employees satisfied with service	84	70	75	80

◆ Goal 3 To improve efficiency through automation, technology, adequate staffing, and training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Records systems maintained	13	13	13	13
● Automated systems to be reviewed	0	0	3	0
● Percent of industrial injury claims reported to Risk Management within 48 hours	NA	77	75	80

◆ Goal 4 To develop and maintain content valid examinations for employment, promotion and proficiency testing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of classifications pending Classification, Compensation and Maintenance Review (CCMR)	27	8	21	35
● Fill-vacancy requests requiring employment/promotion tests	171	171	171	171
● Employment and promotional tests developed or revised	112	75	75	75
● Percent of tests administered within 10 work days of request	NA	60	70	75

◆ Goal 5 To systematically review selected classifications annually to update job specifications, correctly classify employees, and establish appropriate compensation levels.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of classifications to be reviewed for currency & market compensation	27	8	21	35
● Classifications updated and compensation levels adjusted to market	75	18	28	47
● Employees reviewed for proper classification and compensation	694	300	347	371

◆ Goal 6 To provide annual training opportunities for Human Resources employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Employees attending a minimum of one training session during the year	NA	21	23	23

◆ Goal 7 To recruit minority candidates in proportion to minority representation in the Arizona labor force.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Recruitment events	12	13	12	12

● Recruitment events targeted to minorities NA 2 3 3

PSA.3.2 SUBPROGRAM SUMMARY
INFORMATION TECHNOLOGY SERVICES
 Contact: Ms. Georgene M. Ramming, Bureau Chief
 Phone: (602) 223-2400
 A.R.S. 41-1713

Subprogram Mission:

To provide information services to internal and external DPS customers in support of public safety and to improve efficiency through automation and the application of new technology.

Subprogram Description:

Information Services designs, develops, maintains and operates automated computer systems to support the enforcement, investigative and administrative functions of the agency. These programs include the statewide criminal justice information online network utilized by all criminal justice agencies in Arizona.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,638.4	4,376.1	4,448.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,179.3	1,243.4	0.0
Federal Funds	64.5	476.3	0.0
Program Total	5,882.2	6,095.8	4,448.9
FTE Positions	55.0	66.0	66.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance public safety in Arizona by maintaining information systems performing at peak and efficient levels.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent availability of mainframe computer system	99	99	99	99
● Criminal justice terminals supported	6,442	6,529	6,550	6,600
● Dial-in users	733	840	950	1,050
● Percent of Information Technology employees having necessary diagnostic hardware/software tools	75	90	100	100

◆ Goal 2 To develop alternative communications architecture for customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of COAX replaced	50	80	100	100
● Percent of computers connected to local wide-area network	35	50	65	80

◆ Goal 3 To expand section hardware/software and staffing to improve the delivery of services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent inaccurate calculations eliminated in ACJIS & MIS applications	31	92	100	100

PSA.3.3 SUBPROGRAM SUMMARY
LOGISTICS
 Contact: Major James F. McMorris, Bureau Chief
 Phone: (602) 223-2254
 A.R.S. 41-1713

Subprogram Mission:

To provide quality printing supplies, mail services and automotive equipment to department employees to efficiently support the agency mission to protect life and property.

Subprogram Description:

Logistics provides support services which include procurement and maintenance of vehicles, acquisition and distribution of supplies (automotive, medical, police, office, etc.), maintenance of computerized inventory systems, equipment disposal, mail service, forms management, and printing services.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,784.6	4,862.4	4,905.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,784.6	4,862.4	4,905.5
FTE Positions	39.0	39.0	39.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To exceed internal and external customer expectations with timely and professional delivery of the highest quality police vehicles and customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of fleet customers surveyed	NA	10	20	30
● Percent increase in fleet customer satisfaction	NA	Baseline	2	5
● Percent increase in build-up/fabrication of vehicles	NA	NA	5	10

- ◆ Goal 2 To improve efficiency through automation, technology, and adequate staffing by providing standardized user-friendly electronic forms to employees and the automation of bulk fuel facilities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● UST with fuel monitoring systems	0	3	6	6
● Electronic card readers installed	0	3	3	0
● Percent of forms in electronic format	0	10	20	50
● Percent of employees trained in forms application	0	0	40	80

- ◆ Goal 3 To improve effectiveness through problem-solving techniques by applying quality assurance processes with improvement of Department mail operations and establishing accountability for the distribution of officer field supplies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of mail with mail stop codes	0	0	15	NA

- ◆ Goal 4 To provide professional development for DPS employees by offering personal growth and career opportunities through professional and technical training of Logistics personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Automobile technicians emissions trained	1	2	2	2
● Automobile technicians electronics trained	3	9	9	9
● Automobile technicians suspension systems trained	1	2	2	2
● Staff trained in Right to Know-hazardous materials handling	0	22	22	22

PSA.3.4 SUBPROGRAM SUMMARY
TELECOMMUNICATIONS
 Contact: Ms. Georgene M. Ramming, Bureau Chief
 Phone: (602) 223-2400
 A.R.S. 41-1713

Subprogram Mission:

To design, coordinate, construct and maintain the statewide radio, voice and data telecommunication systems needed to support public safety services.

Subprogram Description:

Telecommunications provides the infrastructure to support state, county, and local governmental agencies and the Emergency Medical Communications System (EMSCOM).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,680.5	5,936.5	6,081.2
Other Appropriated Funds	446.0	452.3	452.3
Other Non Appropriated Funds	0.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	6,126.7	6,388.8	6,533.5
FTE Positions	68.0	69.0	69.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide improved, more efficient and cost-effective telecommunications services by maintaining telecommunications equipment at or below acceptable age standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Mobile radios replaced	279	38	95	142
● Portable radios replaced	14	353	40	26
● Base stations replaced	0	0	0	10
● Service vehicles replaced	5	5	10	8

PSA.3.5 SUBPROGRAM SUMMARY
OPERATIONAL COMMUNICATIONS
 Contact: Ms. Georgene M. Ramming, Bureau Chief
 Phone: (602) 223-2400
 A.R.S. 41-1713, 41-1749

Subprogram Mission:

To ensure officer and public safety through distribution of information to the public and statewide radio dispatch services for

the Department of Public Safety, emergency medical services, and other criminal justice agencies.

Subprogram Description:

Operational 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	3,706.2	3,833.3	3,941.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,706.2	3,833.3	3,941.5
FTE Positions	98.0	98.0	98.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To develop comprehensive training for Police Communication Dispatchers (PCDs), Senior Dispatchers and supervisors.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● PCD positions	53	56	64	64
● In-service training per PCD (hours)	26	39	40	40
● Senior Dispatchers positions	23	23	23	23
● In-service training per Senior Dispatcher (hours)	26	37	40	40
● Supervisors positions	9	9	9	9
● In-service training per supervisor (hours)	26	58	64	64

- ◆ Goal 2 To improve Department effectiveness through problem-solving techniques.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Rings to answer 9-1-1 calls	NA	6	5	4

PSA.3.6 SUBPROGRAM SUMMARY
FACILITIES
 Contact: Major James F. McMorris, Bureau Chief
 Phone: (602) 223-2254
 A.R.S. 41-1713, 41-1749

Subprogram Mission:

To provide Arizona Department of Public Safety employees with environmentally healthy and safe buildings and grounds.

Subprogram Description:

Facilities provides support services to the Department for the planning, design, construction, maintenance, security and risk management of owned and leased buildings and grounds statewide.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,517.3	5,716.0	5,773.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	485.6	38.4	38.4
Federal Funds	0.0	0.0	0.0
Program Total	6,002.9	5,754.4	5,811.4
FTE Positions	35.0	37.0	37.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance public safety in Arizona by providing effective services in support of the Department mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Facilities ADA accessible	7	7	11	13
● Heating, ventilating and air conditioning (HVAC) systems replaced	6	17	2	2
● Roof replacements	2	10	2	2
● Parking lot restorations	1	4	1	1

- ◆ Goal 2 To improve department efficiency through automation, technology, and adequate staffing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Security systems upgraded	4	1	4	3

- ◆ Goal 3 To provide professional development for DPS employees by offering personal growth and career opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Staff who received training	9	3	8	8

PSA.3.7 SUBPROGRAM SUMMARY
TRAINING & EDUCATION
 Contact: Major James F. McMorris, Bureau Chief
 Phone: (602) 223-2254
 A.R.S. 41-1713

Subprogram Mission:

To develop training which meets the current requirements and anticipates the future needs of the agency personnel by formulating, providing and/or sponsoring programs in areas of leadership, management, and supervisory development, advanced training and certification for law enforcement proficiency, professional and employee development, health and wellness opportunities, tuition assistance, armory services and training records management.

Subprogram Description:

Training & Education focuses on strategic issues and activities which prepare employees for future law enforcement and supporting roles. Training programs are offered including: Advanced Basic and Field Training of Officers (FTO), Horizontal Gaze Nystagmus (HGN), Drug Recognition Expert (DRE), Drug Recognition Usage Guide Seminars (D.R.U.G.S.), Annual Officer Training (AOT), Emergency Vehicle Operators Course (EVOC), leadership, management and supervision training, Sergeant's Orientation Program (SOG), Professional Development, Interagency

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Professional Development Team (IPDT), professional working groups, General Instructor Program, specialty programs (staff skills, problem solving, improved written and oral communication), Brown Bag Bijou (facilitated discussion of a needed training topic conducted over the lunch hour) and courses in conjunction with Arizona Peace Officer Standards and Training (POST).

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,484.2	1,503.4	1,528.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	406.2	72.2	55.6
Federal Funds	0.0	0.0	0.0
Program Total	1,890.4	1,575.6	1,584.5
FTE Positions	23.0	23.0	23.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance public safety in Arizona by providing effective services in support of the Department mission through quality education and support services to Department employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Advanced Basic classes presented	2	4	2	2
● Percent of probationary officers completing training	100	100	100	100
● Percent of probationary officers whose expectations/needs were met or exceeded	100	100	100	100
● Field training officer (FTO) classes	2	1	2	2
● Percent of FTO attendees whose expectations/needs were met or exceeded	100	100	100	100
● Officers receiving judgmental shooting and firearms qualification	1,046	633	1,120	1,176
● Percent of officers receiving judgmental shooting and firearms qualification	100	60	100	100
● Officers receiving firearms training	1,046	833	1,120	1,176
● Percent of officers receiving firearms training	100	79	100	100
● Specialty firearms courses	11	5	8	8
● Officers attending specialty firearms courses	294	162	as req	as req
● Officers receiving continuing and certification training	1,046	1,069	1,120	1,176
● Percent satisfactory quality rating of instructor	NA	NA	80	85
● Percent satisfactory quality rating of course	NA	NA	80	85
● Personnel to participate in Health and Wellness assessment	1,046	1,083	1,120	1,176
● Percent of Health and Wellness assessment participation	42	52	62	72

◆ Goal 2 To improve support to the Department and other criminal justice agencies by exceeding customer expectations with timely delivery of service in a professional manner through anticipation of future needs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Horizontal gaze nystagmus (HGN) classes	2	4	4	3
● Percent of officers receiving HGN training whose expectations/needs were met/exceeded	100	100	100	100
● Drug recognition expert (DRE) classes	1	1	2	2

● Percent of officers receiving DRE training whose expectations/needs were met/exceeded 100 100 100 100

◆ Goal 3 To improve Department efficiency through automation, technology and adequate staffing with the development of an integrated training record system accessible to all, and programs improving staff performance levels.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of existing firearms records automated	75	100	100	100
● Percent increase of active instructors	NA	NA	Baseline	10
● Percent of classes scheduled electronically within training area	50	100	100	100
● Percent of commanders/managers using automated system	NA	NA	60	80

◆ Goal 4 To improve effectiveness through problem-solving techniques by applying quality assurance processes, identification of trends affecting the Department, and recommending and implementing training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of Advanced Basic attendees whose expectations/needs were met	100	100	100	100
● Percent of critical incident reviews wherein training was adequate	67	100	100	100
● Percent of employees surveyed indicating training met or exceeded their expectation	NA	76	80	85
● Percent of employees provided facilitator or problem-solving training	NA	1	5	8

◆ Goal 5 To provide professional development for DPS employees by offering personal growth and career opportunities and ensuring Department employees have necessary skills and knowledge to enable and assist them in performing law enforcement and supporting functions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Supervisory course attendees	31	32	28	28
● Percent of supervisory course attendees whose expectations/needs were met/exceeded	100	100	100	100
● Employees served by Tuition Assistance Program	85	78	95	105
● Percent time reduction in Operational Communications positional training	Baseline	-10	-25	-25

◆ Goal 6 To improve community awareness of DPS by supporting public awareness programs and activities and providing information and education which promote community-related interaction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Requests for Drug Recognition Usage Guide Seminar (DRUGS)	8	12	10	10
● Percent of DRUGS citizen attendees whose expectations/needs were met	100	100	100	100
● DRUGS classes for other agencies	NA	8	8	8

PSA.4	PROGRAM SUMMARY
CRIMINAL JUSTICE SUPPORT	
Criminal Justice Support Bureau	
Contact: Mr. James E. Timmons, Bureau Chief	
Phone: (602) 223-2238	
A.R.S. 41-1711 to 1712, 1750	

Program 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.

Program Description:

Criminal Justice Support is comprised of five functional areas which provide the following support services: processing applications for concealed weapons permits; conducting criminal history background checks on potential handgun buyers; licensing security guards and private investigators; managing the Arizona Automated Fingerprint Identification System; maintaining Department of Public Safety citations, warrants, vehicular collision and offense reports; and operating the Central State Repository for Arizona criminal history records. Criminal Justice Support also provides expert court testimony, scientific analysis of evidence, fixed and rotary-winged aircraft support to Arizona State agencies, emergency medical evacuation services to the Arizona public, and statewide property and evidence services for law enforcement agencies.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	11,755.2	11,180.6	9,947.1
Other Appropriated Funds	6,422.1	8,568.9	9,559.8
Other Non Appropriated Funds	4,617.6	5,689.8	5,937.6
Federal Funds	1,467.4	528.4	400.0
Program Total	24,262.3	25,967.7	25,844.5
FTE Positions	272.2	292.6	292.6

This Program Contains the Following Subprograms:

- ▶ Scientific Analysis
- ▶ Aviation
- ▶ Azafis Management
- ▶ Licensing
- ▶ Criminal Information

PSA.4.1	SUBPROGRAM SUMMARY
SCIENTIFIC ANALYSIS	
Contact: Mr. James E. Timmons, Bureau Chief	
Phone: (602) 223-2238	
A.R.S. 41-1761 et. seq.	

Subprogram Mission:

To assist the agency, the Arizona criminal justice community and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytic techniques, providing the most accurate scientific analyses of evidence and presenting expert court testimony, and the storage and appropriate

disposition of property and evidence in the most efficient manner.

Subprogram Description:

Scientific Analysis 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, controlled substances (drugs), firearms and toolmarks, trace evidence (arson, explosives, hairs, fibers, paint, glass, etc.) latent fingerprints, questioned documents, Intoxilyzer (breath alcohol program), collision analysis and reconstruction, and photography.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,778.6	2,495.7	2,348.0
Other Appropriated Funds	3,552.6	4,975.3	5,360.0
Other Non Appropriated Funds	562.2	536.1	536.4
Federal Funds	912.2	400.1	400.0
Program Total	7,805.6	8,407.2	8,644.4
FTE Positions	114.2	117.0	117.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To improve the effectiveness of the Arizona criminal justice system and to enhance public safety by continual improvement in the delivery of essential scientific and technical support services provided by the Scientific Analysis subprogram.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Scientific analysis requests	27,903	27,041	28,393	29,813
● Percent reduction of backlog cases over 30 days old	-67	-83	-98	-99
● Evidence storage cases	34,176	33,278	34,951	36,699

- ◆ Goal 2 To enhance and expand essential scientific and technical support services through new technology, automation and adequate staffing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Additional positions	11	12	7	7
● Percent of obsolete equipment replaced	4	3	10	15
● Percent of equipment automated	6	10.1	10	15

- ◆ Goal 3 To enhance scientific analysis subprogram effectiveness through problem-solving techniques and improve customer contact and communication efforts..

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● User meetings per regional lab	2	2	2	2
● Peer group meetings per science specialty	2	2	2	2

- ◆ Goal 4 To enhance scientific analysis subprogram effectiveness through professional development of employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Scientific analysis employees receiving training	90	95	100	100

◆ Goal 5 To increase public awareness of the integral role that scientific analysis plays in the criminal justice system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Presentations given per regional crime laboratory	4	6	4	4

PSA.4.2 SUBPROGRAM SUMMARY
AVIATION
Contact: Mr. James E. Timmons, Bureau Chief
Phone: (602) 223-2238
A.R.S. 28-240, 41-1834

Subprogram Mission:

To provide fixed and/or rotary-winged aircraft support to Arizona state agencies in administering official responsibilities, to law enforcement and public safety entities during police or emergency action, and to render emergency medical relief to the Arizona public.

Subprogram Description:

Aviation provides an immediate 24-hour statewide response capability for critical occurrences and emergency situations, including first responder emergency medical services, technical rescue operations, medical and disaster evacuation, search operations for overdue, lost or injured parties, and aerial and logistical support for emergency law enforcement activities. Air support and transport services are utilized in support of governmental operations and critical administrative functions.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,905.5	4,597.0	4,683.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,905.5	4,597.0	4,683.0
FTE Positions	52.0	55.0	55.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To enhance public safety in Arizona through enhanced air rescue operations and improved first responder emergency medical services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Emergency medical service (EMS) responses	1,137	1,292	1,357	1,425
● Percent increase of EMS responses from previous year	NA	14	5	5
● Percent of total missions fulfilled	NA	52	60	70
● Percent of critical rescue equipment replaced	NA	25	50	25

◆ Goal 2 To improve Aviation subprogram effectiveness through replacement of obsolete equipment and acquisition and allocation of appropriate staffing resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Fiscal planning issues for replacement rotary-wing aircraft	0	2	0	2

● Rotary-wing aircraft acquired	0	1	1	0
● New aircraft operational	0	0	2	0

◆ Goal 3 To improve Aviation subprogram administrative effectiveness through automation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of data processing equipment replaced	NA	NA	50	50

PSA.4.3 SUBPROGRAM SUMMARY
AZAFIS MANAGEMENT
Contact: Mr. James E. Timmons, Bureau Chief
Phone: (602) 223-2238
A.R.S. 41-2401 et. seq.

