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## EXECUTIVE SUMMARY

### Introduction

The 1998 - 1999 *Master List of State Government Programs* is the fourth 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.

### Key Results and Observations

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

**Quality of submittals.** Overall, missions and goals continue to improve. Although there has been some movement toward measuring expected results, many 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 will be the major thrust for the next two years.

**Program budgeting.** Currently, the program structure in the Master List does not necessarily parallel the structure used for budgeting purposes. In addition, since it includes 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*.

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.

### Continuous Improvement

**Automation.** OSPB developed an automated system designed to make data entry and revision easier, to provide a consistent format and to greatly reduce the number of hours required to compile and publish this document. Additionally, the Master List Application forms the basis for the Statewide Strategic Planning System.

**Training.** In 1997, OSPB revised the strategic planning and performance measurement workshops to incorporate changes in budget reform and to reflect a growing understanding of the development of results-oriented performance measures. A total of 411 State agency personnel attended one or more of the 14 workshops, bringing the total number of participants trained since the onset of budget reform to nearly 2,000.

**Strategic Planning and Performance Measurement Handbook.** The State's strategic planning guide was updated in 1998. It includes an expanded performance measurement section, reflecting the State's growing sophistication in the development and use of performance measures. The Handbook continues to be requested by other local agencies and other states.

**Internet.** To improve public access to Arizona's budget process and to respond more readily to information requests, the *Master List of State Government Programs*, the *Managing for Results Handbook* and all budget forms are available via the OSPB home page: <http://www.state.az.us/ospb>.

### 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.

■

## 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 subprogram<sup>1</sup>.

### 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 100 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 – 1997 Master List, agencies had consolidated their program/subprogram structure to 1,033.

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 954 programs and subprograms.

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

### Legislation Update

In 1997, the agency strategic plan and Master List submittal dates were changed to April 1 of every even-numbered year.

Although agency strategic plans have not been *published* previously, the alignment of the submittal dates opened up the opportunity to include these plans in the Master List. Benefits from combining these two documents include eliminating redundant elements and allowing users to view the strategic direction of agencies in context with the goals and expected results of the programs and subprograms.

### 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 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.

**Assistance provided.** To assist agencies in updating strategic plans and the required elements, the OSPB revised *Managing for Results*, the State's Strategic Planning and Performance Measurement Handbook, in January 1998. Additionally, specific guidelines for Strategic Plans and the Master List submittal were issued in January 1998 in conjunction with 5 half-day training sessions.

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

Note: Agencies are required to submit, *with their budget requests*, a one-page summary of key performance measures, which are linked to the agency goals. Thus, the key performance measures included in the FY 2000 and FY 2001 biennial budget request, submitted by agencies in September 1998, **must** be linked to the agency goals included in the April 1998 agency strategic plan.

**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 1997 actual expenditures—through the 13<sup>th</sup> month (tied to the annual GAO report), and for the FY 1998 and FY 1999 appropriations. For agencies that have capital funds *directly* appropriated, information is also required for FY 1997, FY 1998 and FY 1999.

Agencies also provide a summary of the FTE positions for all funding sources for the agency, programs and subprograms for FY 1997, FY 1998 and FY 1999.

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 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 information in the agency strategic plans and the program and subprogram summaries was provided by the budget units. OSPB staff read the submittals for clarity. For any suggested changes in missions, descriptions or goals, agencies were contacted. In all 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. 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	195
Health & Welfare .....	9	264
Inspection & Regulation .....	43	118
Education .....	17	233
Transportation.....	1	13
Protection & Safety .....	9	97
Natural Resources .....	7	34
<b>Totals .....</b>	<b>114</b>	<b>954</b>

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, goals as Agency/Program Goals. ■





Summary Data



**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
<b><u>General Government</u></b>			
<b><i>DEPARTMENT OF ADMINISTRATION</i></b>			
<b>DIRECTORS OPERATIONS</b>	379.8	807.1	814.5
<b>GOVERNORS REGULATORY REVIEW COUNCIL</b>	329.4	384.6	393.7
<b>HEARING OFFICE</b>	5.6	10.0	10.0
<b>ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES</b>	238.5	215.5	208.2
<b>CAPITOL POLICE</b>	2,188.4	2,175.9	2,463.0
<b>ADMINISTRATIVE SERVICES</b>	2,084.4	2,366.5	2,396.9
<b>TRAVEL REDUCTION</b>	885.8	881.0	930.0
<b>STATEWIDE FINANCIAL SERVICES</b>	5,397.4	4,718.9	4,230.4
<b>STATEWIDE FINANCIAL APPLICATIONS</b>	2,929.6	3,204.4	3,295.5
<b>STATE PROCUREMENT SERVICES</b>	1,369.9	1,824.8	1,708.2
<b>RISK MANAGEMENT SECTION</b>	39,745.8	49,629.3	56,676.1
<b>WORKERS COMPENSATION</b>	16,137.5	19,157.5	21,055.2
<b>FACILITIES MANAGEMENT</b>	27,966.1	29,910.3	34,752.7
BUILDING OPERATIONS	8,454.4	8,295.8	10,685.0
CUSTODIAL/GROUNDS	3,763.6	3,824.9	4,853.1
CAPITAL IMPROVEMENT/BUILDING RENEWAL	6,654.4	9,484.5	12,348.3
SPACE MANAGEMENT	9,093.7	8,388.8	8,475.2
<b>FLEET MANAGEMENT</b>	7,214.0	8,360.7	10,140.7
<b>SURPLUS PROPERTY MANAGEMENT</b>	1,011.2	1,198.4	1,218.8
<b>BUSINESS SERVICES</b>	3,353.5	3,302.4	3,335.8
<b>CONSTRUCTION SERVICES</b>	397.9	463.0	468.3
<b>STATE BOARDS OFFICE</b>	189.6	191.4	192.9
<b>HUMAN RESOURCES MANAGEMENT</b>	6,632.0	7,550.6	8,440.6
<b>EMPLOYEE GROUP BENEFITS</b>	208,705.3	201,752.6	210,945.0
<b>INFORMATION TECHNICAL SERVICES</b>	23,552.0	24,911.3	24,330.1
INFORMATION PROCESSING CENTER	5,588.8	5,979.4	6,342.8
ENTERPRISE APPLICATIONS	4,038.9	3,527.8	3,711.4
ENTERPRISE NETWORK SERVICES	10,714.0	11,502.7	10,236.2
INFORMATION SECURITY	759.3	878.1	899.1
FINANCE AND PLANNING	1,943.1	2,930.5	3,140.6
<b>9-1-1 EMERGENCY TELECOMMUNICATIONS</b>	5,393.3	8,501.1	9,816.2