Subprogram Mission:

To effectively manage daily Arizona Automated Fingerprint Identification System (AZAFIS) operations and continuously improve the system in support of the automated fingerprint identification needs of Arizona and other criminal justice agencies and to aid in the protection of at-risk citizens by collecting and analyzing criminal history background information which is used to determine the suitability of applicants, as authorized by state and federal laws.

Subprogram Description:

AZAFIS leadership provides ongoing management of the Arizona Automated Fingerprint Identification System to ensure system service remains available to all authorized sites throughout the state, and monitors compliance by AZAFIS sites with state and federal laws and system policies and procedures. AZAFIS processes arrest fingerprint records received from all Arizona agencies in order to establish and maintain the Arizona central fingerprint repository. AZAFIS staff provide training and certification of AZAFIS workstation operators and assist the AZAFIS Advisory Board by developing planning strategies for the most effective growth of the system. Additional responsibilities include the processing of criminal history background checks of applicants for authorized private and governmental entities.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,420.7	1,952.2	713.9
Other Appropriated Funds	1,911.1	2,517.1	3,113.0
Other Non Appropriated Funds	3,884.5	4,862.7	5,171.2
Federal Funds	0.0	0.0	0.0
Program Total	7,216.3	9,332.0	8,998.1
FTE Positions	23.0	48.6	48.6

Subprogram Goals and Performance Measures:

◆ Goal 1 To efficiently operate the Arizona Central Fingerprint Repository and maintain established reliability and response time performance standards.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of system reliability	NA	98	98	98
● Tenprint to tenprint search time (minutes)	NA	2	4	4
● Tenprint to latent search time (minutes)	NA	4	4	4
● Latent to tenprint search time (minutes)	NA	6	6	6

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Print to latent print search time (hours)	NA	4	4	4
● Average days for arrest fingerprint record processing	NA	4	4	4

◆ Goal 2 To further develop job-related knowledge and skills of AZAFIS personnel.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Professional development/technical training opportunities provided for each AZAFIS employee	NA	1	1	1

◆ Goal 3 To ensure average turnaround times for all applicant processes are maintained within prescribed levels.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applicant process turnaround (days)	NA	7	7	7
● Applicant Team criminal history check with applicable disposition information (days)	NA	8	8	8
● Applicant Team criminal history check without applicable disposition information (days)	NA	128	128	128
● Applicant Clearance Card Team criminal history check with applicable offense and disposition information (days)	NA	8	8	8
● Applicant Clearance Card Team criminal history check without pertinent disposition information (days)	NA	23	23	23
● Average for days for non-criminal State-level records checks	2	3	3	3
● Average days for non-criminal FBI-level records checks	40	40	40	40

PSA.4.4 SUBPROGRAM SUMMARY
LICENSING
 Contact: Mr. James E. Timmons, Bureau Chief
 Phone: (602) 223-2238
 A.R.S. Titles 24, 26, 32, 41

Subprogram Mission:

To provide criminal history background checks on potential firearms purchasers as required by federal and state law, process applications and issue permits to qualified applicants for the authorized possession of concealed weapons and issue licenses required by law for security guard and private investigation employees and agencies.

Subprogram Description:

Licensing provides for an instant state and national-level background check system used by federally licensed firearms dealers to approve or deny the sale of firearms to consumers. The division issues carry concealed weapon (CCW) permits to qualified applicants, approves CCW reciprocal agreements with other substantially-similar states, and approves Arizona instructors and training course outlines for the required firearms safety training course. Services relating to the screening, licensure and investigation of employees and agencies engaged in the private investigation and security guard industries in Arizona are also provided.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	523.2	398.5	418.6
Other Appropriated Funds	958.4	1,076.5	1,086.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,481.6	1,475.0	1,505.4
FTE Positions	34.0	33.0	33.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To improve services directly related to law enforcement and public safety through compliance reviews, improved research lapse rates, and decreased complaint investigation processing time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of CCW training sites monitored	17	21	25	25
● Percent of CCW training sites surveyed	NA	NA	10	10
● Percent lapse rate for delayed firearms background check	NA	NA	60	50
● Licensing investigations	66	75	75	75
● Completion of licensing complaint investigations time (months)	NA	7	5	4

◆ Goal 2 To improve the support to the Department and to other criminal justice agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New/renewal CCW permits processing time (days)	6	6	10	10
● Security guard/private investigator employee licenses processing time (minutes)	15	15	15	15
● Security guard/private investigator agency licenses processing time (months)	NA	4	4	4
● Firearms clearance checks	61,074	105,923	124,620	124,620
● Weapon transfers denied	1,400	2,945	4,800	4,800

◆ Goal 3 To improve section efficiency through automation, technology, and adequate staffing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of CCW permits with photographs	NA	NA	100	100
● FPI, space & staff assessments	NA	3	3	3

◆ Goal 4 To improve section effectiveness through problem-solving techniques.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Quarterly staff meetings	NA	4	4	4
● Unit procedural reviews	2	3	3	3

◆ Goal 5 To enhance section effectiveness through increased participation in DPS-sponsored training and professional development opportunities by all employees.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of supervisor and/or sworn personnel receiving training	100	100	100	100

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Percent of personnel participating in training NA 77 75 100

◆ Goal 6 To foster positive exposure of section programs through increased public interaction and communication.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Unit newsletter issues	4	4	6	6
● Percent of firearms safety training organizations surveyed	NA	10	10	10
● Private investigator/security guard agency site visits	NA	14	20	20
● Percent of Arizona federal firearms licensed-dealers surveyed	NA	10	10	10
● Federal firearms licensed-dealer site visits	NA	NA	0	20
● Percent of firearms safety training organizations surveyed	NA	10	10	10
● Percent of permit holders surveyed	NA	10	10	10

PSA.4.5 SUBPROGRAM SUMMARY
CRIMINAL INFORMATION
 Contact: Mr. James E. Timmons, Bureau Chief
 Phone: (602) 223-2238
 A.R.S. 41-1750

Subprogram Mission:

To provide criminal information in support of the fight against crime.

Subprogram Description:

Criminal Information responsibilities include receiving and providing copies of Department reports relating to offenses, incidents, and motor vehicle collisions; operation of the Arizona central repository of criminal records; and managing the Sex Offender Community Notification Program in Arizona. The services are provided to the criminal justice community, noncriminal justice agencies and companies or individuals authorized to receive the information.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,127.2	1,737.2	1,783.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	170.9	291.0	230.0
Federal Funds	555.2	128.3	0.0
Program Total	2,853.3	2,156.5	2,013.6
FTE Positions	49.0	39.0	39.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide professional development for employees within the Criminal Information Services Section.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Training opportunities per employee	NA	1	1	1

- ◆ Goal 2 To expand imaging system operations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Document types added to imaging system	NA	1	1	1

- ◆ Goal 3 To improve effectiveness through problem-solving techniques.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Improvement summary reports completed	NA	1	1	1

- ◆ Goal 4 To provide citizens of Arizona with access to sex offender information.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of sex offender records verified	NA	NA	100	100

- ◆ Goal 5 To provide sex offender management training to Arizona criminal justice agencies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Sex offender management training sessions given	NA	NA	3	3

PSA.5 PROGRAM SUMMARY
DIRECTOR'S OFFICE
Office of the Director
 Contact: Lt. Colonel Robert Aguilera, Deputy Director
 Phone: (602) 223-2465
 A.R.S. 41-1711

Program Mission:

To foster excellence in the Department of Public Safety by providing daily administrative and strategic direction to the overall department and cross-program services to the public and departmental units.

Program Description:

The Directors Office is comprised of four entities which provide staff to the director and operate cross-program services such as communication with the media and other government agencies, promotion of public safety through community education, budget development and monitoring, administration of federal and state grant programs, administration of DPS asset forfeitures, research analysis, futures planning, policy development, and graphic art, conducting inspections and investigations to maintain professional standards, investigating Department critical incidents and, upon request, investigating critical incidents for other agencies, legal assistance to DPS and other law enforcement agencies, serving as government liaison, and providing security for the Senate, House of Representatives and the Governor. The Director's Office also provides the Drug Abuse Resistance Education (D.A.R.E.) training to other agencies, and provides resources to the Law Enforcement Merit System Council (LEMSC) and the Peace Officer Standards and Training (POST) Board.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,735.3	5,560.4	5,690.6
Other Appropriated Funds	87.2	93.6	95.5
Other Non Appropriated Funds	1,195.0	1,309.8	1,835.3
Federal Funds	3,653.6	4,698.8	4,338.0
Program Total	10,671.1	11,662.6	11,959.4
FTE Positions	99.0	99.0	99.0

This Program Contains the Following Subprograms:

- ▶ Management Services
- ▶ Financial Services
- ▶ Crime Victim Services
- ▶ Drug Abuse Resistance Education (dare)

PSA.5.1 SUBPROGRAM SUMMARY
MANAGEMENT SERVICES
 Contact: Lt. Colonel Robert Aguilera, Deputy Director
 Phone: (602) 223-2465
 A.R.S. 41-1711

Subprogram Mission:

To foster excellence in the Department of Public Safety (DPS) by providing daily administrative and strategic direction to the overall Department, and provide cross-program services to the public and the Department.

Subprogram Description:

Management Services serves as the director's staff and provides such cross-program services as media and other government agency communications, community education for the promotion of public safety, research and analysis, futures planning, policy development, and graphic arts, conducting inspections and investigations to maintain professional standards, investigating Department critical incidents and, upon request, investigating critical incidents for other agencies, providing legal assistance to DPS and other law enforcement agencies, serving as government liaison, and providing security for the Senate, House of Representatives and the Governor.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,366.9	4,350.1	4,443.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.9	1.9	0.0
Federal Funds	2.1	0.4	0.0
Program Total	4,371.9	4,352.4	4,443.0
FTE Positions	63.0	62.0	62.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To enhance public safety in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Public safety releases	NA	12	12	12
● Law bulletins published	5	5	7	8
● Crime trend reports published	1	1	1	1
● Video public service announcement productions	4	7	4	4

- ◆ Goal 2 To reduce Department liability.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Video training segments	8	9	10	12
● Digest training articles	6	8	10	12
● Pursuit summary analysis reports	4	4	4	4
● Percent of Management Services personnel attending required training	NA	100	100	100

● Early liability identification program reports	NA	NA	4	4
● Legal training sessions	14	19	20	21
● Percent of pursuit reports entered within time limits	85	98	100	100
● Percent of pursuit analyses within time limits	90	100	100	100
● Response time to written public records requests (days)	NA	33	30	27

- ◆ Goal 3 To benchmark best practices to improve department effectiveness.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Benchmark projects	12	6	6	6

- ◆ Goal 4 To develop employees professionally through adequate resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees attending required training	100	100	100	100
● Professional development training opportunities per employee	1	1	1	1
● Skills training opportunities per employee	1	1	1	1

- ◆ Goal 5 To improve community awareness of DPS.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Citizen surveys administered	NA	1	1	1
● Citizen academies held	12	12	12	12
● Community informational videos produced	2	2	2	2
● Feature articles on WWW	4	6	6	6

- ◆ Goal 6 To provide for the security of the governor and the Arizona legislature.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of security programs reviewed	100	100	100	100
● Officers attending basic protection training	1	2	1	as required
● Officers attending advanced protection training	2	0	2	2
● Legislative security specialty training per officer (hours)	8	8	8	8

PSA.5.2 SUBPROGRAM SUMMARY
FINANCIAL SERVICES
 Contact: Lt. Colonel Robert Aguilera, Deputy Director
 Phone: (602) 223-2465
 A.R.S. 41-1711

Subprogram Mission:

To continuously develop and perfect budget, fiscal and alternative funding services in support of the agency mission.

Subprogram Description:

Financial Services prepares the agency's annual budget request, supports the agency with accounting systems, financial management, and procurement services, and identifies, administers, and monitors alternative fund sources.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,304.4	1,146.2	1,182.1
Other Appropriated Funds	26.9	29.6	30.0
Other Non Appropriated Funds	990.6	1,107.1	1,649.6
Federal Funds	0.0	0.0	0.0
Program Total	2,321.9	2,282.9	2,861.7
FTE Positions	27.0	27.5	27.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To ensure the Department has adequate resources to accomplish it's mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent difference of average DPS salary relative to the "market"	NA	-6.2	-7.7	-9.2
● Percent of vehicles over 100,000 miles	28	30	30	30

- ◆ Goal 2 To provide a high level of customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customer satisfaction with Asset Forfeiture services	NA	83	80	80
● Percent of customer satisfaction with Finance services	NA	94	80	80
● Percent of customer satisfaction with Grants Administration services	NA	85	80	80

- ◆ Goal 3 To improve the efficiency of the Department's financial management and procurement services.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of total procurement forms reviewed	80	90	95	100
● Percent completion of procurement reference guide	80	90	95	100

- ◆ Goal 4 To comply with all state and federal financial rules and regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Audit findings	1	3	0	0

- ◆ Goal 5 To effectively and efficiently administer police support programs through public safety grant strategies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Random desk audits conducted	9	5	6	9
● Audited programs in compliance	8	5	5	8

PSA.5.3 SUBPROGRAM SUMMARY

CRIME VICTIM SERVICES

Contact: Lt. Colonel Robert Aguilera, Deputy Director
 Phone: (602) 223-2465
 A.R.S. 13-4401 et. seq.

Subprogram Mission:

To support the provision of a full range of direct services to victims of violent crime in Arizona.

Subprogram Description:

Crime Victim Services administers the Victims of Crime Act (VOCA) victim assistance grant program for the State of Arizona. The principle purpose of the program is to assure quality crime victim services to those who have suffered physical, sexual, financial, or emotional harm as a result of the commission of a crime. The program is responsible for supporting, assisting, training and monitoring crime victim service providers throughout Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	64.0	64.1	65.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,378.1	4,486.7	4,118.8
Program Total	3,442.1	4,550.8	4,184.3
FTE Positions	3.0	3.5	3.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assure comprehensive and quality services are available and accessible statewide to victims of violent crime.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of respondents to annual survey	NA	22	40	40
● Percent of site visits or desk audits conducted	100	100	100	100
● Percent of crime victim service providers in compliance	NA	100	95	95
● Percent of positive follow-up evaluations	NA	100	85	90

- ◆ Goal 2 To increase public confidence in the criminal justice system by ensuring that crime victims are aware of the full range of services at their disposal, and by demonstrating state agency coordination.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of service providers informing clients of their rights under Victims' Rights policy	NA	90	92	95
● Percent of service providers collaborating with criminal justice agencies	NA	100	90	95
● New initiatives for streamlined services	NA	1	2	2

- ◆ Goal 3 To develop and expand unit capabilities through crime victim-related training and professional development.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Training events	NA	12	9	9

- ◆ Goal 4 To increase community awareness of crime victim issues.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New programs	NA	6	6	3
● Introductory support visits	NA	6	6	3
● Web site updates	NA	4	12	12
● Web site inquiries	NA	7,579	8,000	9,000

PSA.5.4 SUBPROGRAM SUMMARY
DRUG ABUSE RESISTANCE EDUCATION (DARE)
 Contact: Lt. Colonel Robert Aguilera, Deputy Director
 Phone: (602) 223-2465
 A.R.S. 41-1711

Subprogram Mission:

To provide Drug Abuse Resistance Education (D.A.R.E.) training to law enforcement officers and to conduct site visits within the Southwest region to ensure D.A.R.E. is being replicated according to national policy.

Subprogram Description:

D.A.R.E. is a prevention curriculum designed by educators and taught by uniformed officers in the elementary, junior and senior high school classrooms, with an additional component taught to parents. The program is designed to provide the knowledge, attitudes, and skills necessary to resist the pressures to become involved in drugs and violence. The Southwest Regional Training Center (SWRTC) is one of five regional training centers operating in the United States. The SWRTC is responsible for providing training and monitoring D.A.R.E. training conducted in the Southwest.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	60.3	64.0	65.5
Other Non Appropriated Funds	201.5	200.8	185.7
Federal Funds	273.4	211.7	219.2
Program Total	535.2	476.5	470.4
FTE Positions	6.0	6.0	6.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide D.A.R.E. certification training to law enforcement officers enabling them to teach the elementary, junior high, senior high and parent training components.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Seminars conducted	9	12	10	9
● Percent of officers certified	98	98	95	95
● Percent of evaluations indicating training satisfaction	95	95	95	95

- ◆ Goal 2 To monitor D.A.R.E. trainings conducted within the Southwest Region.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Site visits conducted	18	12	15	16
● Percent of trainer error-free reports	100	100	100	100
● Percent of training centers receiving site visits	70	70	70	80

PSA.6 PROGRAM SUMMARY
GOVERNORS OFFICE OF HIGHWAY SAFETY
Governor's Office of Highway Safety
 Contact: Mr. Alberto C. Gutier, Director
 Phone: (602) 255-3216
 A.R.S. 28-611

Program Mission:

To provide a focal point for community highway safety programs in Arizona by administering and providing guidelines for the development, promotion, and coordination of the Governor's Office of Highway Safety.