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY</b> <b>PROGRAM</b> SUBPROGRAM	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Estimated</b>
<b>OFFICE OF ADMINISTRATIVE HEARINGS</b>			
<b>HEARINGS</b>	<b>1,308.5</b>	<b>1,365.5</b>	<b>1,402.4</b>
<b>ATTORNEY GENERAL - DEPARTMENT OF LAW</b>			
<b>CIVIL DIVISION</b>	<b>18,892.9</b>	<b>22,014.1</b>	<b>22,790.5</b>
ADMINISTRATIVE LAW	2,818.1	3,600.4	3,678.6
CONSUMER PROTECTION AND ADVOCACY	2,807.1	4,095.7	4,162.0
LAND AND NATURAL RESOURCES	804.1	800.5	817.4
LICENSING AND ENFORCEMENT	1,280.4	1,559.7	1,600.0
SOLICITOR GENERAL AND OPINIONS	350.7	377.7	387.7
TAX AND COLLECTION ENFORCEMENT	2,062.6	2,705.0	2,857.4
INSURANCE DEFENSE	5,136.5	6,121.5	6,331.8
TRANSPORTATION	1,614.6	1,720.2	1,907.5
ANTITRUST UNIT	2,018.4	1,033.4	1,048.1
<b>CIVIL RIGHTS DIVISION</b>	<b>2,436.8</b>	<b>2,961.4</b>	<b>2,926.6</b>
CIVIL RIGHTS	1,920.6	2,043.7	2,113.1
CONFLICT RESOLUTION	516.2	917.7	813.5
<b>CRIMINAL DIVISION</b>	<b>19,594.1</b>	<b>21,864.7</b>	<b>22,171.4</b>
CRIMINAL APPEALS	2,494.5	2,618.1	2,691.7
CRIMINAL TRIALS	378.0	788.2	854.5
DRUG ENFORCEMENT	6,844.5	6,890.7	6,872.3
ENVIRONMENTAL ENFORCEMENT	3,268.2	3,589.1	3,616.0
ORGANIZED CRIME AND FRAUD	2,435.3	2,679.9	2,767.6
SPECIAL INVESTIGATIONS	1,752.1	1,901.6	1,955.9
STATE GRAND JURY	135.6	152.8	155.8
OFFICE OF VICTIM SERVICES	2,285.9	3,244.3	3,257.6
<b>ECONOMIC SECURITY DIVISION</b>	<b>1,379.3</b>	<b>2,636.2</b>	<b>2,200.7</b>
<b>ADMINISTRATION DIVISION</b>	<b>9,106.1</b>	<b>9,188.2</b>	<b>9,561.3</b>
<b>OFFICE OF THE AUDITOR GENERAL</b>			
<b>OFFICE OF THE AUDITOR GENERAL</b>	<b>10,353.5</b>	<b>11,029.2</b>	<b>11,258.0</b>
<b>DEPARTMENT OF COMMERCE</b>			
<b>ADMINISTRATION</b>	<b>4,269.1</b>	<b>3,382.9</b>	<b>2,937.1</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>41,259.7</b>	<b>73,357.4</b>	<b>53,283.7</b>
GSPED/OFFICE OF WORKFORCE DEVELOPMENT	105.1	6,140.5	76.5
ARIZONA BUSINESS ASSISTANCE CENTER	459.8	478.3	495.8
NATIONAL MARKETING	1,038.1	1,313.1	1,255.3
COMMUNITY ASSISTANCE SERVICES	971.7	961.8	1,135.2
HIGH TECHNOLOGY DEVELOPMENT	73.2	90.5	488.0
ARIZONA ENERGY OFFICE	5,757.7	18,581.0	16,438.7
FINANCIAL SERVICES	11,235.1	15,399.7	16,529.5
HOUSING AND INFRASTRUCTURE DEVELOPMENT	18,573.2	27,382.8	21,303.1
INTERNATIONAL TRADE AND INVESTMENT	1,821.2	1,771.7	1,762.0
MOTION PICTURE DEVELOPMENT	592.4	618.6	629.6
SPORTS DEVELOPMENT	116.1	106.9	107.9
OFFICE OF SENIOR LIVING	193.7	199.7	401.9
COMMUNICATIONS, POLICY & PUBLICATIONS	322.6	312.7	0.0
<b>GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY</b>			
<b>OFFICE OF EQUAL OPPORTUNITY</b>	<b>289.0</b>	<b>308.9</b>	<b>313.3</b>