Program Description:

The Governor's Office of Highway Safety (GOHS) is the focal point for highway safety issues in Arizona. GOHS provides leadership by developing, promoting and coordinating programs, influencing public and private policy, and increasing public awareness of highway safety. 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. Through the GOHS Director, a channel of communication and understanding is developed between the Governor's Office, the legislature, state agencies, county, municipal, private sector, and state and national activist groups concerning all aspects of the statewide safety program. One of the emphasis of the highway safety funding process is to provide "seed" money to develop effective programs which can become operational within three years. Once established, state and local jurisdictions have responsibility for program permanency.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	213.0	220.0	225.0
Other Non Appropriated Funds	8.4	50.0	0.0
Federal Funds	2,562.3	2,800.0	2,857.3
Program Total	2,783.7	3,070.0	3,082.3
FTE Positions	9.0	9.0	9.0

Program Goals and Performance Measures:

- ◆ Goal 1 To reduce vehicular traffic crashes, deaths, injuries and property damage in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Crashes	112,959	114,174	115,000	115,000
● Mileage death rate	2.4	2.1	2.2	2.2
● Persons killed	995	949	940	940
● Persons injured	71,805	68,297	71,800	71,800

- ◆ Goal 2 To focus on alcohol, drug and underage drinking and driving intervention efforts by enforcing laws and developing comprehensive public information and education programs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Placement/contracts for enforcement	15	15	15	15

vehicles				
● Placement/contracts for alcohol-detection devices	77	80	80	80
● Agencies participating in DUI task forces	18	16	18	20
● Officers trained in standardized field sobriety/horizontal gaze nystagmus/drug recognition expert techniques	350	400	400	400

◆ Goal 3 To increase seat belt and child restraint use by conducting combined public awareness, training and enforcement campaigns.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Agencies participating in public information & education/enforcement projects	27	30	40	50
● Public information & education campaigns developed each calendar quarter	4	4	4	4
● Enforcement/training/public information & education events	18	20	20	20
● Agencies receiving training & grants	12	13	15	15

◆ Goal 4 To integrate traffic safety with overall law enforcement by focusing on speeding, aggressive driving, occupant protection and the effect of traffic enforcement on crime.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Placement/contracts for speed detection devices	154	200	200	200
● Placement/contracts for speed/aggressive driver vehicles	10	12	12	12
● Aggressive driver interdiction programs established	4	4	4	4
● Agencies receiving training	30	33	35	40
● Percent decrease in speed-related crashes	-2	-2	-2	-2

PSA.7 PROGRAM SUMMARY

PEACE OFFICER STANDARDS AND TRAINING

Arizona Peace Officer Standards and Training Board

Contact: Mr. Rodney D. Covey, Executive Director
Phone: (602) 223-2514
A.R.S. 41-1822 et. seq.

Program Mission:

To enhance the law enforcement and corrections profession abilities to provide quality service to the public through implementing and enforcing prerequisite standards for the selection and retention of officers; prescribing essential training requirements and curriculum; promoting advanced training and professional development; providing policy direction and facilitating organizational development; maximizing the utilization of the Police Officers' Training Fund; and fostering a spirit of professional and community cooperation.

Program Description:

The Peace Officer Standards and Training Board is composed of thirteen members appointed by the Governor. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e. sponsorship, financial support and actual delivery); development of standards for law enforcement officers (i.e. physical, educational and proficiency skills);

certification and decertification of law enforcement officers; and the development of standards for correctional officers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,217.9	5,694.4	5,730.0
Federal Funds	975.6	434.4	0.0
Program Total	6,193.5	6,128.8	5,730.0
FTE Positions	23.0	23.0	23.0

Program Goals and Performance Measures:

◆ Goal 1 To develop, implement and update standards for the selection, retention and training of peace officers and corrections officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of curricula review completed	33	40	25	25
● Percent of model lesson plans developed for distribution	28	65	100	25
● Percent of administrative rules reviewed	25	25	25	25
● Percent of academies utilizing over 50 % of model lesson plans	100	100	100	100
● Percent of academies using standardized competency examinations	NA	NA	100	100
● Percent increase in field training officer (FTO) satisfaction with academy	NA	NA	Baseline	10
● Percent increase in agency satisfaction with practicum-based academy graduates	NA	NA	Baseline	20

◆ Goal 2 To promote and uniformly enforce compliance with the standards prescribed for peace officers and corrections officers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Certified peace officers	12,403	12,875	13,300	13,809
● Corrections officers	6,000	7,000	8,000	9,000
● New hire minimum qualification compliance audits conducted	1,321	1,539	1,800	2,000
● Days required to conduct new hire audits	31	20	30	30
● Mandated in-service training compliance audits conducted	896	1,090	1,050	1,060
● Percent of agencies in non-compliance	14	14	14	13
● Academy audits completed	4	4	4	4
● Days to complete decertification investigations	76	75	75	75

◆ Goal 3 To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Administration of Justice programs giving credit for POST training	11	11	12	12
● AZ POST courses qualifying for college credit	7	7	10	12
● College courses qualifying for POST mandated training credit	355	674	700	725
● Community colleges providing an academic equivalency program	0	0	3	3

- ◆ Goal 4 To maximize the funds available for peace officer training by utilizing available training facilities already in existence, minimizing operational costs, and augmenting funds by seeking grants.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Inter-governmental agreements and partnerships	24	24	29	30
● Revenues received from public sources (thousands)	752.4	976.0	900.0	124.0

- ◆ Goal 5 To enhance the professional development of peace officers through continuous improvement of basic and in-service training, and to provide for a comprehensive system for agency attainment of POST-mandated training.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Peace officers requiring basic training	1,159	908	1,281	1,320
● Satellite telecourse productions presented	10	7	7	8
● Attendees for distance learning programs	4,533	5,048	5,146	5,411
● Interactive classroom programs conducted	0	1	1	1
● Train-the-trainer programs provided to agencies	4	0	2	4
● Percent increase in agency satisfaction with consolidated academy graduates	NA	NA	Baseline	10
● Percent of in-service programs achieving an overall evaluation of 8.0 or better	85	85	90	90
● Percent of agency heads giving AZ POST an overall evaluation of 7.0 or greater	90	90	90	90
● Percent increase in consolidated academy time involving training scenarios, practicums and simulations	13	15	10	10
● Students attending POST-provided calendar or agency-requested training qualifying for mandated training credit	715	1,186	700	758
● Percent completion of high-risk, high liability topic review	71	75	100	100
● Percent completion of review for train-the-trainer, specialty, and regional training programs	66	75	100	100





Natural Resources

AGENCY SUMMARY
GAME AND FISH DEPARTMENT

Duane Shroufe, Director GFA
Contact: Steve Ferrell, Deputy Director
(602) 789-3276

Agency 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.

Agency Description:

The Department operates pursuant to A.R.S. Title 17 and A.R. S. Title 5. The laws relating to wildlife and watercraft operations are administered by the Arizona Game and Fish Department (AGFD) under the control of the Game and Fish Commission. The Department is responsible for managing Arizona's wildlife populations. The Department is involved in trying to ensure the diversity of wildlife that resides in Arizona is maintained. We have been working to reintroduce once extirpated species - the black-footed ferret, the California condor and the Mexican gray wolf. Efforts at restoring threatened and endangered species has enabled a few species such as the peregrine falcon to be delisted (removed from the Federal Endangered Species List). The Department is also involved in helping to protect wildlife resources. We accomplish part of this through efforts to educate off-highway vehicle operators about safe and responsible use of these vehicles. The Department also is responsible for enforcing safe boating laws and registering watercraft.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ WILDLIFE MANAGEMENT	40,426.1	44,273.6	44,946.6
➤ OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT	2,476.4	4,306.6	4,337.0
➤ ADMINISTRATION	1,240.4	1,362.6	1,368.6
Capital Funds	3,752.6	3,556.0	3,375.4
Agency Total	47,895.5	53,498.8	54,027.6

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,384.6	19,686.6	19,941.1
Other Non Appropriated Funds	11,320.9	12,388.7	12,612.0
Federal Funds	14,437.4	17,867.5	18,099.1
Operating Funds Subtotal	44,142.9	49,942.8	50,652.2
Capital Funds	3,752.6	3,556.0	3,375.4
Agency Total	47,895.5	53,498.8	54,027.6
FTE Positions	600.0	600.0	600.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To manage wildlife resources within biological constraints and in consideration of the sociological and economic desires of the public.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of cultural diversity seminars/events held per year	NA	Baseline	4	10
● Percent of public rating the Department as good or excellent	65	67	68	68

- ◆ Goal 2 To provide recreational and other benefits derived from Arizona's diversity of wildlife.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of public rating game management efforts as good or excellent	67	70	77	80
● Percent of anglers rating their experience as a 9 (scale 1 to 10, 10 = best)	NA	19	20	20
● New projects or partnerships developed to enhance wildlife-oriented recreation	NA	52	52	52

- ◆ Goal 3 To protect wildlife resources and public safety by enforcing and regulating the operation of watercraft and off-highway vehicles (OHV).

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of public rating OHV management efforts as good or excellent	NA	37	50	50
● Percent of public satisfied with compliance of watercraft statutes, rules, and orders	NA	NA	75	80
● Number of off-highway vehicle training events offered	NA	11	15	20

GFA.1 PROGRAM SUMMARY
WILDLIFE MANAGEMENT
Wildlife Management

Contact: Steve Ferrell, Deputy Director
Phone: (602) 789-3276
A.R.S. Title 17

Program Mission:

To provide fish and wildlife benefits and compatible public uses through diverse and cooperative wildlife management, while avoiding adverse impacts to habitat. To protect wildlife populations, habitats, and public safety, and to increase public awareness and understanding of wildlife resources and the Department.

Program Description:

The Wildlife Management Program establishes policies and projects for the management, preservation and reasonable consumptive and non-consumptive use of wildlife. It also establishes rules for hunting, fishing and trapping, and prescribes the methods which may be used in taking wildlife. This program is responsible for enforcing laws for the protection of wildlife and wildlife resources, resolving access issues for wildlife oriented recreation and resource protection, and disseminating information relating to wildlife and activities of the Department.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,941.9	16,580.6	16,860.8
Other Non Appropriated Funds	10,913.9	11,718.8	11,928.8
Federal Funds	13,570.3	15,974.2	16,157.0
Program Total	40,426.1	44,273.6	44,946.6
FTE Positions	535.5	543.5	543.5

This Program Contains the Following Subprograms:

- ▶ Game Management
- ▶ Non-game and Endangered Wildlife
- ▶ Sportfish Management

GFA.1.1 SUBPROGRAM SUMMARY
GAME MANAGEMENT
 Contact: Steve Ferrell, Deputy Director
 Phone: (602) 789-3276
 A.R.S. Title 17

Subprogram Mission:

To manage game-wildlife populations and their habitats to maintain the natural diversity of Arizona, and to provide game-wildlife-oriented recreation opportunities for present and future generations.

Subprogram Description:

Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting is a management tool for the Department and recreation past-time 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,800.5	9,149.0	9,318.0
Other Non Appropriated Funds	1,871.5	2,076.3	2,148.6
Federal Funds	5,948.6	6,255.9	6,460.6
Program Total	16,620.6	17,481.2	17,927.2
FTE Positions	235.0	238.0	238.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain the natural diversity of game populations in Arizona .

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of public rating habitat management as good or excellent.	67	70	77	80
● Number of game population translocations per year	5	2	7	5

● Percent of public rating game management efforts as good or excellent	65	69	72	75
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- ◆ Goal 2 To provide recreational opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of permit tags available vs. the number of individuals interested	NA	Baseline	.30	.35
● Hunter's mean rating hunting experience on a scale of 0 - 10 (10 = excellent)	NA	7.43	8	8.5

GFA.1.2 SUBPROGRAM SUMMARY
NON-GAME AND ENDANGERED WILDLIFE
 Contact: Steve Ferrell, Deputy Director
 Phone: (602) 789-3276
 A.R.S. Title 17

Subprogram Mission:

To enhance nongame and endangered wildlife and fish (nongame wildlife) populations and their habitats to restore the natural diversity of Arizona, to increase public awareness of nongame wildlife, and provide nongame wildlife and fish-oriented recreation opportunities for present and future generations.

Subprogram 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, enforcing regulations to conserve populations, distributing information about nongame and endangered wildlife species, and providing input on land management actions that potentially impact wildlife habitats.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	794.6	939.1	929.6
Other Non Appropriated Funds	6,643.0	7,082.2	7,151.0
Federal Funds	2,656.2	2,750.7	2,933.3
Program Total	10,093.8	10,772.0	11,013.9
FTE Positions	105.5	106.5	106.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain and restore the natural diversity of Arizona's non-game and endangered wildlife.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of species removed from Federally Threatened or Endangered status)	0	2	1	1
● Percent of customers rating nongame management as good or excellent	60	61	67	69

- ◆ Goal 2 To increase the public's awareness of Arizona's non-game and endangered fish and wildlife.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Subscribers to Arizona non-game and endangered fish and wildlife newsletters	4,011	4,052	4,100	4,200

GFA.1.3 SUBPROGRAM SUMMARY
SPORTFISH MANAGEMENT
 Contact: Steve Ferrell, Deputy Director
 Phone: (602) 789-3276
 A.R.S. Title 17

Subprogram 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.

Subprogram Description:

Arizona has many species of fish. Most fish pursued by anglers are not native to Arizona. These fish were and still are imported from other places to meet Arizona's angling demands. Management of sportfish is accomplished through population inventories, regulation of harvest, 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.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,346.8	6,492.5	6,613.2
Other Non Appropriated Funds	2,399.4	2,560.3	2,629.2
Federal Funds	4,965.5	6,967.6	6,763.1
Program Total	13,711.7	16,020.4	16,005.5
FTE Positions	195.0	199.0	199.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain or enhance distribution/abundance of cold and warm water sport-fishes.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Catch per unit effort angling (number of fish caught per hour of effort)	.64	.52	.55	.60
• Angler use days (in millions)	7.6	NA	7.8	7.9
• Percent of public rating Sportfish Management actions as good or excellent	68	67	72	75

- ◆ Goal 2 To increase public awareness of Arizona's sportfishing resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Percent of public satisfied with information products and services	72	63	77	80

- ◆ Goal 3 To provide recreational fishing opportunities.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
• Anglers rating angling experience on a scale of 0 - 10 (10 = excellent)	NA	6.6	8	8.5

- Catch per unit effort angling (number of fish caught per hour of effort) .64 .53 .55 .60

GFA.2 PROGRAM SUMMARY
OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT
Field Operations
 Contact: Steve Ferrell, Deputy Director
 Phone: (602) 789-3276
 A.R.S. Title 17, 28, and 5

Program Mission:

To protect wildlife resources and public safety by promoting responsible use of watercraft and recreational vehicles, through information, education, regulation, and enforcement.

Program Description:

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway vehicle recreation and administering law enforcement activities relating to Title 28, Chapter 23 and for off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,202.3	1,743.4	1,711.7
Other Non Appropriated Funds	407.0	669.9	683.2
Federal Funds	867.1	1,893.3	1,942.1
Program Total	2,476.4	4,306.6	4,337.0
FTE Positions	42.0	34.0	34.0

This Program Contains the Following Subprograms:

- ▶ Watercraft Management
- ▶ Off-highway Vehicle Management

GFA.2.1 SUBPROGRAM SUMMARY
WATERCRAFT MANAGEMENT
 Contact: Steve Ferrell, Deputy Director
 Phone: (602) 789-3276
 A.R.S. Title 5

Subprogram Mission:

To protect wildlife resources and public safety by regulating the operation of watercraft and by educating the boating public.

Subprogram Description:

The Watercraft segment of this Program makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3. It regulates the registration and operation of watercraft, provides law enforcement, boating-safety education, boating access, a uniform waterway-marking system, maintains aids-to-navigation, and hazard and regulatory markers on the waters of Arizona.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,202.3	1,743.4	1,711.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	867.1	1,893.3	1,942.1
Program Total	2,069.4	3,636.7	3,653.8
FTE Positions	32.5	32.5	32.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide watercraft law enforcement needed to ensure that the boating public is provided with a safe and enjoyable watercraft-recreation experience.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Citations per boating enforcement hour	.12	.14	.10	.10
● Watercraft accident rates per 100 boats registered	.20	.21	.28	.28

- ◆ Goal 2 To provide the public with a federally approved watercraft-numbering system.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Boats registered in Arizona	161,000	163,005	168,000	170,000
● Percent of customers rating registration process as good or excellent	88	96	98	99

- ◆ Goal 3 To provide the boating public with comprehensive boating-safety-training education and associated informational materials in order to allow them to maximize safety and boating enjoyment of the state's waterways.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of boating accidents reported to the Department	500	500	425	425
● Percent of accidents by boaters who successfully completed a Coast Guard approved boating safety course	7	5	4	4

**GFA.2.2 SUBPROGRAM SUMMARY
OFF-HIGHWAY VEHICLE MANAGEMENT**

Contact: Steve Ferrell, Deputy Director
Phone: (602) 789-3276
A.R.S. Title 17, 28

Subprogram Mission:

To protect wildlife resources and enhance public safety through off-highway vehicle enforcement and education efforts.

Subprogram Description:

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway Vehicle (OHV) recreation and administering law enforcement activities relating to A.R.S. Title 28, Chapter 23 and for off-road-vehicle law enforcement pursuant to A.R.S. Title, 17, Chapter 4, Article 3.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	407.0	669.9	683.2
Federal Funds	0.0	0.0	0.0
Program Total	407.0	669.9	683.2
FTE Positions	9.5	1.5	1.5

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide OHV users, non-users, and land agencies with information on habitat protection, safe OHV use, and available OHV use areas.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of public rating the Department's information efforts as good or excellent	NA	63	60	60

- ◆ Goal 2 To provide OHV users with an OHV safety training and habitat-protection education program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● OHV users completing a AGFD approved or sponsored OHV safety course	100	110	120	130
● AGFD approved or sponsored OHV safety courses offered	10	15	16	17

- ◆ Goal 3 To provide the OHV user with a safe and enjoyable outdoor recreation experience and to protect wildlife habitat through a law-enforcement program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Citations per enforcement hour	.10	.10	.12	.12
● OHV users contacted per enforcement hour	4	4	5	7

**GFA.3 PROGRAM SUMMARY
ADMINISTRATION**

Contact: Steve Ferrell, Deputy Director
Phone: (602) 789-3276
A.R.S. Title 17

Program Mission:

To effectively manage the Department, and ensure accountability for all Department activities.