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY</b> <b>PROGRAM</b> SUBPROGRAM	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i>	<i>FY 1998</i>	<i>FY 1999</i>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
<b>STATE BOARD OF EQUALIZATION</b> STATE BOARD OF EQUALIZATION	581.9	694.6	706.5
<b>OFFICE FOR EXCELLENCE IN GOVERNMENT</b> OFFICE FOR EXCELLENCE IN GOVERNMENT	1,320.3	1,933.7	1,971.3
<b>EXPOSITION AND STATE FAIR BOARD</b> INTERIM EVENTS	1,951.1	2,158.4	2,216.7
STATE FAIR	9,722.2	11,091.5	10,049.8
<b>GOVERNMENT INFORMATION TECHNOLOGY AGENCY</b> GOVERNMENT INFORMATION TECHNOLOGY AGENCY	0.0	19,408.1	17,891.9
<b>OFFICE OF THE GOVERNOR</b> OFFICE OF THE GOVERNOR	4,552.3	5,505.1	5,337.9
<b>GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING</b> OFFICE OF STRATEGIC PLANNING AND BUDGETING	1,675.9	1,789.7	1,837.6
<b>HOUSE OF REPRESENTATIVES</b> HOUSE OF REPRESENTATIVES	8,143.9	8,931.9	9,612.7
<b>JOINT LEGISLATIVE BUDGET COMMITTEE</b> JOINT LEGISLATIVE BUDGET COMMITTEE	2,022.4	2,165.9	2,223.6
FISCAL ANALYSIS AND RESEARCH	1,617.9	1,732.7	1,778.9
TAX ANALYSIS AND FORECASTING	404.5	433.2	444.7
<b>JUDICIARY</b> SUPREME COURT	3,114.3	3,141.0	3,687.1
COMMISSION ON JUDICIAL CONDUCT	254.8	312.9	364.9
COURT ADMINISTRATION	6,603.1	7,224.5	7,245.8
<b>DEPENDENT CHILDREN'S SERVICES DIVISION</b> FOSTER CARE REVIEW BOARD	3,241.6	3,516.9	4,056.8
COURT-APPOINTED SPECIAL ADVOCATE (CASA)	1,649.7	1,721.8	2,162.9
PARENT ASSISTANCE	1,400.5	1,581.4	1,674.7
JUDICIAL ASSISTANCE	191.4	213.7	219.2
JUDICIAL ASSISTANCE	63.2	87.4	87.4
JUDICIAL EDUCATION	240.0	242.7	242.7
JUDICIAL NOMINATIONS AND REVIEW	310.8	347.3	352.3
STATE GRAND JURY	432.0	576.3	440.0
<b>DOMESTIC RELATIONS</b> CHILD SUPPORT ENFORCEMENT AND DOMESTIC RELATIONS REFORM	1,020.3	974.6	987.0
DOMESTIC VIOLENCE	853.5	911.5	917.4
CASE PROCESSING ASSISTANCE	166.8	63.1	69.6
CASE PROCESSING ASSISTANCE	1,601.0	2,184.7	2,303.4

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY</b> <b>PROGRAM</b> SUBPROGRAM	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
<b>ALTERNATIVE DISPUTE RESOLUTION</b>	<b>204.6</b>	<b>216.0</b>	<b>216.0</b>
<b>JUDICIAL COLLECTION ENHANCEMENT</b>	<b>6,328.9</b>	<b>6,458.2</b>	<b>9,457.8</b>
<b>DEFENSIVE DRIVING SCHOOL</b>	<b>3,270.2</b>	<b>3,250.1</b>	<b>3,301.9</b>
<b>ADULT COMMUNITY CORRECTIONS</b>	<b>42,477.3</b>	<b>51,399.9</b>	<b>55,989.6</b>
ADULT INTENSIVE PROBATION SERVICES	17,063.0	19,962.9	20,468.8
ADULT STANDARD PROBATION	18,542.7	20,548.4	24,316.6
COMMUNITY PUNISHMENT	3,456.0	4,217.4	4,283.8
DRUG TREATMENT AND EDUCATION	2.4	3,192.7	3,192.7
DRUG ENFORCEMENT	2,353.1	2,344.1	2,344.1
INTERSTATE COMPACT (ISC)	1,065.1	1,134.4	1,383.6
<b>JUVENILE JUSTICE SERVICES</b>	<b>45,824.4</b>	<b>60,070.9</b>	<b>66,127.4</b>
JUVENILE INTENSIVE PROBATION (JIPS)	9,454.2	12,237.3	13,337.2
JUVENILE TREATMENT SERVICES	28,564.0	22,845.0	23,692.3
FAMILY COUNSELING	537.3	583.3	610.7
JUVENILE STANDARD PROBATION	4,845.4	5,764.3	8,089.4
JUVENILE CRIME REDUCTION (JCRF)	2,423.5	3,780.3	4,284.5
PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION)	0.0	9,409.4	9,513.3
STATE AID FOR DETENTION	0.0	5,451.3	6,600.0
<b>SUPERIOR COURT JUDGES</b>	<b>9,256.3</b>	<b>8,980.7</b>	<b>9,339.7</b>
<b>COURT OF APPEALS</b>	<b>9,100.0</b>	<b>9,557.9</b>	<b>9,842.8</b>
DIVISION I	6,141.4	6,479.5	6,715.6
DIVISION II	2,958.6	3,078.4	3,127.2
<b>CONFIDENTIAL INTERMEDIARY</b>	<b>160.4</b>	<b>153.8</b>	<b>192.2</b>
<b>PRIVATE FIDUCIARY CERTIFICATION</b>	<b>0.0</b>	<b>50.0</b>	<b>50.0</b>
<b>POST CONVICTION RELIEF (PCR)</b>	<b>0.0</b>	<b>150.0</b>	<b>150.0</b>
<b>LEGISLATIVE COUNCIL</b>			
LEGISLATIVE COUNCIL	3,085.3	3,703.5	3,686.8
<b>DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS</b>			
LIBRARY, ARCHIVES AND PUBLIC RECORDS	5,646.3	6,194.2	6,546.3
<b>LOTTERY</b>			
SALES AND SUPPORT	173,263.2	180,301.4	185,290.0
<b>OFFICE OF THE OMBUDSMAN-CITIZEN AIDE</b>			
OFFICE OF THE OMBUDSMAN-CITIZENS AIDE	187.9	316.0	350.2
<b>STATE PERSONNEL BOARD</b>			
APPEALS/COMPLAINTS	295.2	385.8	359.1
<b>STATE RETIREMENT SYSTEM</b>			
<b>MEMBER SERVICES</b>	<b>2,110.0</b>	<b>4,435.0</b>	<b>4,510.0</b>
BENEFIT SERVICES	655.0	0.0	0.0
ADVISORY SERVICES	1,248.6	1,284.5	1,314.5
HEALTH INSURANCE	306.3	458.8	458.8

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
LONG-TERM DISABILITY	765.6	846.8	846.8
EXTERNAL AFFAIRS	684.0	564.1	454.7
<b>ADMINISTRATION AND SUPPORT</b>	<b>1,292.0</b>	<b>5,322.2</b>	<b>4,250.7</b>
DIRECTOR'S OFFICE	1,387.6	2,340.8	2,488.9
FINANCIAL SERVICES	1,052.9	2,217.4	2,186.7
INFORMATION SERVICES	1,954.2	1,997.3	1,110.5
<b>INVESTMENT MANAGEMENT</b>	<b>18,397.2</b>	<b>16,727.0</b>	<b>16,874.7</b>
INTERNAL MANAGEMENT	0.0	0.0	0.0
EXTERNAL MANAGEMENT	0.0	0.0	0.0
ASSET ALLOCATION	0.0	0.0	35.0
<b>DEPARTMENT OF REVENUE</b>			
<b>DIRECTOR'S OFFICE</b>	<b>3,858.4</b>	<b>4,168.0</b>	<b>4,277.4</b>
DIRECTOR'S OFFICE	1,449.2	1,473.4	1,502.8
SPECIAL MANDATED PROGRAMS	188.1	171.0	177.5
TAX POLICY AND LEGAL SUPPORT	1,829.7	2,159.6	2,222.8
SPECIAL SUPPORT	391.4	364.0	374.3
<b>ADMINISTRATIVE SERVICES</b>	<b>11,388.1</b>	<b>11,564.3</b>	<b>12,080.4</b>
ADMINISTRATIVE/MANAGEMENT	8,587.0	8,480.4	8,775.6
FINANCIAL SERVICES AND SPECIAL TAXES	2,185.0	2,335.2	2,528.9
FACILITIES AND RECORDS MANAGEMENT	616.1	748.7	775.8
<b>INFORMATION TECHNOLOGY</b>	<b>7,086.6</b>	<b>10,283.9</b>	<b>10,511.7</b>
ADMINISTRATIVE/MANAGEMENT	258.8	325.3	332.5
APPLICATIONS/OPERATIONS SUPPORT AND PLANNING	6,827.8	9,958.6	10,179.2
<b>DATA MANAGEMENT</b>	<b>4,405.7</b>	<b>4,855.3</b>	<b>5,097.3</b>
ADMINISTRATIVE/MANAGEMENT	205.5	192.4	195.6
TAX PROCESSING	4,200.2	4,662.9	4,901.7
<b>PROPERTY VALUATION AND EQUALIZATION</b>	<b>3,051.0</b>	<b>3,086.2</b>	<b>3,169.7</b>
ADMINISTRATIVE/MANAGEMENT	205.2	209.7	214.9
PROPERTY VALUATION	1,757.2	1,735.7	1,782.7
ASSESSMENT STANDARDS AND EQUALIZATION	1,088.6	1,140.8	1,172.1
<b>COMPLIANCE</b>	<b>7,330.5</b>	<b>8,260.5</b>	<b>8,618.8</b>
ADMINISTRATIVE/MANAGEMENT	197.4	325.4	330.6
COMPLIANCE AND RECEIVABLES	7,133.1	7,935.1	8,288.2
<b>TAXPAYER SUPPORT</b>	<b>3,740.7</b>	<b>3,509.3</b>	<b>3,624.6</b>
ADMINISTRATIVE/MANAGEMENT	300.0	142.0	145.2
LICENSING	1,477.0	1,050.3	1,089.7
TAXPAYER SERVICES	1,963.7	2,317.0	2,389.7
<b>TAXATION</b>	<b>6,078.1</b>	<b>7,315.6</b>	<b>6,242.6</b>
ADMINISTRATIVE/MANAGEMENT	270.9	279.9	284.1
INCOME TAX AUDIT	5,807.2	7,035.7	5,958.6
<b>TRANSACTION PRIVILEGE TAX</b>	<b>5,960.8</b>	<b>5,898.1</b>	<b>6,091.1</b>
ADMINISTRATIVE/MANAGEMENT	0.0	72.2	148.0
TRANSACTION PRIVILEGE TAX AUDIT	5,960.8	5,825.9	5,943.2
<b>SECRETARY OF STATE - DEPARTMENT OF STATE</b>			
<b>ADMINISTRATION</b>	<b>813.6</b>	<b>722.0</b>	<b>704.9</b>
<b>BUSINESS SERVICES</b>	<b>552.5</b>	<b>464.0</b>	<b>626.7</b>
<b>PUBLIC SERVICES</b>	<b>791.2</b>	<b>812.0</b>	<b>749.2</b>
<b>ELECTION SERVICES</b>	<b>1,978.9</b>	<b>807.3</b>	<b>2,370.6</b>