Program 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,240.4	1,362.6	1,368.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,240.4</u>	<u>1,362.6</u>	<u>1,368.6</u>
FTE Positions	<u>22.5</u>	<u>22.5</u>	<u>22.5</u>

Program Goals and Performance Measures:

- ◆ Goal 1 To provide innovative and effective leadership for the Department's management actions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of public rating the Department's management actions as effective or very effective	NA	48	80	80

- ◆ Goal 2 To ensure accountability for all Department actions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of unplanned expenditures (expenditures not described in strategic, operational, or work plans)	NA	NA	15	10
● Department's independent audit results	Pass	Pass	Pass	Pass



AGENCY/PROGRAM SUMMARY
GEOLOGICAL SURVEY

Larry D. Fellows, Director and State Geologist GSA
 Contact: Larry D. Fellows, Director and State Geologist
 (520) 770-3500
 A.R.S. 27-151

Agency/Program Mission:

To inform the public about geologic processes, materials, and resources in Arizona and assist citizens, businesses, governmental agencies, and elected officials in making informed decisions about managing Arizona's land, water, mineral, and energy resources.

Agency/Program Description:

To provide information in a timely manner the Arizona Geological Survey must have readily available databases. To develop these databases, staff (1) compile and index existing geologic maps and reports, (2) map and describe rock units and their weathering products, (3) characterize metallic, nonmetallic, and energy resources, and (4) investigate geologic processes such as earthquakes, land subsidence, earth fissures, and flooding that have potential to be hazardous to the public or cause limitations to land and resource management. Geologists conduct field studies, summarize results of the studies on maps and in reports, and publish or otherwise make this information available to the public. Staff also maintain a geology library, a comprehensive bibliographic database, and a repository of rock cuttings and cores, all of which are accessible to the public. The AZGS provides administrative and staff support for the Arizona Oil and Gas Conservation Commission, which regulates the drilling for and production of oil, gas, helium, carbon dioxide, and geothermal resources. Staff support consists of issuing permits to drill, monitoring drilling, inspecting completed wells, compiling drilling and production data, and maintaining files on each permitted well drilled in the State. The AZGS is a resource for local, state, and federal land- and resource-management agencies (State: Emergency Management, Environmental Quality, Land, Parks, Transportation, Water Resources, et.al.; Federal: Bureau of Land Management, Bureau of Reclamation, Forest Service, et.al.) and regularly undertakes cooperative projects with them and other governmental agencies. Geologic data users include interested citizens, special interest groups, governmental agencies, elected officials and staff, teachers, students, hydrologists, environmental and engineering geology firms, oil and gas exploration companies, mineral exploration companies, consultants, attorneys, insurance companies, libraries, book dealers, and many other types of businesses.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	829.6	862.0	875.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	147.5	275.2	200.0
Federal Funds	211.1	215.0	126.4
Operating Funds Subtotal	1,188.2	1,352.2	1,201.5
Capital Funds	0.0	0.0	0.0
Agency Total	1,188.2	1,352.2	1,201.5
FTE Positions	13.3	13.3	13.3

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To provide unbiased information about geologic processes, materials, and resources in a timely, courteous manner.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Maps and reports sold	9,831	11,067	12,000	12,500
● Average number of days to turn-around mail orders	1.5	0.55	0.50	0.50
● Satisfaction with service provided, 1-5 (highest) scale	4.8	4.8	4.9	4.9

- ◆ Goal 2 To characterize and prepare detailed geologic maps of the rock units present at the surface and in the subsurface in Arizona. Give special emphasis to areas that are now, or will soon be, experiencing population growth and development.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of 1:24,000 scale quadrangles released	5	11	8	8
● Number of digital products released	3	5	3	3
● Quality of products released, 1-5 (highest) scale	4.6	4.6	4.8	4.8

- ◆ Goal 3 To investigate and document those geologic processes and/or materials that have potential to be hazardous to the public or to cause restrictions to land and resource management.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applied geology investigations completed and released	5	9	4	4
● Quality of products released, 1-5 (highest) scale	4.6	4.6	4.8	4.8

- ◆ Goal 4 To administer and enforce the rules, orders, and policies established by the Arizona Oil and Gas Conservation Commission to govern the drilling for and production of oil, gas, helium, carbon dioxide, and geothermal resources in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of drilling permits issued	2	1	3	10
● Average number of days required to issue permits	5	5	5	5
● Compliance and safety inspections made	29	28	28	28



AGENCY SUMMARY	
STATE LAND DEPARTMENT	
Michael Anable, Land Commissioner	LDA
Contact: James Adams, Deputy Commissioner	
(602) 542-4621	

Agency 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.

Agency Description:

The State Land Department was established in 1915 to manage the State Trust lands on behalf of the fourteen 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. Under the State Land Commissioner, the Department works to administer, sell and lease the State's Trust lands and natural products therefrom to generate revenues for the Trust beneficiaries. Revenues derived from land and natural product sales are deposited into a permanent fund and invested by the State Treasurer. The investment earnings are subsequently transferred to an expendable account for use by the appropriate beneficiary. Lease revenues are deposited into an expendable account for use by the appropriate beneficiary as well. The Department has concentrated much of its revenue generation effort in the State's urban areas where land is often in the path of growth and, as a result, becomes more valuable.

As central as revenue generation is for the Trust, the Department also works to sustain the long-term value for the Trust's beneficiaries. It has a program to deal with environmental issues such as existing and potential contamination matters and trespasses of individuals onto Trust lands. Through the Arizona Preserve Initiative, the Department also seeks to secure long-term protection of lands with conservation values in and around the urban areas of the State.

The Department also operates the State's Wildland Fire Prevention and Suppression Program on state and private land outside incorporated areas. The State Land Commissioner serves as the State Forester, providing technical assistance to individuals and urban forestry to local governments. The Department administers the State's Natural Resource Conservation District Program, the Environmental License Plate Program, and the Off-highway Vehicle Program. 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 develops and maintains the Arizona Land Resource Information System (ALRIS), a geographic information system available for use by all state agencies.

Agency Summary:

(\$ Thousands)		
FY 1999	FY 2000	FY 2001
Actual	Estimate	Estimate

➤ TRUST MANAGEMENT AND REVENUE GENERATION	18,953.0	22,087.4	18,660.7
➤ OUTSIDE ASSISTANCE AND GRANTS	1,787.0	2,417.3	2,332.6
Capital Funds	0.0	0.0	0.0
Agency Total	20,740.0	24,504.7	20,993.3

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	17,262.0	18,005.8	16,396.3
Other Appropriated Funds	687.9	905.0	906.2
Other Non Appropriated Funds	2,771.0	5,508.0	3,690.8
Federal Funds	19.1	85.9	0.0
Operating Funds Subtotal	20,740.0	24,504.7	20,993.3
Capital Funds	0.0	0.0	0.0
Agency Total	20,740.0	24,504.7	20,993.3
FTE Positions	198.3	199.2	194.6

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To fully implement an asset management process to improve the quality and efficiency of the Department's decision making and to meet the requirements of the Growing Smarter Act.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Total acres inventoried and assessed under asset management process	14,069	179,648	200,000	200,000
● Acres under conceptual plans	NA	NA	102,744	89,817
● Acres under master plans	NA	NA	25,000	25,000
● Number of disposition decisions made with the asset management process	NA	18	30	40
● Number of mineral acres inventoried and classified	NA	NA	319,000	1,533,000

- ◆ Goal 2 To enhance revenue production.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Balance in Permanent Fund (in millions)	882.7	932.5	981.4	1,041.4
● Total trust revenue generated (in millions)	140.7	123.9	141.6	140.9
● Percent of total leasing revenue from long-term leases	35	22	31	35

- ◆ Goal 3 To meet the growing demands for fire and forestry management programs on State Trust and private lands.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Acres of land treatments, including prescribed burning, to protect and improve Trust land and private properties	2,200	1,531	2,000	2,000
● Percent of fires controlled at 100 acres or less	92	97	95	95
● Rural fire departments assisted with training and equipment	NA	185	190	190

- Private landowners with Department prepared or approved management plans 456 1,058 500 550

◆ Goal 4 To incorporate environmental risk reduction, environmental and cultural resource protection, and resource conservation into the Department's management actions to maintain the future productivity of the Trust's land and assets.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Environmental protection actions	242	248	250	270
● Cultural resource protection actions	665	726	750	800
● Acres reclassified as suitable for conservation purposes	2,787	4,854	11,000	12,000
● Number of acres sold or leased for open space and/or conservation or park land	NA	NA	0	2,846

◆ Goal 5 To improve information and analytical capabilities of the agency.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of staff accessibility to business and GIS systems	50	82	100	100
● Perceived utility of system by users (survey 1-4 / 1 = very satisfied, 4 = unsatisfied)	NA	NA	1.8	1.5
● Acres researched involving lease or contract development (millions)	6.0	4.9	9	7

◆ Goal 6 To continue to develop and implement measures to improve internal and external customer service.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Average score on customer service survey (survey 1-4 / 1 = very satisfied, 4 = unsatisfied)	NA	NA	1.8	1.5
● Average score on employee satisfaction survey (survey 1-4 / 1 = very satisfied, 4 = unsatisfied)	NA	NA	1.8	1.5
● Number of times public accesses the website	NA	NA	1,200	1,600
● Percent improvement in median response time to user computer and software problems	NA	NA	30	30
● Number of settlement conferences verses number of hearings	24/10	14/4	17/6	15/5
● Number of services available to customers via the internet	N/A	6	8	10
● Percent of employees that received customer training (*reorganization created new positions)	95	85*	95	95

LDA.1 PROGRAM SUMMARY

TRUST MANAGEMENT AND REVENUE GENERATION

Contact: James Adams, Deputy Commissioner
 Phone: (602) 542-4621
 A.R.S. 37-201 to 37-611

Program 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.

Program 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 as well as the Permanent Fund's interest are deposited in the expendable account for use by the appropriate beneficiary. The Department provides management on Trust lands and technical assistance to communities and private land owners for fire and forestry management activities.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	16,222.3	16,629.4	15,019.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,730.7	5,458.0	3,640.8
Federal Funds	0.0	0.0	0.0
Program Total	18,953.0	22,087.4	18,660.7
FTE Positions	183.3	185.2	180.6

Program Goals and Performance Measures:

◆ Goal 1 To administer Trust resources to optimize revenue over time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total Trust revenue generated (in millions)	140.7	123.4	141.6	155.4
● Balance in Permanent Fund (in millions)	882.7	932.5	981.4	1,041.4
● Number of participation sales	NA	0	6	4
● Number of auctions with broker participation	NA	3	15	20
● Number of subsurface leases	2	6	6	12
● Percent increase in commercial leasing revenue	NA	4.2	10	12

◆ Goal 2 To fully implement an asset management process to improve the quality and efficiency of the Department's decision making and meet the requirements of the Growing Smarter Act.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Total acres inventoried and assessed under asset management process	14,069	179,640	200,000	200,000
● Acres under conceptual plans	NA	NA	102,744	89,817
● Acres under master plans	NA	NA	25,000	25,000
● Number of disposition decisions made with the asset management process	NA	18	30	40
● Number of mineral acres inventoried and classified	NA	NA	319,000	1,533,000

◆ Goal 3 To protect unique Trust resources to maintain the long-term value of the asset.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Acres reclassified as suitable for conservation purposes	2,787	4,854	11,000	12,000
● Number of acres sold or leased for open space conservation or parkland	NA	NA	0	2,846
● Cultural resource projects administered in	341	250	350	400

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

support of sales and leases				
● Number of environmental sites remediated	14	18	20	22

◆ Goal 4 To improve the Department's efficiency in application or transaction processing time.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Long-term lease processing time (application to auction, in months)	25	19.8	11	9
● New short-term lease processing time (in months)	10	8	6	6
● Land sales processing time (application to auction, in months)	19.5	18.0	12.0	9.0
● Average number of days required to process appraisal reviews	60	60	30	30

◆ Goal 5 To provide technical fire, forest health, and forestry management assistance to private land owners.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Private forest landowners and Trust land with Department prepared management plans	465	1,058	500	550
● Total acres of private and Trust forest land under management (1,000 acres)	934	946	950	955
● Acres treated on private forest and range lands	1,000	231	500	500
● Number of communities assisted	NA	80	85	85

◆ Goal 6 To prevent and suppress wildfires on Trust and private lands safely, effectively and efficiently.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of fires controlled at 100 acres or less	92	97	95	95
● Rural firefighters assisted with training and equipment	1,000	1,175	1,000	1,000
● Fire departments under cooperative agreement	NA	185	190	190
● Percent of fire bills processed for payment within 45 days	95	92	92	95
● Trust land treated to reduce wildland fire danger to improve forest and range land health	2,200	1,300	1,500	1,500

◆ Goal 7 To provide efficient internal support and coordination to enable the Department to accomplish its mission.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of satisfactory annual financial audits	100	100	100	100
● Percent of employees satisfied with training on new information systems	NA	NA	90	90
● Average score on employee satisfaction survey (survey 1-4 / 1 = Very satisfied, 4 = unsatisfied)	NA	NA	1.8	1.5
● Average number of minutes to resolve computer user problems	NA	NA	30	20

◆ Goal 8 To improve Department productivity and minimize costs through increased efficiency and risk reduction.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Annually update and/or revise the agency's administrative policies (number policies updated or added)	NA	0	5	5
● Percent of employees using PALMS and GIS systems	NA	NA	17	28
● Number of training hours for professional training	NA	NA	400	400

● Percent of employees receiving basic computer training	NA	NA	85	85
● Percent of employees receiving agency required training	NA	98	98	98

◆ Goal 9 To develop and implement measures to improve external customer service.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Average score on customer survey (survey 1-4 / 1 = very satisfied, 4 = unsatisfied)	NA	NA	1.8	1.5
● Number of times the public accesses the Department's business and GIS systems interactively via the internet	NA	NA	NA	500
● Number of settlement hearings vs. number of appeal hearings	24/10	14/4	17/6	15/5
● Number of services available to the public via the internet	NA	6	8	10

LDA.2 PROGRAM SUMMARY

OUTSIDE ASSISTANCE AND GRANTS

Contact: James Adams, Deputy Commissioner
 Phone: (602) 542-4621
 A.R.S. Title 37

Program Mission:

To provide administrative direction, coordination, assistance and services to non-State Land Trust program areas legislatively assigned to the State Land Department.

Program 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, the Environmental License Plate Advisory Council, and selected environmental projects. These responsibilities include providing staff support, budget assistance, appropriation pass through and accounting, election oversight, appointments, and information dissemination.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,039.7	1,376.4	1,376.4
Other Appropriated Funds	687.9	905.0	906.2
Other Non Appropriated Funds	40.3	50.0	50.0
Federal Funds	19.1	85.9	0.0
Program Total	<u>1,787.0</u>	<u>2,417.3</u>	<u>2,332.6</u>
FTE Positions	<u>15.0</u>	<u>14.0</u>	<u>14.0</u>

This Program Contains the Following Subprograms:

- ▶ Arizona Center For Geographic Information, Coordination and Services
- ▶ Natural Resource Conservation Districts
- ▶ Environmental Plate Advisory Council

LDA.2.1 SUBPROGRAM SUMMARY
ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES
 Contact: James Adams, Deputy Commissioner
 Phone: (602) 542-4621
 A.R.S. 37-171 to 37-176

Subprogram 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 redundant efforts and maximize investments in such resources.

Subprogram 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 (AGIC) and the Government Information Technology Agency (GITA). In order to meet the program mission, ACGICS is comprised of two functional units: the Arizona Land Resources Information System (ALRIS) and the State Cartographer's Office (SCO). ALRIS works to develop, maintain and distribute commonly required spatial databases for use by public agencies and provides GIS training to assure such resources can be maximized. The SCO develops GIS standards and provides access and utilization of GIS databases.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	549.7	636.4	636.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40.3	50.0	50.0
Federal Funds	19.1	85.9	0.0
Program Total	609.1	772.3	686.4
FTE Positions	13.0	12.0	12.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To design, develop, maintain and distribute digital geospatial datasets to public agencies in Arizona to reduce the costs of data creation and maintenance to the State's taxpayers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Datasets transferred	981	1,180	1,300	1,400
● Geospatial datasets under development or revision	3	8	8	8

- ◆ Goal 2 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 interagency cooperative agreements.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Users accessing AGIC, ALRIS or SCO websites for information or data	NA	NA	1,600	2,000
● Datasets accessible through AGIC, ALRIS or SCO websites	85	49	52	54

- Metadata references to Arizona geospatial datasets accessible through the Internet 65 650 1,000 1,000

LDA.2.2 SUBPROGRAM SUMMARY
NATURAL RESOURCE CONSERVATION DISTRICTS
 Contact: James Adams, Deputy Commissioner
 Phone: (602) 542-4621
 A.R.S. 37-1001 to 37-1057

Subprogram Mission:

Districts: Through the voluntary leadership of three elected and two appointed supervisors, 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.

Subprogram Description:

Arizona's 31 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 (NRCS) and Farm Service Agency (FSA) 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. This subprogram also includes grants for environmental projects in Greenlee, Graham, Gila, Navajo, and Apache counties beginning in FY 2000.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	490.0	740.0	740.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	490.0	740.0	740.0
FTE Positions	0.0	0.0	0.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To strengthen the network of 31 NRCDs by assisting district supervisors in developing, improving and broadening relationships with private landowners, the NRCS, state and federal agencies, rural communities, county governments, and private interest groups.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● District meetings attended	80	80	80	80
● Interagency meetings attended	40	40	40	40
● Percent of NRCDs rating Department assistance as satisfactory	90	90	90	90

LDA.2.3 SUBPROGRAM SUMMARY
ENVIRONMENTAL PLATE ADVISORY COUNCIL
 Contact: James Adams, Deputy Commissioner
 Phone: (602) 542-4621
 A.R.S. 37-1015

Subprogram Mission:

To provide environmental education and to disburse Environmental Special Plate Fund (ESPF) monies for environmental education as prescribed by statute.

Subprogram Description:

An Environmental Special Plate Fund (ESPF) is established in the State Treasury by A.R.S. 37-1015A. The State Land Department, pursuant to A.R.S. 37-1015B, distributes \$5,000 annually from the ESPF to each Natural Resource Conservation District (NRCD) with an established environmental education center.