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i>	<i>FY 1998</i>	<i>FY 1999</i>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
<b>SENATE</b>			
<b>SENATE</b>	5,563.5	6,263.7	6,401.2
<b>STATE BOARD OF TAX APPEALS</b>			
<b>STATE BOARD OF TAX APPEALS</b>	266.4	292.0	289.5
<b>OFFICE OF TOURISM</b>			
<b>DOMESTIC MEDIA ADVERTISING</b>	2,777.7	3,229.9	3,630.1
<b>TRAVEL COUNSELING AND DIRECT MAIL MARKETING</b>	1,121.7	1,321.7	1,421.7
<b>INTERNATIONAL AND DOMESTIC TRADE MARKETING</b>	835.5	894.0	894.0
<b>MEDIA PROMOTION AND COMMUNICATIONS</b>	286.1	286.1	286.1
<b>TOURISM DEVELOPMENT AND FUNDS SHARING</b>	739.8	790.0	790.0
<b>WELCOME CENTER OPERATIONS</b>	313.5	321.2	327.6
<b>BUSINESS ADMINISTRATION</b>	1,382.3	1,452.6	1,477.1
<b>STATE TREASURER</b>			
<b>BANKING AND INVESTMENT SERVICES</b>	1,774.4	2,002.0	2,101.5
RECEIPTING SERVICES	661.5	681.7	734.2
INVESTING SERVICES	903.4	1,107.6	1,144.2
DISBURSING SERVICES	209.5	212.7	223.1
<b>JUSTICE OF THE PEACE SALARIES-SLI</b>	2,131.0	2,237.0	2,348.9
<b>SUMMER YOUTH EMPLOYMENT AND TRAINING-SLI</b>	0.0	1,000.0	0.0
<b>COMMISSION ON UNIFORM STATE LAWS</b>			
<b>COMMISSION ON UNIFORM STATE LAWS</b>	29.1	30.6	33.7
<b><u>Health and Welfare</u></b>			
<b>AHCCCS</b>			
<b>ACUTE MEDICAL SERVICES (SLI)</b>	1,282,912.0	1,215,078.0	1,336,722.0
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)	307,048.6	277,852.5	297,487.8
SUPPLEMENTAL SECURITY INCOME (SSI)	209,278.1	230,796.3	227,774.4
PREGNANT WOMEN AND CHILDREN (PWC)	257,793.3	301,024.3	358,859.1
MEDICALLY NEEDY/MEDICALLY INDIGENT	159,263.6	166,489.0	164,318.8
ELIGIBLE ASSISTANCE CHILDREN (EAC)	2,213.2	1,373.5	1,754.6
ELIGIBLE LOW-INCOME CHILDREN (ELIC)	1,181.4	887.1	1,116.2
FEDERAL EMERGENCY SERVICES	54,498.3	43,805.1	60,333.0
STATE EMERGENCY SERVICES	17,106.4	13,751.0	13,343.5
ADULT BEHAVIORAL HEALTH SERVICES	47,570.3	0.0	0.0
CHILDREN'S BEHAVIORAL HEALTH SERVICES	47,568.6	0.0	0.0
CHILDREN'S REHABILITATIVE SERVICES	15,000.0	0.0	0.0
MEDICARE PARTS A AND B PREMIUMS	18,110.1	18,406.2	22,238.1
QUALIFIED MEDICARE BENEFICIARIES	3,916.1	5,566.5	5,018.0
DISPROPORTIONATE SHARE PAYMENTS	142,364.0	134,726.5	125,679.4
PREMIUM SHARING	0.0	20,400.0	20,400.0
CHILDREN'S HEALTH INSURANCE	0.0	0.0	38,400.0



**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Estimated</b>
<b>LONG-TERM CARE</b>	<b>411,757.3</b>	<b>436,991.9</b>	<b>488,414.9</b>
<b>DES ELIGIBILITY</b>	<b>37,193.6</b>	<b>38,630.8</b>	<b>39,187.7</b>
ELIGIBILITY DETERMINATION	36,824.2	38,270.0	39,091.7
MEDICAL ASSISTANCE ELIGIBILITY PROCESS IN AZTECS (SLI)	369.4	360.8	96.0
<b>PREADMISSION SCREENING &amp; ANNUAL RESIDENT REVIEWS</b>	<b>415.0</b>	<b>417.6</b>	<b>294.7</b>
DES CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)	204.2	205.4	81.8
DHS CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)	210.8	212.2	212.9
<b>DES DISABILITY DETERMINATION SERVICES ADMINISTRATION (SLI)</b>	<b>202.4</b>	<b>205.7</b>	<b>208.2</b>
<b>TITLE XIX NURSING CARE FACILITIES LICENSURE</b>	<b>1,241.1</b>	<b>1,030.9</b>	<b>1,041.0</b>
<b>INDIAN HEALTH CARE ADVISORY COUNCIL (SLI)</b>	<b>202.7</b>	<b>202.8</b>	<b>209.3</b>
<b>CENTRAL ADMINISTRATION</b>	<b>65,001.6</b>	<b>60,869.4</b>	<b>74,604.9</b>
OFFICE OF THE DIRECTOR	2,326.5	2,489.3	2,537.9
OFFICE OF POLICY ANALYSIS AND COORDINATION	571.0	650.5	696.8
OFFICE OF MANAGED CARE	3,412.5	3,842.3	3,975.1
INFORMATION SERVICES DIVISION	12,973.3	11,324.6	12,774.8
DIVISION OF BUSINESS AND FINANCE	13,191.3	13,428.7	21,452.0
OFFICE OF THE MEDICAL DIRECTOR	2,627.6	3,058.3	3,063.9
OFFICE OF GRIEVANCE AND APPEALS	1,025.4	1,021.5	1,127.4
DIVISION OF MEMBER SERVICES	20,876.7	21,316.3	23,998.4
DEPARTMENT OF ADMINISTRATION DATA CENTER	7,997.1	3,737.9	4,978.6
<b>DEPARTMENT OF ECONOMIC SECURITY</b>			
<b>CENTRAL ADMINISTRATION</b>	<b>102,730.8</b>	<b>112,538.1</b>	<b>113,969.4</b>
OFFICE OF THE DIRECTOR	29,965.0	9,107.0	9,156.6
GOVERNOR'S ADVISORY COUNCIL ON AGING	7.2	25.0	25.0
GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES	619.3	548.9	548.6
INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS	2,455.8	4,530.2	4,530.2
EMPLOYEE SERVICES AND SUPPORT	0.0	13,163.0	14,874.5
BUSINESS AND FINANCE	47,853.0	59,127.6	46,479.8
TECHNOLOGY SERVICES	21,385.7	25,629.1	37,993.2
PUBLIC ASSISTANCE COLLECTIONS	444.8	407.3	361.5
<b>ADMINISTRATION-AGING AND ADULT SERVICES</b>	<b>6,116.1</b>	<b>6,652.0</b>	<b>6,203.4</b>
<b>AAA HOME AND COMMUNITY BASED SERVICES</b>	<b>13,325.0</b>	<b>16,450.7</b>	<b>16,636.8</b>
<b>ELDER RIGHTS</b>	<b>327.7</b>	<b>369.8</b>	<b>1,308.5</b>
<b>OLDER WORKERS</b>	<b>11,825.9</b>	<b>12,861.8</b>	<b>13,745.6</b>
<b>ADMINISTRATION-COMMUNITY SERVICES</b>	<b>1,259.4</b>	<b>1,434.6</b>	<b>2,348.7</b>
<b>COMMUNITY ACTION PROGRAM</b>	<b>6,352.5</b>	<b>7,047.3</b>	<b>7,386.6</b>
<b>COORDINATED HUNGER PROGRAMS</b>	<b>1,983.8</b>	<b>2,127.1</b>	<b>2,066.7</b>
OVERALL COORDINATED HUNGER	0.0	0.0	0.0
RURAL FOOD BANK PROJECT (SLI)	1,983.8	2,126.5	2,066.7
<b>COORDINATED HOMELESS PROGRAMS</b>	<b>3,364.7</b>	<b>3,394.0</b>	<b>3,196.3</b>
<b>EMERGENCY ASSISTANCE (SLI)</b>	<b>1,557.1</b>	<b>1,646.2</b>	<b>1,696.5</b>