A ten member Arizona Advisory Council on Environmental Education (AACEE) appointed by the Governor, President of the Senate, and Speaker of the House, has been established to develop and administer an equitable program for distributing grants from the ESPF for environmental education to private and public schools, NRCD Environmental Educational Centers, and other educational institutions. The AACEE, in consultation with the public, has developed guidelines, which are annually reviewed, for the ESPF Environmental Education Grant Program. The State Land Department receives grant applications for AACEE evaluation and, pursuant to A.R.S. 37-1015C, distributes ESPF grant monies awarded to successful applicants by the AACEE.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	687.9	905.0	906.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	687.9	905.0	906.2
FTE Positions	2.0	2.0	2.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide administrative support to the Arizona Advisory Council on Environmental Education for its Environmental Special Fund Grant Program.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Grant applications processed	243	215	400	400
● Grant contracts administered	71	166	200	200
● Grant program public outreach (newsletters, press releases, etc.)	2	12	25	25



AGENCY/PROGRAM SUMMARY
DEPARTMENT OF MINES AND MINERAL RESOURCES
 Willis D. (Doug) Sawyer, Director MNA
 Contact: Ann Turney, Agency Coordinator
 (602) 255-3795
 A.R.S. 27-101 to 102

Agency/Program Mission:

To promote the development of the mineral resources of the state through technical outreach and education. The purpose of this promotion is to encourage economic development in the mining and minerals development industry. Our customers are the minerals industry, operators of small mines, prospectors, educators, the general public, elected officials and other state, local and federal agencies.

Agency/Program Description:

The Arizona Department of Mines and Minerals (ADMMR) has three primary functions. The first function is to provide technical assistance to miners, exploration geologists, prospectors and others who are developing our state's mineral resources. This technical assistance consists of economic studies of problems facing small miners and investigation of their properties to assist in their development. The second function is to maintain an information bank and library of mineral and mining information. The information consists of books, studies, maps, films and videotapes, individual mine files, and other archival documents. The third function is to manage the mineral museum as the state's depository for collecting, cataloging, and displaying mineral specimens, various ores, gemstones, and lapidary material. ADMMR is a non-regulatory agency that has provided outstanding customer service to its patrons. Its goal is to provide prompt, courteous and accurate service to its customers so that they may develop the state's mineral resources, create wealth, and provide employment to Arizona's citizens.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	760.5	710.1	717.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	94.1	95.0	95.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	854.6	805.1	812.9
Capital Funds	0.0	0.0	0.0
Agency Total	854.6	805.1	812.9
FTE Positions	8.0	8.0	8.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To acquire and manage mining information, specimens, and artifacts for use by patrons and stakeholders in utilizing Arizona's mineral resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Files, books, specimens collected or	350	300	300	300

donated				
● Files, books, specimens integrated into system and available	0	550	300	300
● Museum Acquisitions	104	125	150	150

- ◆ Goal 2 To provide accurate information to patrons and stakeholders on Arizona's mines and mineral resources.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers and stakeholders satisfied with information received	98	98	98	98
● Percent of information received and integrated into system and available	91	90	90	90
● Number of people requesting information on mines and minerals in office	579	1,661	1,200	1,200
● Percent of permitting assistance requests answered adequately	25	90	90	90

- ◆ Goal 3 To provide public education and school curriculum designed to enable Arizona's citizens to make informed choices.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of teachers using mining and minerals curriculum in classroom	30	30	30	30
● Percent of teachers expressing satisfaction with mining and minerals curriculum	98	98	98	98
● Students visiting Museum	19,484	29,069	30,000	30,000
● Total museum visitors	35,770	46,923	50,000	50,000
● Teachers trained in importance of minerals	505	150	150	150
● Number of mineral kits provided to teachers	917	623	650	650
● Number of grades involved	6	6	6	6
● Number of students effected	4,026	3,750	3,750	3,750



AGENCY/PROGRAM SUMMARY
NAVIGABLE STREAM ADJUDICATION COMMISSION

George Mehnert, Executive Director NSA
 Contact: Tom Vogt, Analyst
 (602) 542-9214
 A.R.S. 37-1101 to 37-1156

Agency/Program Mission:

To make findings and recommendations to the Arizona Legislature regarding navigability of watercourses as of statehood, using all available information from studies, public comment, and physical and testimonial evidence presented to the Commission.

Agency/Program Description:

Under Common Law and the Equal Footing Doctrine, Arizona owns title to most Arizona watercourses that were navigable as of statehood. There was no determination made at the time of statehood, February 14, 1912, regarding which Arizona watercourses were navigable, consequently, the Navigable Streams Adjudication Commission was formed in 1994 to conduct research, have studies done, gather evidence, take testimony, hold public hearings, and make recommendations to the Arizona Legislature regarding the navigability of Arizona watercourses as of statehood. Many of the watercourses that are determined to not have been navigable as of statehood, may be subject to private ownership. Arizona Navigable Stream Adjudication Commission's (ANSAC) process relates only to property title, and has nothing to do with water use, or with diverting water. Watercourses that are determined to have been navigable as of statehood, must be managed by the state to protect the public trust values, on behalf of all Arizona citizens. NOTE: There are watercourses, such as the Colorado River, which are not subject to either state or private ownership, or to ANSAC's process.

Funding and FTE Summary:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	176.1	182.7	184.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	176.1	182.7	184.7
Capital Funds			
Agency Total			
FTE Positions	2.0	2.0	2.0

Agency/Program Goals and Performance Measures:

- ◆ Goal 1 To formulate recommendations to the Legislature on the navigability or non-navigability of watercourses in the State as of February 14, 1912. NOTE: Numbers of small or minor watercourses per county are difficult to establish because data are constantly being refined. For example, in 1998 there were approximately 14,000 small or minor watercourse segments listed in Arizona. With refined processes

and new data by USGS, that number has increased to 87,735 watercourse segments. The number of watercourses has increased (not actually, but due to the refinement in processes) from slightly more than 600 to more than 47,000. In addition, if, pursuant to pending court action, it is necessary to re-hear the major watercourses that have been adjudicated during the past two years, it will be necessary to include these hearings in the process.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Identification of watercourses to study	1	90	NA	NA
● Studies and records	6	30	NA	NA
● Initial classification of watercourses	6	30	NA	NA
● Public hearings	14	10	NA	NA
● Recommendations to the Legislature	6	7	NA	NA
● Cost per watercourse through the process	6,000	5,000	NA	NA

- ◆ Goal 2 To ensure a process is in effect for all small or minor watercourses (in excess of 47,000) in the state.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Database by county	0	1	NA	NA
● Identification of county/water basin	0	6	NA	NA



AGENCY SUMMARY	
STATE PARKS BOARD	
Ken Travous, Executive Director	PRA
Contact: Leslie Schwalbe, Assistant Director (602) 542-6920	

Agency 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.

Agency Description:

Under the direction of the Arizona State Parks Board, the agency develops and manages 28 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 more than \$31.5 million in financial incentives annually to government and non-government entities through eight different grant programs. With the development of the new Growing Smarter Grants/Land Conservation Program, the agency assists our partners in preserving Arizona's open spaces and recreational opportunities while managing growth. Through the State Historic Preservation Office, the agency preserves Arizona's prehistoric and historic resources. And finally, the agency coordinates statewide resource planning, public involvement and educational opportunities through partnerships for public purposes. State Parks is composed of the following divisions: Director's Office, Parks, Partnerships, External Affairs, and Administrative Services.

Agency Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
➤ PARKS	14,680.9	9,273.0	9,359.5
➤ PARTNERSHIPS	1,735.9	20,565.6	64,897.8
➤ PROGRAM SUPPORT	3,882.4	4,644.9	4,627.7
Capital Funds	13,167.1	20,830.0	13,940.0
Agency Total	33,466.3	55,313.5	92,825.0

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	6,876.5	7,315.9	27,384.1
Other Appropriated Funds	2,795.6	3,625.6	3,732.0
Other Non Appropriated Funds	10,072.5	23,050.8	47,271.3
Federal Funds	554.6	491.2	497.6
Operating Funds Subtotal	20,299.2	34,483.5	78,885.0
Capital Funds	13,167.1	20,830.0	13,940.0
Agency Total	33,466.3	55,313.5	92,825.0
FTE Positions	318.3	341.0	344.0

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To consistently provide a safe, accessible and enjoyable system of State Parks and natural areas for public use.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Annual park attendance (in thousands)	2,277.9	2,180.1	2,280.1	2,330.1
● Percent of Arizona residents that are satisfied	79	79	79	79
● Percent of park visitors that are satisfied	96	96	96	96
● Average cost per state park visitor (in dollars)	0.70	0.68	0.65	0.60
◆ Goal 2 To effectively provide planning coordination, technical assistance, educational opportunities, grants and other financial incentives to our partners and customers.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of new acres of open space and parkland dedicated in Arizona - Land Acquisition - Acres Purchased	NA	NA	NA	NA
● Number of new acres of open space and parkland dedicated in Arizona - Land Acquisition - Acres Leased	NA	NA	NA	NA
● Number of new acres of open space and parkland dedicated in Arizona - New Park Development	NA	NA	NA	NA
● Number of new acres of open space and parkland dedicated in Arizona - Other	NA	NA	NA	NA
● Percent of grant projects funded as high priority-Trails	NA	NA	NA	NA
● Percent of grant projects funded as high priority-OHVs	NA	NA	NA	NA
● Percent of grant projects funded as high priority-LRSP (Pks/Rec)	NA	0	70	70
● Percent of grant projects funded as high priority-SLIF (Lakes)	NA	50	50	50
● Percent of grant projects funded as high priority-Historic Preservation	71	79	70	70
● Percent of Arizona residents satisfied with resource opportunities statewide-recreation parks	60	60	60	60
● Percent of Arizona residents satisfied with resource opportunities statewide-historic sites	60	60	60	60
● Percent of Arizona residents satisfied with resource opportunities statewide-archaeology sites	51	51	51	51
● Percent of Arizona residents satisfied with resource opportunities statewide-natural areas	63	63	63	63
◆ Goal 3 To maximize agency resources and enhance information sharing.				

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Amount of reservation surcharge revenue collected (in thousands)	NA	NA	156.0	200.0

PRA.1	PROGRAM SUMMARY
PARKS	
Contact: Rafael Payan, Assistant Director Phone: (602) 542-7103 A.R.S. 41-511 et. seq.	

Program Mission:

For the benefit and safe enjoyment of the people, we acquire, develop, manage and conserve Arizona State Parks natural, cultural, educational and recreational opportunities.

Program Description:

The Operations and Development Sections are responsible for acquiring, planning, developing, managing and maintaining natural, cultural and recreation 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 28 State Parks and natural areas and manages park programs, activities, maintenance, visitor services and visitor safety. The Development Section is responsible for the acquisition, planning and development of Arizona State Parks' properties, and administering the capital improvement program. Responsibilities also include the preservation, stabilization and rehabilitation of natural and cultural sites.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	5,187.3	5,553.4	5,669.9
Other Appropriated Funds	1,769.9	2,457.2	2,543.9
Other Non Appropriated Funds	7,548.7	1,262.4	1,145.7
Federal Funds	175.0	0.0	0.0
Program Total	14,680.9	9,273.0	9,359.5
FTE Positions	246.3	267.3	266.8

Program Goals and Performance Measures:

- ◆ Goal 1 To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of park rangers trained - EMT	5	6	10	20
● Percent of park rangers trained - CPR	90	50	90	90
● Percent of park rangers trained - First Responder/First Aid	75	83	50	50
● Percent of park rangers trained - Law Enforcement Certified	35	35	40	40
● Percent of park rangers trained - Fire Fighting	13	15	22	22
● Ranger-led Interpretive program participants	NA	NA	228,013	233,013
● Percent of funded capital projects completed within 3 years	78	80	85	90
● Percent of park projects in compliance with ADA requirements	NA	NA	70	80

- ◆ Goal 2 To maximize agency resources and enhance information sharing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Amount of reservation surcharge revenue collected (in thousands)	NA	NA	156.0	200.0

PRA.2	PROGRAM SUMMARY
PARTNERSHIPS	
Contact: Renee Bahl, Assistant Director	
Phone: (602) 542-7825	
A.R.S. 41-511 et. seq.	

Program Mission:

With our public and private partners, we enhance, preserve and conserve significant examples of Arizona's natural, cultural, and recreational resources for the benefit of the public.

Program Description:

In 1995, Arizona State Parks established the Partnerships Division that blended those programs within the agency that rely on strong partnerships with other entities throughout the state 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 and Recreation Programs Section is responsible for the management of the grant programs administered by the agency awarding more than \$31 million annually to Arizona's communities, property owners, and agencies to preserve and enhance Arizona's significant natural, cultural, and recreational resources. The section also coordinates the State Trails and Off-Highway Vehicle programs. The newly established Land Conservation Program is responsible for the implementation of the Growing Smarter Grant Program (\$20 million annually for 11 years) which includes grants for the purchase and lease of State Trust Land classified as suitable for conservation (under the Arizona Preserve Initiative) and grants for conservation-based management alternatives that protect wildlife habitat and other open space benefits. The Planning Section is responsible for developing comprehensive long-range plans that deal with statewide recreational and cultural issues, coordinating the public's involvement in those plans, and coordinating the agency's strategic planning efforts. The Partnerships Division is served by seven standing advisory committees who work with staff and advise the Parks Board on a number of matters. The Partnerships staff coordinate with these advisory committees and other partners to plan, inventory, enhance, preserve, manage and interpret Arizona's significant natural, cultural and recreational resources for the education and enjoyment of the public.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	139.2	203.5	20,149.0
Other Appropriated Funds	811.5	820.4	840.1
Other Non Appropriated Funds	498.0	19,162.2	43,522.8
Federal Funds	287.2	379.5	385.9
Program Total	1,735.9	20,565.6	64,897.8
FTE Positions	25.5	27.3	27.3

Program Goals and Performance Measures:

- ◆ Goal 1 To provide planning coordination, technical assistance, educational opportunities, grants and other financial incentives for our partners and customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of communities that integrated historic preservation in general plans - CLG's	NA	NA	NA	10
● Percent of communities that integrated historic preservation in general plans - All other communities	NA	NA	NA	0

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Percent annual increase to the number of historic properties added to the Historic State Property Tax Program	NA	11	10	10
● Total number of grants requested annually	50	149	157	157
● Total value of grants requested annually (in thousands)	3,056.0	28,035.0	25,100.0	55,100.0
● Total number of grants awarded annually	26	58	73	73
● Total value of grants awarded annually (in thousands)	2,098.4	11,979.9	11,475.0	31,475.0

◆ Goal 2 To improve the efficiency of grant administration.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of grant applications received that were eligible	89	86	90	90
● Percent of grant projects completed without a time extension	60	68	75	80

◆ Goal 3 To effectively involve our customers and partners in our programs and planning efforts to ensure that we are providing them the right services and information.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of division customers satisfied	96	96	90	90

PRA.3 PROGRAM SUMMARY

PROGRAM SUPPORT

Administrative Services, Director, External Affairs

Contact: Leslie Schwalbe, Assistant Director
 Phone: (602) 542-6920
 A.R.S. 41-511 et. seq.

Program Mission:

To provide leadership and guide the marketing, business and financial resources to meet the public's and agency's expectations.

Program Description:

The Director's Office manages the three programs of the agency, oversees implementation of the strategic plan, and monitors progress toward meeting the goals. The External Affairs Division develops and pursues legislation, provides policy analysis and research to support all programs, and coordinates marketing and public information for the agency. The Administrative Services Division provides support to all the programs and assures that the agency has the necessary authority, financial resources, human resources and technical capability.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,550.0	1,559.0	1,565.2
Other Appropriated Funds	214.2	348.0	348.0
Other Non Appropriated Funds	2,025.8	2,626.2	2,602.8
Federal Funds	92.4	111.7	111.7
Program Total	3,882.4	4,644.9	4,627.7
FTE Positions	46.5	46.5	50.0

Program Goals and Performance Measures:

◆ Goal 1 To maximize agency resources and enhance information sharing.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees satisfied	95	90	90	90
● Percent of new hires attending orientation training in 60 days	76	76	95	95
● Percent of employee turnover	18	21	8	8
● Percent of computers transitioned from Mac to PC	7.5	15	40	60

◆ Goal 2 To effectively communicate to our target markets.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of customers aware of parks and programs-parks	45.9	45.9	45.9	45.9
● Percent of customers aware of parks and programs - historic preservation	62.2	62.2	62.2	62.2
● Percent of customers aware of parks and programs-natural areas	67.8	67.8	67.8	67.8
● Percent of customers aware of parks and programs-Parks/Rec Grants	32.0	32.0	32.0	32.0
● Percent of customers aware of parks and programs-boating grants	51.4	51.4	51.4	51.4
● Percent of customers aware of parks and programs-OHV program	24.3	24.3	24.3	24.3
● Percent of customers aware of parks and programs-trails program	50.8	50.8	50.8	50.8
● Percent of customers aware of parks and programs - Environmental Education	47.9	47.9	47.9	47.9

◆ Goal 3 To provide accurate and timely financial information to internal customers and stakeholders upon which to make management decisions.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of internal customers (ASP Staff) satisfied with timely services	85	90	95	95
● Percent of internal customers (ASP Staff) satisfied with accurate services	89	90	95	95



AGENCY SUMMARY
DEPARTMENT OF WATER RESOURCES

Rita Pearson, Director WCA
 Contact: Joseph C. Smith, Deputy Director
 (602) 417-2410

Agency 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.

Agency 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 safety of dams, flood management, implementing surface water law, surveying water resources statewide and assessing water quality in conjunction with the Department of Environmental Quality.