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Estimated</b>
<b>DOMESTIC VIOLENCE PROGRAM</b>	<b>3,710.9</b>	<b>3,826.3</b>	<b>4,420.0</b>
<b>REFUGEE RESETTLEMENT PROGRAM</b>	<b>3,383.8</b>	<b>4,463.2</b>	<b>5,441.8</b>
<b>INFORMATION AND REFERRAL (SLI)</b>	<b>363.3</b>	<b>427.8</b>	<b>409.4</b>
<b>UTILITY ASSISTANCE</b>	<b>4,991.4</b>	<b>5,053.4</b>	<b>4,937.5</b>
<b>DISABILITY DETERMINATION SERVICES ADMINISTRATION</b>	<b>13,983.4</b>	<b>19,968.9</b>	<b>21,591.1</b>
<b>FAMILY ASSISTANCE</b>	<b>634,791.9</b>	<b>629,211.0</b>	<b>565,602.8</b>
FAMILY ASSISTANCE ADMINISTRATION	79,731.1	89,470.7	85,301.4
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE TO NEEDY FAMILIES (SLI)	206,547.2	208,860.7	146,967.7
CHILD PASSENGER RESTRAINT	67.6	64.5	154.2
ELIGIBILITY DETERMINATION	0.0	0.0	0.0
FOOD STAMPS	339,629.9	325,254.8	325,254.8
GENERAL ASSISTANCE (SLI)	5,686.6	1,879.4	4,721.7
TUBERCULOSIS CONTROL (SLI)	13.7	19.4	15.6
INSTITUTIONAL SUPPORT PAYMENTS (SLI)	350.2	360.0	288.0
FULL EMPLOYMENT DEMONSTRATION PROJECT	123.6	576.2	0.0
YOUTH SUPPORT RESEARCH	14.0	14.0	0.0
OFFICE OF PROGRAM EVALUATION	2,615.8	2,709.2	2,899.4
<b>ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES</b>	<b>48,392.3</b>	<b>50,420.5</b>	<b>63,297.6</b>
<b>CHILD ABUSE PREVENTION</b>	<b>3,660.6</b>	<b>4,163.5</b>	<b>4,411.3</b>
HEALTHY FAMILIES PILOT (SLI)	2,783.5	3,000.0	3,000.0
CHILD ABUSE PREVENTION	877.1	1,163.5	1,411.3
<b>FAMILY PRESERVATION</b>	<b>13,216.5</b>	<b>16,064.9</b>	<b>23,884.6</b>
IN-HOME CHILDREN SERVICES	9,658.9	11,847.6	19,620.7
INTENSIVE FAMILY SERVICES (SLI)	3,147.1	3,531.0	3,577.6
HIGH-RISK INFANTS	410.5	686.3	686.3
<b>CHILD PROTECTION</b>	<b>14,479.5</b>	<b>15,267.6</b>	<b>18,448.2</b>
<b>ALTERNATIVE FAMILY SERVICES</b>	<b>75,419.8</b>	<b>81,193.6</b>	<b>90,807.7</b>
ADOPTION SERVICES	19,204.5	21,213.9	24,435.4
OUT-OF-HOME CHILDREN SERVICES	54,815.5	58,232.8	65,822.9
CHILD SEVERANCE PROJECT (LAWS 1994, CH. 116, SEC.)	1,259.6	1,492.2	294.7
INDEPENDENT LIVING	140.2	254.7	254.7
<b>COMPREHENSIVE CHILD CARE</b>	<b>67,559.6</b>	<b>103,136.6</b>	<b>120,083.1</b>
<b>COMPREHENSIVE MEDICAL AND DENTAL PROGRAM</b>	<b>10,176.6</b>	<b>12,451.1</b>	<b>11,914.2</b>
<b>CHILD SUPPORT</b>	<b>28,184.4</b>	<b>35,951.6</b>	<b>47,819.3</b>
OVERALL CHILD SUPPORT	0.0	0.0	0.0
PATERNITY ESTABLISHMENT	2,483.8	2,821.2	7,035.7
SUPPORT ORDER ESTABLISHMENT	2,119.8	1,509.0	6,900.3
ENFORCEMENT	23,580.8	31,621.4	33,883.3
<b>ADMINISTRATION-DEVELOPMENTAL DISABILITIES</b>	<b>12,705.8</b>	<b>13,597.2</b>	<b>16,116.4</b>
<b>DDD CASE MANAGEMENT SERVICES</b>	<b>13,062.7</b>	<b>12,702.8</b>	<b>15,537.1</b>
<b>DDD HOME AND COMMUNITY BASED SERVICES</b>	<b>166,762.7</b>	<b>178,497.2</b>	<b>215,426.2</b>
LICENSED GROUP HOMES	0.0	0.0	0.0
LICENSED ADULT DEVELOPMENTAL HOMES	0.0	0.0	0.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
LICENSED CHILD DEVELOPMENTAL FOSTER HOMES	0.0	0.0	0.0
AT HOME WITH FAMILY	0.0	0.0	0.0
INDEPENDENT LIVING	0.0	0.0	0.0
INDIVIDUALLY DESIGNED LIVING ARRANGEMENTS	0.0	0.0	0.0
SECURE FACILITY	0.0	0.0	0.0
<b>INSTITUTIONAL SERVICES</b>	<b>22,762.6</b>	<b>24,463.6</b>	<b>26,097.2</b>
INTERMEDIATE CARE FACILITIES FOR THE MENTALLY RETARDED	0.0	0.0	0.0
LARGE GROUP LIVING FACILITIES	0.0	0.0	0.0
NURSING FACILITIES	0.0	0.0	0.0
RESIDENTIAL TREATMENT CENTERS	0.0	0.0	0.0
ARIZONA TRAINING PROGRAMS	0.0	0.0	0.0
<b>MEDICAL SERVICES</b>	<b>26,108.9</b>	<b>29,375.7</b>	<b>33,990.9</b>
<b>REHABILITATION SERVICES</b>	<b>56,191.7</b>	<b>65,575.5</b>	<b>73,613.0</b>
REHABILITATION SERVICES ADMINISTRATION	18,672.2	20,481.8	22,437.7
VOCATIONAL REHABILITATION SERVICES	24,224.9	30,750.6	35,418.6
INDEPENDENT LIVING REHABILITATION SERVICES	1,546.2	1,971.7	2,658.0
EMPLOYMENT SUPPORT SERVICES (SLI)	11,748.4	12,371.4	13,098.7
<b>EMPLOYMENT SECURITY</b>	<b>202,840.2</b>	<b>227,294.1</b>	<b>232,330.4</b>
EMPLOYMENT SECURITY ADMINISTRATION	25,680.2	29,389.6	34,425.9
EMPLOYMENT SERVICES	2,979.9	2,819.5	2,819.5
UNEMPLOYMENT INSURANCE	174,180.1	195,085.0	195,085.0
<b>JOB TRAINING PARTNERSHIP ACT</b>	<b>35,569.9</b>	<b>40,235.6</b>	<b>51,416.6</b>
<b>JOB OPPORTUNITIES AND BASIC SKILLS</b>	<b>15,131.0</b>	<b>27,762.8</b>	<b>29,186.3</b>
JOBS ADMINISTRATION	5,679.7	8,257.9	8,876.2
JOB OPPORTUNITIES AND BASIC SKILLS	9,122.7	18,942.1	19,747.3
FOOD STAMP EMPLOYMENT AND TRAINING	328.6	562.8	562.8
<b>DEPARTMENT OF ENVIRONMENTAL QUALITY</b>			
<b>ADMINISTRATION</b>	<b>13,530.6</b>	<b>14,329.0</b>	<b>14,647.8</b>
EXECUTIVE MANAGEMENT	1,047.3	989.8	1,126.9
ADMINISTRATIVE PROGRAM MANAGEMENT	4,260.0	4,568.5	5,019.2
FINANCIAL MANAGEMENT	1,798.2	2,256.3	1,637.0
INFORMATION RESOURCES	4,008.4	4,064.5	4,145.7
MANAGEMENT SERVICES	721.3	701.9	817.1
HUMAN RESOURCES	351.2	357.3	407.0
LEGAL SERVICES	761.8	790.7	815.5
PROGRAM SUPPORT AND ASSISTANCE	116.9	141.1	148.6
PUBLIC AFFAIRS/OUTREACH	465.5	458.9	530.8
<b>AIR QUALITY</b>	<b>17,007.1</b>	<b>25,931.3</b>	<b>17,280.6</b>
AIR QUALITY PROGRAM MANAGEMENT	3,549.1	6,622.0	4,650.4
AIR POLLUTION EMISSION CONTROL	9,091.5	12,726.3	5,962.9
AIR QUALITY MANAGEMENT AND ANALYSIS	4,366.5	6,583.0	6,667.3
<b>WASTE PROGRAMS</b>	<b>43,954.4</b>	<b>92,666.7</b>	<b>57,051.5</b>
WASTE PROGRAMS MANAGEMENT	4,444.2	5,121.5	2,530.6
SOLID WASTE	1,957.8	3,621.4	3,512.8
HAZARDOUS WASTE	1,509.3	1,794.7	1,381.2
UNDERGROUND STORAGE TANKS	32,187.8	60,739.1	28,970.0
SUPERFUND	3,566.8	21,005.6	20,436.7
EMERGENCY RESPONSE	288.5	384.4	220.2
<b>WATER QUALITY</b>	<b>9,337.6</b>	<b>14,001.4</b>	<b>10,961.8</b>
WATER QUALITY PROGRAM MANAGEMENT	1,805.6	2,288.4	2,362.8
SAFE DRINKING WATER	1,889.7	1,659.4	2,131.7
WATER QUALITY ASSESSMENT AND MANAGEMENT	1,943.5	4,135.5	1,027.9