Agency Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
➤ GENERAL SERVICES	6,884.0	6,658.6	6,854.1
➤ WATER RESOURCE MANAGEMENT AND PLANNING	26,004.8	41,345.4	41,810.3
➤ SAFETY OF DAMS AND FLOOD CONTROL	1,534.3	2,181.0	2,566.7
Capital Funds	0.0	0.0	0.0
Agency Total	<u>34,423.1</u>	<u>50,185.0</u>	<u>51,231.1</u>

Funding and FTE Summary:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	20,175.1	17,084.4	16,250.5
Other Appropriated Funds	80.0	0.0	0.0
Other Non Appropriated Funds	13,814.3	32,964.8	34,891.4
Federal Funds	353.7	135.8	89.2
Operating Funds Subtotal	<u>34,423.1</u>	<u>50,185.0</u>	<u>51,231.1</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>34,423.1</u>	<u>50,185.0</u>	<u>51,231.1</u>
FTE Positions	<u>248.8</u>	<u>250.7</u>	<u>250.7</u>

Agency Goals and Key Performance Measures:

- ◆ Goal 1 To maximize usage of Arizona's Colorado River entitlement.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of Colorado River entitlement utilized.	96	87	94	94

- ◆ Goal 2 To decrease mining of groundwater within the Active Management Areas.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Percent of water stored to groundwater pumped within the Active Management Areas.	5	8	10	12

- ◆ Goal 3 To assure that dam design, construction, operations and maintenance are in compliance with State laws and current dam safety guidelines.

Key Performance Measures	FY 1998	FY 1999	FY 2000	FY 2001
● Number of high hazard potential dams inspected as a percent of standard.	63	33	83	100

WCA.1 PROGRAM SUMMARY
GENERAL SERVICES

Contact: Joseph C. Smith, Deputy Director
 Phone: (602) 417-2410
 A.R.S. 45-103, 45-105

Program Mission:

To provide the Agency with efficient and cost effective centralized services to assist the Agency in meeting its goals.

Program Description:

General Services provides the management support necessary to manage the Agency efficiently. This program includes the following functional areas: budget, personnel, fiscal services, payroll, purchasing, mail delivery, copying, facilities and sub motor pool. The Agency's centralized data management functions provided through the Management Information Services subprogram are also a component of this program.

Funding and FTE Amounts:

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	6,042.6	6,064.9	6,260.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	841.4	593.7	593.7
Federal Funds	0.0	0.0	0.0
Program Total	<u>6,884.0</u>	<u>6,658.6</u>	<u>6,854.1</u>
FTE Positions	<u>71.3</u>	<u>63.6</u>	<u>63.6</u>

This Program Contains the Following Subprograms:

- ▶ Management Information Services
- ▶ Management Services

WCA.1.1 SUBPROGRAM SUMMARY
MANAGEMENT INFORMATION SERVICES

Contact: Joseph C. Smith, Deputy Director
 Phone: (602) 417-2410
 A.R.S. 45-104

Subprogram Mission:

To furnish technical assistance, technology and programming services which will provide customers with information to make

decisions and manage programs.

Subprogram Description:

This subprogram provides system operations, systems development, technical support and help desk support for all Agency information systems including mainframe, work stations, local-area network and wide-area networking.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	1,406.2	1,357.2	1,388.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,408.9	1,357.2	1,388.6
FTE Positions	25.0	17.0	17.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of time servers are available during normal business hours	98	99	99	99

- ◆ Goal 2 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of users satisfied with Relational Database Management System (RDBMS) client-server applications	96	100	100	100
● Percent of year 2000 requirements met	100	100	100	100

WCA.1.2 SUBPROGRAM SUMMARY
MANAGEMENT SERVICES
 Contact: Joseph C. Smith, Deputy Director
 Phone: (602) 417-2410
 A.R.S. 45-104

Subprogram Mission:

To provide the Agency with efficient and cost effective management services in accordance with federal and State standards through centralized personnel, financial and ancillary management programs.

Subprogram Description:

This subprogram includes finance, personnel, loss control and Agency overhead expenses such as rent and utilities. This area also includes executive management.

	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,636.4	4,707.7	4,871.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	838.7	593.7	593.7
Federal Funds	0.0	0.0	0.0
Program Total	5,475.1	5,301.4	5,465.5
FTE Positions	46.3	46.6	46.6

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To provide the Agency with timely financial reports that comply with State and federal regulations.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of financial reports distributed to users within seven days after month-end cut-off	30	70	80	85

- ◆ Goal 2 To provide timely, accurate and courteous ancillary management services to all customers.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of employees compliant with OSHA training and State loss control guideline requirements	95	100	100	100
● Percent of agency staff indicating satisfaction with the availability and condition of motor pool equipment	95	98	100	100

WCA.2 PROGRAM SUMMARY
WATER RESOURCE MANAGEMENT AND PLANNING
 Contact: Joseph C. Smith, Deputy Director
 Phone: (602) 417-2410
 A.R.S. Title 45

Program 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.

Program 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.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	13,012.6	10,194.3	9,154.2
Other Appropriated Funds	80.0	0.0	0.0
Other Non Appropriated Funds	12,672.2	31,105.4	32,656.1
Federal Funds	240.0	45.7	0.0
Program Total	26,004.8	41,345.4	41,810.3
FTE Positions	161.0	172.1	172.1

This Program Contains the Following Subprograms:

- ▶ Groundwater Administration
- ▶ Surface Water Management and Adjudication Research
- ▶ Colorado River Management
- ▶ Statewide Planning
- ▶ Hydrology
- ▶ Water Banking Authority

WCA.2.1 SUBPROGRAM SUMMARY
GROUNDWATER ADMINISTRATION
 Contact: Jim Holway, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-104, 45-401 et. seq.

Subprogram 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.

Subprogram 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 Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,773.3	2,756.4	2,820.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,815.1	7,440.4	7,690.5
Federal Funds	156.7	15.8	0.0
Program Total	4,745.1	10,212.6	10,510.8
FTE Positions	69.5	69.5	69.5

Subprogram Goals and Performance Measures:

- ◆ 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 AMAs.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Per capita water use in the Active Management Areas (Acre Feet)	3	2.8	2.78	2.76
● Percent of water stored to groundwater pumped within the AMAs.	5	8	10	12
● Cumulative annual capacity of recharge projects permitted (in thousands)	2,450.0	2,500.0	2,600.0	2,600.0

- ◆ 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 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of annual withdrawal reports voluntarily returned	NA	95	96	96

WCA.2.2 SUBPROGRAM SUMMARY
SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH

Contact: Darrell Jordan, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-104, 45-151 et. seq.

Subprogram 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.

Subprogram 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	847.5	696.6	712.9
Other Appropriated Funds	80.0	0.0	0.0
Other Non Appropriated Funds	42.5	42.0	37.0
Federal Funds	0.0	0.0	0.0
Program Total	970.0	738.6	749.9
FTE Positions	19.5	21.0	21.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To maintain a complete and accurate registry of surface water claims and rights and to process new applications to appropriate surface water. To support Agency priorities by providing timely responses to public and intra-agency requests for information regarding surface water rights.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Applications processed to appropriate surface water	5	4	4	4

- Percent of public and intra-agency information requests met within Agency time frames 95 100 100 100

◆ Goal 2 To provide accurate and timely analysis of water rights claims and to provide high quality statewide water resource data, reports and assessments in support of the adjudication courts, high priority Agency projects and statewide planning.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of adjudication court assigned studies completed by established deadlines	95	95	100	100

WCA.2.3 SUBPROGRAM SUMMARY
COLORADO RIVER MANAGEMENT
 Contact: Darrell Jordan, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-104, 45-105(A)(2), 45-107

Subprogram 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.

Subprogram Description:

The subprogram is responsible for negotiating with other states, Indian tribes and the federal government on issues relating to the allocation, uses and protection of Arizona's entitlement of Colorado River water. The subprogram collects and evaluates data and information to support the preparation of recommendations regarding the protection and allocation of Colorado River water. The subprogram monitors and participates in the resolution of environmental issues arising out of the Endangered Species Act designations within the Lower Colorado River Basin.

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	439.9	455.0	465.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	439.9	455.0	465.3
FTE Positions	8.0	8.0	8.0

Subprogram Goals and Performance Measures:

◆ Goal 1 To analyze and recommend to the Department of the Interior (DOI) the allocation and provisions for contracting of Colorado River water and Central Arizona Project (CAP) water.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of recommendations for water allocations presented to and accepted by the DOI	100	100	100	100
● Percent of recommendations for provisions for contracting presented to and accepted by Department of Interior	80	80	85	85

◆ Goal 2 To protect the interest of Arizona Colorado River water users by advocating policies that promote maximum short-term and long-term beneficial use of Colorado River supplies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● 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	90	92	95	95
● Percent of Arizona's annual entitlement to Colorado River water beneficially used	96	87	94	94

WCA.2.4 SUBPROGRAM SUMMARY
STATEWIDE PLANNING
 Contact: Herb Dishlip, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-104, 45-105

Subprogram 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.

Subprogram 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. Within this subprogram is the administration of the Arizona Water Protection Fund (WPF) and the Agency's Water Quality Fund (WQF).

Funding and FTE Amounts: (\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	4,785.3	1,553.1	358.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,888.9	6,291.2	6,471.2
Federal Funds	0.0	0.0	0.0
Program Total	7,674.2	7,844.3	6,829.3
FTE Positions	14.8	15.8	15.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To assess and report information on statewide water resource demands and supplies.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● 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	20	10	20	30

◆ Goal 2 To develop strategies that address water resource issues statewide.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Technical assistance projects provided to areas outside AMAs that request support in quantifying and improving management of the area's water resources	4	7	11	14

◆ Goal 3 To target and expend Water Protection Funds to protect and preserve the flow and quality of water in the streams of Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● New projects funded and contracts written	20	17	30	0
● Miles of stream benefited by capital improvements	53	43	60	0
● Community-based plans developed	3	1	2	0
● Research projects funded	2	4	4	0
● Ongoing contracts monitored through site visits	20	18	25	25

◆ Goal 4 To manage contaminated water at groundwater contamination sites in Arizona.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Permit applications reviewed	100	1020	1000	1000
● Draft and final well inspection rule packages submitted	1	1	1	1

WCA.2.5 SUBPROGRAM SUMMARY
HYDROLOGY
 Contact: Greg Wallace, Assistant Director
 Phone: (602) 417-2448
 A.R.S. 45-104, 45-105

Subprogram 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.

Subprogram Description:

This subprogram is responsible for the collection of surface and groundwater data statewide. Information is analyzed and disseminated in the form of technical documents, report publication and special studies of critical areas. Technical assistance and hydrological reviews are provided to all areas of the Agency, local water users and State and federal governments.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	2,166.6	2,733.2	2,797.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	214.8	216.3	216.3
Federal Funds	83.3	29.9	0.0
Program Total	2,464.7	2,979.4	3,013.9
FTE Positions	46.2	54.8	54.8

Subprogram Goals and Performance Measures:

◆ Goal 1 To ensure that the Agency and the general public

have access to the most accurate and current water resources information available.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Hydrologic Map Series (HMS), data and modeling reports generated with accurate and timely dissemination	10	10	10	10

◆ Goal 2 To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Permits reviewed and issued for assured and adequate water supply within statutory deadlines	71	73	73	75

◆ Goal 3 To develop spatial database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of users satisfied with the use of map products	100	100	100	100
● Percent of users satisfied with desktop GIS tools support	100	100	100	100

WCA.2.6 SUBPROGRAM SUMMARY
WATER BANKING AUTHORITY

Contact: Tim Henley, Manager
 Phone: (602) 417-2418
 A.R.S. 45-2426

Subprogram Mission:

To use the Central Arizona Project to store otherwise unused Arizona entitlement to Colorado River water within the State to meet future water needs within the State, including protecting Arizona's municipal and industrial users against future Colorado River water shortages (firming existing supplies), meeting the water management goals of the State, helping facilitate the settlement of water rights claims by Indian communities against the State and providing opportunities for agencies within California and Nevada to store unused Colorado River water in Arizona to assist those states to meet their future water needs.

Subprogram Description:

The Arizona Water Banking Authority (Authority) was established in 1996 with the passage of House Bill 2494. It is a five-member commission with two non-voting ex officio members appointed by the President of the Arizona Senate and the Speaker of the Arizona House of Representatives. The Director of the Department of Water Resources (DWR) is a member of the Authority and serves as its chairman. DWR and the Central Arizona Project provide technical support to the Authority. DWR also provides legal and administrative support. The Authority annually submits a report to the Governor, the President of the Senate and the Speaker of the House containing a full and complete accounting of its transactions for the preceding year. The Authority must also adopt a Plan of Operation each calendar year.

2000 - 2001 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	2,000.0	2,000.0	2,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,710.9	17,115.5	18,241.1
Federal Funds	0.0	0.0	0.0
Program Total	9,710.9	19,115.5	20,241.1
FTE Positions	3.0	3.0	3.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of unused entitlement recharged	78	85	86	88

- ◆ Goal 2 To effectively target and expend resources to earn credits that will enable the program to carry out the goals set forth in the Authority's enabling legislation.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of funds expended	81	83	86	90

- ◆ Goal 3 To support Authority members by providing accurate, timely information on credits earned and available, Water Bank activity, amounts of water recharged, available funds and other matters that affect operation of the Water Bank.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent of authority members expressing satisfaction with staff activity	100	100	100	100

WCA.3 PROGRAM SUMMARY

SAFETY OF DAMS AND FLOOD CONTROL

Contact: Darrell Jordan, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-1401 et. seq., 45-1501 et. seq.

Program Mission:

To promote the management of floodplains and dams to reduce loss of life and damage to property.

Program 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 (NFIP) and designing statewide flood warning systems.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	1,119.9	825.2	835.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	300.7	1,265.7	1,641.6
Federal Funds	113.7	90.1	89.2
Program Total	1,534.3	2,181.0	2,566.7
FTE Positions	16.5	15.0	15.0

This Program Contains the Following Subprograms:

- ▶ Dam Safety
- ▶ Flood Mitigation

WCA.3.1 SUBPROGRAM SUMMARY

DAM SAFETY

Contact: Darrell Jordan, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-104, 45-105 et. seq.

Subprogram Mission:

To reduce the likelihood of catastrophic dam failure or uncontrolled release of water from dams within the Agency's jurisdiction.

Subprogram Description:

This subprogram is responsible for inspection and review of non-federal jurisdictional dams in Arizona for compliance with safety standards through the review of applications for proposed new dams and monitoring of construction of new dams and repairs for existing facilities. The subprogram also inspects and evaluates operating dams to determine if safety deficiencies exist and develops the action plans to correct deficiencies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1999	FY 2000	FY 2001
	Actual	Estimate	Estimate
General Funds	515.5	488.6	499.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4.8	800.0	1,200.0
Federal Funds	5.7	0.0	0.0
Program Total	526.0	1,288.6	1,699.3
FTE Positions	9.0	9.0	9.0

Subprogram Goals and Performance Measures:

- ◆ Goal 1 To assure that dam design, construction, operation and maintenance are in compliance with State laws and current dam safety guidelines.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of High Hazard Potential Dam Inspections as a percent of standard	63	33	83	100
● Number of Significant Hazard Potential Dam Inspections as a percent of standard	79	46	50	100
● Number of Low Hazard Potential Dam Inspections as a percent of standard	82	53	53	100
● Cost per O&M inspection (in dollars)	NA	2,000	1,800	1,700

◆ Goal 2 To bring dams into compliance with State laws and dam safety guidelines.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of dams classified in a non-emergency unsafe condition	24	25	21	18
● Determination of jurisdictional status of unregistered dams	8	8	150	130

WCA.3.2 SUBPROGRAM SUMMARY
FLOOD MITIGATION
 Contact: Darrell Jordan, Assistant Director
 Phone: (602) 417-2440
 A.R.S. 45-1501 et.seq.

Subprogram Mission:

To reduce the loss of lives, property and water resources in Arizona by providing appropriate flood information to the National Weather Service and local entities, and by facilitating appropriate development and mitigating the impact of inappropriate development within floodplains through structural and nonstructural flood control planning assistance.

Subprogram Description:

This subprogram is responsible for assisting communities that participate in the federal National Flood Insurance Program (NFIP). The subprogram provides assistance in developing flood control projects; the planning, design and construction of flood warning systems; delineation of floodplains; and setting State standards with local, State and federal agencies during times of flood emergencies.

Funding and FTE Amounts:

(\$ Thousands)

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
General Funds	604.4	336.6	336.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	295.9	465.7	441.6
Federal Funds	108.0	90.1	89.2
Program Total	<u>1,008.3</u>	<u>892.4</u>	<u>867.4</u>
FTE Positions	<u>7.5</u>	<u>6.0</u>	<u>6.0</u>

Subprogram Goals and Performance Measures:

◆ Goal 1 To design and construct a statewide high-speed data collection and dissemination network.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Percent completeness of the construction (and/or operational status) of the communications network	60	85	100	100

◆ Goal 2 To promote appropriate management of floodplains by evaluating the compliance of the 105 subscribing communities with NFIP and State statutes at least once every five years and by providing technical assistance as requested.

Performance Measures	FY 1998 Actual	FY 1999 Actual	FY 2000 Expected	FY 2001 Expected
● Number of subscribing communities evaluated	28	10	18	15





Appendix

HISTORY OF ARIZONA'S BUDGET REFORM

Introduction

Since its enactment, budget reform has stimulated dramatic changes in the way Arizona's state government functions.

The key provisions of the Arizona Budget Reform Act, originally enacted in 1993, are to make State government activities more understandable to the public, the Governor and the Legislature, and to hold agencies accountable for their mandates and their use of public resources.

The budget reform legislation requires: (1) each agency to formally identify all of their programs and subprograms; (2) each agency, program and subprogram to develop strategic plans; (3) each agency to submit biennial budgets; and (4) the Strategic Program Area Review of state programs. The original Act has been amended nearly every year since 1993. A composite version of the most current Budget Reform legislation can be found beginning on page A-7 of the Appendix.

With the passage of Chapter 210, Laws 1997, Arizona's budget reform has become a permanent part of the State's legislation.

Strategic Planning Advisory Committee. The Budget Reform Legislation as originally drafted did not articulate how the mandatory agency planning requirements would be implemented. The Director of the Governor's Office of Strategic Planning and Budgeting (OSPB) was given responsibility for drafting the instructions. In early 1994, the Strategic Planning Advisory Committee (SPAC) was created by OSPB to help define a strategic planning model and process for Arizona State Government.

The Committee first surveyed all state agencies to identify barriers to successful implementation of a standard planning process. Next, the members evaluated existing agency strategic plans and processes and reviewed approaches used by other states. Once common elements and best practice approaches had been identified, the Committee set about defining a model for the state.

To ensure consistency in application of the model, the Committee developed a comprehensive Strategic

Planning and Performance Measurement Handbook. Additionally, the members organized a conference for agency executives and strategic planners. The conference was designed to introduce the model, the required elements, and the Handbook.

Finally, a team from the Committee worked with the Office for Excellence in Government to determine the training needs of state agencies. The members made sure that the training mirrored the newly defined state model and worked closely with the consultants who were chosen to develop a two-day interactive strategic planning workshop.

As a result of the extensive work in defining Arizona's strategic planning model and process, the Committee won the 1994 Governor's *Spirit of Excellence* Award for Teams.

Program Definition

Budget reform requires each agency to identify its programs and subprograms. Historically, agencies have had considerable latitude in defining their 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 FTE positions associated with the programs and subprograms. In addition, some agencies have identified only one program, while others have identified more than 77 programs and subprograms.

The program and subprogram structure chosen has a profound affect on the agencies. First, strategic plans must be developed for each identified program and subprogram. Next, the hierarchy dictates the organization of this document, the *Master List of State Government Programs*. Finally, by FY 2006, all agencies will be required to submit their financial requirements by program and subprogram.

Strategic Plans

Budget reform also requires the development of strategic plans that emphasize results-oriented performance for all agencies, programs, and subprograms. These plans establish strategic direction; define expected results;

facilitate resource allocation; aid management in monitoring agency performance; and support budget requests of the agency, programs, and subprograms.

Arizona's strategic planning model requires standard elements for *all* plans including: a mission statement, a description, goals, objectives, performance measures and summary funding and FTE position information.

The difference between the agency strategic plan and the program and subprogram strategic plans is one of focus. Program and subprogram goals and performance measures will be specific to those areas. On the other hand, the goals at the agency level will transcend the program structure and the performance measures will represent *key* agency outcomes.

Agency Strategic Plan. The agency strategic plan establishes the future direction for the organization as a whole, reflecting a "top-down" orientation that transcends the program structure. Through the agency strategic plan, the director can articulate the agency's priorities, which may be identified as critical or strategic issues.

The agency strategic plan is not intended to be a compilation of every program and subprogram activity. Rather, it should be oriented toward the few key strategic goals that reflect future direction for the organization as a whole, as well as any critical issues identified by the agency.

The agency strategic plan has been a required submittal to OSPB and JLBC Staff since 1993. The agency strategic plan is required to be submitted by September 1 of each year.

Program/Subprogram Strategic Plans. Agencies are also required to develop strategic plans for each program and subprogram. These plans reflect all of the key primary activities, as well as any relevant strategic issues.

Master List of State Government Programs

The Master List is a comprehensive inventory of all state government programs and subprograms. The document allows the users to view the key primary activities and the strategic issues facing agencies in context with the required resources and expected results.

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 (FTE) associated with each agency, program, and subprogram are compiled into the Master List.

Budgets

Since FY 1996, the majority of State agencies have been subject to a biennial budget process. Laws 1996, Chapter 339 moved four additional budget units to biennial status, leaving 17 State government organizations subject to annual appropriations.

Laws 1997, Chapter 210 amended this requirement to include all budget units in biennial budgeting, beginning September 1998 with the FY 2000 – FY 2001 request.

Since 1996, budget units have also been required to provide their agency *key* performance measures with their budget requests.

Program Budgeting. The goal of program budgeting is to achieve a budget system that links a program's mission, outcomes, and cost effectiveness with planning and accountability. The benefits of program budgeting include improvement of accountability, resource allocation, and the tracking of performance.

Laws 1997, Chapter 210 requires OSPB and the JLBC Staff to develop a schedule that will define the migration of all budget units to program budgeting by FY 2006.

Definition. The OSPB and JLBC staffs have discussed the definition of program budgeting and the migration schedule at various times since the passage of Chapter 210 in 1997. It was agreed that program budgeting would, for the most part, be defined such that programs would be functional in nature, rather than based on a funding source.

Phased-in approach. It was also decided that the budget units would be phased into program budgeting in three groups. Phase I includes a majority of the single program and/or single cost center budget units. Phase II and Phase III include those agencies with more complicated program structures. Phase I agencies submitted their FY 2000 - FY 2001 biennial budgets by

program; Phase II agencies will submit their FY 2002 – FY 2003 biennial budget by program; and Phase III agencies will submit their FY 2004 – FY 2005 biennial budget by program. The migration schedule can be found on page A-5 of the Appendix.

Budget forms. Consideration was also given to the requirements for budget submittals. Currently, agencies submit a full set of budget forms for each budget cost center. Given that there are three times as many programs and subprograms as current cost centers, requiring agencies to submit this full set of forms would significantly increase agencies' budgetary paperwork. OSPB and JLBC Staff believe this increase in paperwork would detract from the quality of the budget submissions.

It was agreed, therefore, that a full set of schedules would not be necessary. The level of detail contained in Phase II and Phase III agency budget submissions will be agreed to by OSPB and JLBC staff prior to instructions being issued. Finally, the migration schedule may need to be revisited based upon discussions about the level of detail in agency budget submissions.

Additional challenges. Implementation of program budgeting faces other challenges as well. First, the program structure contained in the current Master List does not necessarily parallel the structure used for budgeting purposes. Discussions about the current program and budget structures are currently underway between OSPB and JLBC in order to reach some consensus about an appropriate program budgeting structure for Phase II and III agencies. Additionally, significant operation and financial reporting issues must be addressed to ensure a smooth transition. Finally, if program budgeting is to be implemented successfully by FY 2006, continued cooperation between the Executive and Legislative branches will be essential.

Program Authorization Review

In 1995, the State began implementing the program authorization review (PAR) process. These program evaluations result in decisions to retain, eliminate, or modify (REM) particular programs. In three legislative sessions, a total of 88 programs and subprograms were reviewed. The executive reviewed an additional six programs and subprograms in FY 2000, bringing the total number of programs reviewed to 94, even though PAR

legislation in 1998 left the process in limbo for the future.

Just as the strategic planning model needed to be defined, the PAR process needed to be determined. A multi-agency Program Authorization Review Advisory Committee was formed by OSPB late in 1994. The process developed by the Committee consists of four steps.

Self-Assessment. The agency responsible for a program subject to PAR initiates the process by conducting a self-assessment of the program. The assessment concentrates on specific questions about the program's background; funding; strategic planning; performance measurement and results; and other issues posed by the Legislature, the Executive, or the agency.

Joint review. Next, OSPB and the JLBC Staff jointly review the self-assessments and prepare a report of their findings for each of the programs under review. These reports are distributed to each legislator, the Governor and the affected agencies.

Retain, eliminate or modify. In the third step, OSPB and the JLBC Staff independently determine whether to retain, eliminate, or modify funding and related statutory references for the programs. The REM recommendations are presented as part of the Executive Budget and the JLBC Proposed Budget in January for consideration during the Legislative session.

Joint Legislative PAR Committees. Finally, Joint Legislative PAR Committees, new to the process in 1997, review the joint reports and REM recommendations, hold public hearings and make REM recommendations to the full Legislature. The Committees are responsible for overseeing the preparation of any proposed legislation to implement the recommendations and for the introduction of this legislation.

The PAR process provides an opportunity to identify whether programs are actually achieving intended results, thereby ensuring greater agency accountability. By providing more meaningful information about a program's mission, priorities, and measurable accomplishments, the PARs greatly improve the resource allocation process. However, the failure to pass PAR legislation in 1998 left the process in limbo for the future.

Strategic Program Area Review

During the 1999 legislative session, SB 1365 (Laws 1999, Chapter 148) was passed which modifies the program authorization review process as follows:

- Renames the program authorization review (PAR) process to the Strategic Program Area Review (SPAR). The SPAR is intended to focus the review on the consolidation of similar programs across agencies.
- Requires agencies to submit updated strategic planning information for the entire agency and each program and subprogram to OSPB and JLBC on September 1
- Removes the requirement to name in legislation programs subject to SPAR
- Moves the date for agencies to submit self-assessments to OSPB and JLBC to June 1 of every odd-numbered year
- Moves the date for OSPB/JLBC staff to submit their joint report to the Governor and the Legislature to January 1 of every even-numbered year
- Adds specific additional information to be included in the findings and recommendations of the joint report including: a description of personnel, facilities, equipment, and funding of the area by all

budget units and whether the program area should be consolidated into one budget unit if the area is administered by more than one budget unit

- Eliminates the Joint Legislative PAR Committees

In addition, three program areas including the Arizona Ports of Entry, Domestic Violence, and University Extended Education were selected to be reviewed during the 2000 Legislative session.

Recognition

In 1995, the State of Arizona received the National Excellence Award from the LBJ School of Public Administration at the University of Texas-Austin for its efforts to use performance measures to manage for results. The State also received the Distinguished Budget Presentation Award by the Government Finance Officers Association.

While Arizona has gained national recognition for its budget reform efforts, many implementation challenges remain. Probably the greatest challenge is using performance measures for accountability. ■

PROGRAM BUDGETING MIGRATION SCHEDULE**PHASE ONE**

AGENCY	AGENCY
ACCOUNTANCY BOARD	MINES AND MINERAL RESOURCES
ADMINISTRATIVE HEARING OFFICE	NATUROPATHIC BOARD
APPRAISAL BOARD	NAVIGABLE STREAMBED ADJUDICATION
ARTS COMMISSION	BOARD OF NURSING
AUTO THEFT AUTHORITY	NURSING CARE EXAM BOARD
BANKING DEPARTMENT	OCCUPATIONAL THERAPY EXAMINERS
BARBER EXAMINERS BOARD	OPTOMETRY BOARD
BEHAVIORAL HEALTH EXAMINERS BRD	OSHA REVIEW BOARD
BOXING COMMISSION	OSTEOPATHIC EXAMINERS BOARD
CHIROPRACTIC EXAMINERS BOARD	PERSONNEL BOARD
STATE COMPENSATION FUND	PHARMACY BOARD
COSMETOLOGY BOARD	PHYSICAL THERAPY EXAMINERS BOARD
DENTAL EXAMINERS BOARD	ARIZONA PIONEERS' HOME
DISPENSING OPTICIANS BOARD	PODIATRY EXAMINERS BOARD
STATE BOARD OF EQUALIZATION	POWER AUTHORITY
GOV'S OFFICE OF EQUAL OPPORTUNITY	PRESCOTT HISTORICAL SOCIETY
BOARD OF EXECUTIVE CLEMENCY	PRIVATE POST-SECONDARY ED BOARD
FUNERAL DIRECTORS AND EMBALMERS	PSYCHOLOGISTS EXAMINERS BOARD
STATE GAMING AGENCY	PUBLIC SAFETY PERS. RETIREMENT
ARIZONA GEOLOGICAL SURVEY	STATE BOARD OF TAX APPEALS
OFFICE OF THE GOVERNOR	ARIZONA RANGERS' PENSION
COUNCIL FOR THE HEARING IMPAIRED	REGISTRAR OF CONTRACTORS
HOMEOPATHIC MEDICAL EXAMINERS	RESIDENTIAL UTILITY CONSUMER OFFICE
INDIAN AFFAIRS COMMISSION	RESPIRATORY CARE EXAMINERS BRD
LAW ENFORCEMENT MERIT SYSTEM	SCHOOL CAPITAL FACILITY BOARD
LIQUOR LICENSES AND CONTROL	SECRETARY OF STATE
LOTTERY	STRUCTURAL PEST CONTROL
BOARD OF MEDICAL EXAMINERS	BOARD OF TECHNICAL REGISTRATION
MEDICAL STUDENT LOAN BOARD	COMMISSION ON UNIFORM STATE LAWS
STATE MINE INSPECTOR	VETERINARY MEDICAL EXAMINERS BRD

PROGRAM BUDGETING MIGRATION SCHEDULE

PHASE TWO

AGENCY	AGENCY
ARIZONA CRIMINAL JUSTICE COMMISSION	LEGISLATURE
ACUPUNCTURE BOARD	OEG
ADMINISTRATION	OSPB
BUILDING AND FIRE SAFETY	PARKS BOARD
STATE BOARD FOR CHARTER SCHOOLS	COMMISSION FOR POST-SECONDARY ED
EXPOSITION AND STATE FAIR BOARD	PUBLIC SAFETY
COMMUNITY COLLEGES	RACING
CORPORATION COMMISSION	RADIATION REGULATORY AGENCY
CORRECTIONS	DEPARTMENT OF REAL ESTATE
DRUG & GANG PREVENTION RESOURCE. CNT.	BOARD OF REGENTS
EMERGENCY & MILITARY AFFAIRS	ARIZONA STATE RETIREMENT SYSTEM
GAME AND FISH DEPARTMENT	REVENUE
GITA	STATE TREASURER
HISTORICAL SOCIETY	OFFICE OF TOURISM
INDUSTRIAL COMMISSION	DEPARTMENT OF TRANSPORTATION
INSURANCE	VETERAN'S SERVICE COMMISSION
JUDICIAL SYSTEM	DEPARTMENT OF WATER RESOURCES
JUVENILE CORRECTIONS	WEIGHTS AND MEASURES
LAND DEPARTMENT	

PROGRAM BUDGETING MIGRATION SCHEDULE

PHASE THREE

AGENCY	AGENCY
AGRICULTURE	EDUCATION
AHCCCS	ENVIRONMENTAL QUALITY
ASU-MAIN CAMPUS	HEALTH SERVICES
ASU-WEST CAMPUS	NAU
ASU EAST CAMPUS	SCHOOLS DEAF AND BLIND
ATTORNEY GENERAL	UA-MAIN CAMPUS
COMMERCE	UA HEALTH SCIENCES CENTER
ECONOMIC SECURITY	

ARIZONA BUDGET REFORM LEGISLATION

Following is a summary of the legislation related to strategic planning, budgeting, and program authorization review, as amended by Chapters 148, Laws 1999; Chapter 210, Laws 1997; Chapter 339, Laws 1996; Chapter 283, Laws 1995; Chapter 218, Laws 1994; and Chapter 252, Laws 1993:

Section 35-101, Arizona Revised Statutes, is amended to read:

35-101. Definitions

In this chapter, unless the context otherwise requires:

1. "Allotment" means the allocation of an appropriation or other fund source over a full fiscal year within a budget program or expenditure class.
2. "Budget estimates" means statements with accompanying explanations, as provided by this chapter, in which a budget unit states its financial requirements and requests appropriations.
3. "Budget program" means functions and activities of a budget unit or within a budget unit that are preplanned to fulfill a distinct mission.
4. "Budget unit" means any department, commission, board, institution or other agency of the state organization receiving, expending or disbursing state funds or incurring obligations against the state.
5. "Claim" means a demand against the state for payment for either:
 - (a) Goods delivered or, in the case of highway construction, goods or facilities to be delivered by the federal government.
 - (b) Services performed.
6. "Encumbrance" means an obligation in the form of any purchase order, contract or other commitment which is chargeable to an appropriation or any other authorized fund source and for which a part of the fund source is reserved. It ceases to be an encumbrance when paid or canceled.
7. "Expenditure class" means one of the kinds of expenditure denoting a class of services or commodities purchased or properties acquired as specified in the classification of expenditures prescribed by the director of the department of administration for use in expenditure accounting, in making budget estimates and in the budget reports and budgets.
8. "Prepayment" means the payment of a claim before receiving the goods or services.
9. "Purchase order" means a document that is signed by the appropriate agency authorized signatory, that requests a vendor to deliver described goods or services at a specific price and that on delivery and acceptance of the goods or services by this state becomes an obligation of this state.

Section 35-113, Arizona Revised Statutes, is amended to read:

35-113. Submission of budget estimates

By July 1, 1998, the staff of the joint legislative budget committee and the governor's office of strategic planning and budgeting shall issue a schedule specifying the year in which each budget unit shall begin submitting the financial requirements for each program and subprogram for which the budget unit is wholly or partially responsible as determined pursuant to section 35-122. All budget units shall be converted by fiscal year 2006.

Section 35-115, Arizona Revised Statutes, is amended to read:

35-115. Contents of budget report

Each budget report of odd-numbered years as required by section 35-111 shall include the following:

1. Summary statements of the financial condition of the state, to include:
 - (a) A consolidated balance sheet showing all current assets and liabilities of the state at the close of the fiscal year last concluded.
 - (b) Summary statements of the actual income and expenditures of the fiscal year last concluded.
 - (c) Similar summary statements of estimated fund balances for the current fiscal year.
2. Schedules showing actual income from each source for the preceding fiscal year and the estimated income of the current fiscal year and of the two ensuing fiscal years. The statements of income and estimated income

shall be itemized by source, by budget units and sources, and by funds and shall show separately revenue from nonrevenue, all detailed by sources.

3. Detailed comparative statements of expenditures and requests for appropriations by funds, budget units, budget programs and budget classes, showing the expenditures for the fiscal year last concluded, and the estimated expenditures for the current year, and the request of each budget unit and the governor's recommendations for appropriations for the two ensuing fiscal years, all distributed according to budget programs and budget classes. In connection with each expenditure involving construction projects to be completed in one or more fiscal years, there shall be shown the total estimated cost of each project and the amount recommended to be appropriated and expended in each ensuing fiscal year until completion of the project. The state capital improvement plan and the governor's recommendations concerning the plan shall be incorporated into the budget report.
4. A summary statement for each fund of the cash resources estimated to be available at the beginning of the next two fiscal years and the estimated cash receipts for the two ensuing fiscal years, as compared with the total recommended amounts for appropriations for all budget programs and budget classes for the two ensuing fiscal years, and if the total of the recommended expenditures exceeds the total of the estimated resources, recommendations as to how the deficiency is to be met and estimates of receipts from any proposed additional revenues.
5. For the 1999-2000 fiscal year and thereafter, delineation, by budget unit, of requested expenditures for administrative costs, including administrative personnel salaries and employee related expenses and direct, indirect and shared costs for administrative office space, equipment, supplies and overhead. For purposes of this paragraph, "administrative" means any supportive activity relating to management, supervision, budget or execution of the affairs of the budget unit as distinguished from activities relating to its primary direct service functions. The process of delineation and determination of what constitutes administrative costs for each budget unit shall be developed by the governor's office of strategic planning and budgeting in consultation with the director and staff of the joint legislative budget committee.
6. A summary on one page or less providing selected performance measures of the budget unit for the previous fiscal year and the budget years. The performance measures may be expressed as service level measures on a unit cost basis and shall be established by the governor's office of strategic planning and budgeting in consultation with the director and staff of the joint legislative budget committee.

Section 35-122, Arizona Revised Statutes, is amended to read:

35-122. Strategic plans; program lists; compilation

- A. Consistent with instructions issued by the governor, the administrative head of each budget unit is responsible for:
 1. Developing a strategic plan for the entire budget unit. At a minimum, the plan shall extend for the current fiscal year and the two ensuing fiscal years and shall contain a mission statement, goals, objectives and performance measures for the budget unit as a whole. The performance measures shall be stated in terms that are consistent with a budget unit's goals and objectives and that emphasize results. The strategic plan shall be submitted to the governor's office of strategic planning and budgeting and to the staff of the joint legislative budget committee by September 1 of each year.
 2. Developing a strategic plan for each program identified in subsection B of this section. The plan shall use the same format as the plan required under paragraph 1. These plans shall not be submitted to the governor's office of strategic planning and budgeting and the staff of the joint legislative budget committee unless otherwise required for a strategic program area review authorized by section 41-1275.
- B. Consistent with instructions issued by the governor, the administrative head of each budget unit is responsible for developing a list of programs for the budget unit. For each program the list shall include a description, its mission statement, goals, performance measures that emphasize results and budgetary data for the current and prior fiscal year. The budgetary data shall include funding amounts, regardless of source. The list of programs shall be submitted to the governor's office of strategic planning and budgeting by September 1 of each year. The governor's instructions shall allow budget units with a minimal number of programs to consolidate their

submissions for the strategic plan required under subsection A of this section with the list of programs required under this subsection.

- C. The governor's office of strategic planning and budgeting shall compile the submissions required in subsection B of this section and no later than five days after the regular session of the legislature convenes of each even-numbered year shall publish a master list of programs that are performed or overseen by state government. In consultation with the staff of the joint legislative budget committee, the governor's office of strategic planning and budgeting may modify the list of programs submitted by each budget unit. The master list shall include the program description, mission statement, goals, performance measures and budgetary data. The list shall include all programs that are administered jointly by two or more budget units.
- D. For purposes of this section, a program may include a subprogram as determined by the governor's office of strategic planning and budgeting and the staff of the joint legislative budget committee.35-122

Section 41-1275, Arizona Revised Statutes, is amended to read:

41-1275. Strategic program area reviews; procedures; definition

- A. In consultation with the governor's office of strategic planning and budgeting, the staff of the joint legislative budget committee shall recommend to the joint legislative budget committee by January 1 of each odd-numbered year a list of program areas suggested for strategic program area review. Each budget unit may submit suggestions for which of its programs should be subject to strategic program area reviews. The joint legislative budget committee may designate subprograms or portions of particular programs to be subject to a strategic program area review. Budget units may be required to develop joint self-assessments if their programs are of a similar nature.
- B. The joint legislative budget committee shall determine those program areas that are subject to strategic program area review from the list of program areas submitted. The staff of the joint legislative budget committee and the governor's office of strategic planning and budgeting shall review the program areas. To aid in the review, the budget unit responsible for the program that is subject to strategic program area review shall prepare a self-assessment of its program by June 1 of the odd-numbered year in which the program is being reviewed. The self-assessment shall address the efficiency and effectiveness of each program operation and whether its current operation is consistent with the original legislative intent. The self-assessment shall be consistent with instructions issued by the governor's office of strategic planning and budgeting and joint legislative budget committee staff and shall be submitted to the two offices. The two offices shall evaluate the program areas according to agreed upon factors and shall jointly produce a report of their findings and recommendations for whether to retain, eliminate or modify funding and related statutory references for the programs that are subject to strategic program area review to the president of the senate, the speaker of the house of representatives and the governor no later than January 1 of each even-numbered year. The findings and recommendations shall include a description of personnel, facilities, equipment and funding of the strategic program area by all budget units or entities and shall address the views of the two offices on the program's efficiency, effectiveness and necessity and whether the program area should be consolidated into one budget unit if the program area is being administered by more than one budget unit.
- C. The speaker of the house of representatives and the president of the senate shall assign all strategic program areas recommended by the joint legislative budget committee, pursuant to subsection B of this section, to the appropriations committees. The speaker of the house of representatives and the president of the senate may additionally assign the strategic program areas to an appropriate standing committee. The assigned standing committee shall hold at least one public hearing for the purpose of receiving public input and developing recommendations to the appropriations committees whether to retain, eliminate or modify funding and related statutory references for the strategic program area subject to review. If the speaker of the house of representatives and the president of the senate choose not to assign the strategic program areas to an additional standing committee the appropriations committee shall hold at least one public hearing for the purpose of receiving public input in developing recommendations whether to retain, eliminate or modify funding and related statutory references for the strategic program area subject to review.
- D. For purposes of this section, "strategic program area" means a program, function or activity of state government conducted by one or more budget units or entities, or subdivisions of budget units or entities, and

includes all personnel, facilities, equipment and funding of the program, function or activity, including federal, state, local and other funding. A strategic program area may include a subprogram area as determined by the governor's office of strategic planning and budgeting or the joint legislative budget committee staff 41-1275 ■

GLOSSARY

90/10 - Professional and occupational licensing agencies funded through retention of 90% of fees collected and licenses issued. The remaining 10% is deposited into the General Fund.

Accountability - Monitoring, measuring and evaluating the performance and progress of plans and programs to ensure that results are achieved.

Administrative Costs - Costs that are incurred for a common or joint purpose and that benefit more than one cost center, program or subprogram and, therefore, can not readily be assigned to one. For a list of administrative activities, see the most recent OSPB Budget Instruction Manual.

Appropriated Fund - The Legislatively mandated segregation of funds, used and monitored by the General Accounting Office as a separate self-balancing set of accounts.

Arizona Revised Statutes (A.R.S.) - The laws governing Arizona.

Baseline - Base level of performance used to set improvement goals and to assess progress.

Benchmarking - Collecting information on processes and best practices, evaluating why they are successful and applying what is learned.

Biennial Budgeting - A process that estimates revenues and expenditures for a two-year period.

Budget - A plan of financial information embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Unit - An agency, department, commission, board or other state organization receiving, expending, disbursing or incurring obligations against state funds. All budget units are subject to the requirements of the budget reform legislation.

Critical Issue - An issue identified in an agency's letter to the Governor that requires additional funding to address program enhancements and other important funding concerns that fall outside the parameters

established in the most recent Executive Budget Instruction Manual.

Cost Center - The allocation of resources by functional area within a budget unit.

Customer - Anyone whose best interests are served by, or who receives or uses the products of, an agency, program or subprogram.

Efficiency - A measure of productivity, the cost or time to provide a good or service.

Employee Related Expenses (ERE) - The State's contribution to an employee's benefit package: FICA, retirement, insurance, etc.

Federal Funds - Amounts collected and made available to the state by the Federal government, usually categorical or block grants and entitlements.

Full-Time Equivalent (FTE) Position - A position calculated at 2,080 hours per year or 2,088 in a leap year.

Fiscal Year (FY) - The State's yearly accounting period begins July 1 and ends June 30.

General Fund - The major State account into which monies are collected for the general purposes of government and major expenditure source from which agencies make payments for specified purposes. Primary revenue sources include sales, income and property taxes.

Goal - The desired end result, generally after three or more years.

Input - A performance measure that identifies the amount of resources needed to provide a particular product or service.

Joint Legislative Budget Committee (JLBC) - Majority Leaders of the House and Senate; Chairmen and 5 members each of the House and Senate Appropriations Committees; and the Chairmen of the Senate Finance Committee and the House Ways and Means Committee. The JLBC conducts business related to fiscal management of the State's resources.

Joint Legislative Budget Committee (JLBC) Staff - The Legislative counterpart to the OSPB prepares an analysis of the Governor's budget recommendation as soon as it is presented to the Legislature.

Mission - A brief, comprehensive statement of purpose of an agency, program, or subprogram.

Non-Appropriated Fund - Generally, a fund set up as an Enterprise or revolving fund; considered statutorily appropriated and not subject to the annual or biennial appropriation process.

Objectives - Specific and measurable targets for accomplishing goals.

Office of Strategic Planning and Budgeting (OSPB) The Governor's OSPB staff prepares the guidelines for agencies' budget submittals, the Executive Budget recommendation for review by the Governor, facilitates a strategic planning process for state government, and is responsible for implementing most of the provisions of budget reform legislation.

Operating Budget - A plan of all proposed expenditures, other than capital expenditures, such as Personal Services and Employee Related Expenses (ERE), and Travel.

Other Appropriated Fund - All money, excluding General Fund, appropriated by the Legislature for predetermined uses.

Outcome - A performance measure that reflects the actual results achieved, as well as the impact or benefit, of an agency, program or subprogram.

Output - A performance measure that focuses on the level of activity in a particular program or subprogram.

Performance Measures - Used to measure results and ensure accountability (see input, output, outcome, efficiency, and quality).

Performance Targets - Quantifiable estimates of results expected for a given time period.

Personal Services - Line item expenditure for salaries and wages paid to employees, elected officials and board or commission members, payments for leave categories, overtime and other miscellaneous earnings.

Program - A group of preplanned functions or activities that result in the accomplishment of a clearly defined mission.

Program Authorization Review (PAR) - A formal review consisting of: an agency self-assessment, a joint OSPB and JLBC Staff review and report, and recommendations to retain, eliminate or modify the programs/subprograms.

Program Budgeting - A budget system that focuses on program missions, achievements, accountability and cost effectiveness.

Quality - A performance measure that reflects the effectiveness in meeting customer/stakeholder expectations (i.e. reliability, accuracy, courtesy, competence, responsiveness and completeness).

Special Line Item (SLI) - Specific expenditure/budget accounts singled out through the appropriations process to provide high visibility of expenditure.

Stakeholder - Any person or group with a vested interest in, or with expectations of a certain level of performance or compliance from, an agency, program or subprogram.

Strategic Issue - A concern of vital importance to the organization; which usually impacts several or all of an agency's programs.

Strategic Management - Positioning an organization so it can prosper in the future, which includes budget and policy decisions supported by strategic, human resource, information technology, quality and capital planning.

Strategic Plan - A practical action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time.

Subprogram - Two or more integral components of a program that can be separately analyzed to gain a better understanding of the larger program.

Tracking Systems - Systems that monitor progress, compile management information and keep goals on track. ■

FREQUENTLY USED ACRONYMS

AAC Arizona Administrative Code	CSO Correctional Service Officer
ABOR Arizona Board of Regents	DACS Division of Aging and Community Services
ACERP Arizona Comparative Environmental Risk Project	DBME Division of Benefits and Medical Eligibility
ACJIS Arizona Criminal Justice Information System	DCFS Division of Children and Family Services
ADA Americans with Disabilities Act	DD Dually Diagnosed or Developmentally Disabled
ADE Arizona Department of Education	DDD Division of Developmental Disabilities
ADC Arizona Department of Corrections	DDSA Disability Determination Services Administration
ADJC Arizona Department of Juvenile Corrections	DEA Drug Enforcement Account
ADM Average Daily Membership	DEMA Department of Emergency and Military Affairs
ADMIN Administration	DEQ Department of Environmental Quality
ADOA Arizona Department of Administration	DERS Division of Employment and Rehabilitative Services
ADOT Arizona Department of Transportation	DES Department of Economic Security
ADP Average Daily Population	DHS Department of Health Services
AFDC Aid for Families with Dependent Children	DPS Department of Public Safety
AFIN Arizona Fingerprint Identification Network	DSH Disproportionate Share Hospital
AFIS Arizona Financial Information System	DWI Driving While Intoxicated
AG Attorney General	DWR Department of Water Resources
AHCCCS Arizona Health Care Cost Containment System	EAC Eligible Assistance Children
AHS Arizona Historical Society	EDP Electronic Data Processing
ALA Arizona Leadership Academy	EEO Equal Employment Opportunity
ALTCS Arizona Long-Term Care System	ELIC Eligible Low-Income Children
APP Aquifer Protection Permit	EMPOWER Employing and Moving People off Welfare and Encouraging Responsibility
APS Adult Protective Services	EMS Emergency Medical Services
ARF Automation Revolving Fund	EMSCOM Emergency Medical Services Communications
ARRT American Registry of Radiological Technologists	EMSOFF Emergency Medical Services Operating Fund
A.R.S. Arizona Revised Statutes	EPSDT Early Periodic Screening, Diagnostic, and Testing
ASDB Arizona School for the Deaf and the Blind	ERE Employee-Related Expenditures
ASH Arizona State Hospital	FES Federal Emergency Services
ASPC Arizona State Prison Complex	FHAMIS Family Health Administration Management Information System
ASRS Arizona State Retirement System	FICA Federal Insurance Contribution Act
ASU Arizona State University	FMAP Federal Matching Assistance Payments
ASUMC Arizona State University Main Campus	FMCS Financial Management Control System
ASUE Arizona State University East	FTE Full-Time Equivalent Position
AZAFIS Arizona Automated Fingerprint Identification System	GAAP Generally Accepted Accounting Principles
BECC Border Environmental Cooperation Commission	GAO General Accounting Office
BIFO Border Infrastructure Finance Office	GITA Government Information Technology Agency
CAE Commission on the Arizona Environment	GITEM Gang Intelligence Team Enforcement Mission
CAP Child Abuse Prevention	HB House Bill
CBHS Children's Behavioral Health Services	HMO Health Maintenance Organization
CDFR Code of Domestic Federal Regulations	HCBS Home and Community Based Services
CEDC Commerce and Economic Development Commission	HRMS Human Resource Management System
CERF Collection Enforcement Revolving Fund	HURF Highway User Revenue Fund
CFR Code of Federal Regulations	IGA Intergovernmental Agreement
CHC Community Health Center	IHS Indian Health Service
CHILDS Children's Information Library and Data Source	IOCC Interstate Oil Compact Commission
CIS Client Information System	ISD Information Services Division
CJEF Criminal Justice Enhancement Fund	ISP Institutional Support Payments
CLIA Clinical Lab Inspections Act	IT Information Technology
CMDP Comprehensive Medical and Dental Plan	ITAC Information Technology Authorization Committee
CMR Classification Maintenance Review	JCCR Joint Committee on Capital Review
COP Certificate of Participation	JCEF Judicial Collection Enhancement Fund
CPS Child Protective Services	JLBC Joint Legislative Budget Committee
CRS Children's Rehabilitative Services	
CSMS Combined Support Maintenance Shop	

JOBS Job Opportunity and Basic Skills
LAN Local Area Network
LTC Long Term Care
MARS Management and Reporting System
MAO Medical Assistance Only
MD Multiply Disabled
MDSSI Multiply Disabled Severely Sensory Impaired
MEDICS Medical Eligibility Determinations and Information Control System
MIS Management Information System
MNMI Medically Needy Medically Indigent
MVD Motor Vehicle Division
NADB North American Development Bank
NAFTA North American Free Trade Agreement
NAIC National Association of Insurance Commissioners
NAU Northern Arizona University
NRC Natural Resource Conservation District
OEG Office for Excellence in Government
OAH Office of Administrative Hearings
OSHA Occupation Safety and Health
OSPB Office of Strategic Planning and Budgeting
PAR Program Authorization Review
PAS Prior Authorization Screening
PASARR Preadmission Screening and Annual Resident Review
PDS Phoenix Day School for the Deaf
POV Privately Owned Vehicle
PL Public Law (Federal)
PS Personal Services
QMB Qualified Medicare Beneficiary
QPAC Quality Planning Advisory Committee
REDI Rural Economic Development Initiative
REM Retain, Eliminate or Modify
REM Retain, Eliminate or Modify
RIF Reduction-in-Force
RTC Residential Treatment Center or Return to Custody
RUCO Residential Utility Consumer Office
SAVE Systematic Alien Verification for Entitlements
SB Senate Bill
SLI Special Line Item
SMI Seriously Mentally Ill
SOBRA Sixth Omnibus Reconciliation Act
SPAC Strategic Planning Advisory Committee
SPO State Purchasing Office
SPPC Structural Pest Control Commission
SPU Special Population Unit
SSI Supplemental Security Income
SSRE State Share of Retained Earnings
SWP Safe Drinking Water Program
TB Tuberculosis
TCC Transitional Child Care
TPO Telecommunications Policy Office
UA University of Arizona
UAHSC University of Arizona Health Sciences Center
USC United States Administrative Code
USAS Uniform Statewide Accounting System
USGS United States Geological Survey
UST Underground Storage Tank
VI Visually Impaired
VR Vocational Rehabilitation
VRIRF Victims' Rights Implementation Revolving fund
WAN Wide Area Network
WICHE Western Interstate Commission on Higher Education
WIPP Work Incentive Pay Plan
WQAB Water Quality Appeals Board
WQARF Water Quality Assurance Revolving Fund ■

RESOURCES



To obtain further information on the **2000 – 2001 Master List of State Government Programs, strategic planning and performance measures**, contact:

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The following **strategic planning resources** are available on the Governor's Office of Strategic Planning and Budgeting Home Page on the World Wide Web:

2000 – 2001 Master List of State Government Programs

1998 Managing for Results, the State's strategic planning handbook

FY 2001 Budget and Planning Instructions, defines the required planning elements and includes instructions for installing and using Arizona's Integrated Planning System (AZIPS)

AZIPS, the State's automated Master List development system

<http://www.state.az.us/ospb>. Then click on Strategic Planning Materials



The following **budget resources** are available on the Governor's Office of Strategic Planning and Budgeting Home Page on the World Wide Web:

FY 2001 Budget and Planning Instructions

FY 2001 Executive Budget

FY 1999 Federal Funds Report

BUDDIES, the State's automated budget development system

<http://www.state.az.us/ospb>. Then click on Budgeting Materials.



For information on current **budgets**, refer to the agency's most recent budget submittal, the most recent OSPB Budget Instruction Manual, or call the appropriate OSPB Budget Analyst at 602-542-5381.