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
POINT SOURCE	2,312.0	4,118.8	4,275.7
NON-POINT SOURCE	1,386.8	1,799.3	1,163.7
<b>MULTI-DISCIPLINARY PROGRAM</b>	<b>1,923.6</b>	<b>4,234.0</b>	<b>1,048.9</b>
ARIZONA-SONORA BORDER ACTIVITIES	821.8	1,078.3	642.0
ENVIRONMENTAL EDUCATION	0.0	0.0	0.0
ENVIRONMENTAL JUSTICE	0.0	0.0	0.0
POLLUTION PREVENTION AND COMPLIANCE ASSISTANCE	356.2	269.7	333.7
LABORATORY COORDINATION	745.6	2,712.1	73.2
VOLUNTARY REMEDIATION	0.0	173.9	0.0
<b>WATER INFRASTRUCTURE FINANCE AUTHORITY</b>	<b>4,570.0</b>	<b>12,470.0</b>	<b>36,700.0</b>
<b>DEPARTMENT OF HEALTH SERVICES</b>			
<b>ADMINISTRATION</b>	<b>17,800.2</b>	<b>20,267.7</b>	<b>20,649.2</b>
DIRECTOR'S OFFICE	2,331.0	2,690.4	2,490.2
BUSINESS AND FINANCIAL SERVICES	9,350.6	10,330.8	10,889.1
INFORMATION TECHNOLOGY SERVICES	6,118.6	7,246.5	7,269.9
<b>DISEASE CONTROL RESEARCH COMMISSION</b>	<b>3,189.0</b>	<b>7,554.2</b>	<b>11,804.1</b>
<b>ASSURANCE &amp; LICENSURE SERVICES</b>	<b>7,253.5</b>	<b>7,553.8</b>	<b>7,745.3</b>
LICENSURE ADMINISTRATION	1,145.2	1,207.4	1,235.9
CHILD CARE LICENSURE	1,441.0	1,390.3	1,420.2
HEALTH CARE LICENSURE	4,145.2	4,367.8	4,489.9
ENFORCEMENT/TRAINING/FINGERPRINTING	516.8	543.8	553.5
QUALITY ASSURANCE	5.3	44.5	45.7
<b>BEHAVIORAL HEALTH SERVICES ADMINISTRATION</b>	<b>3,672.2</b>	<b>2,187.3</b>	<b>1,234.6</b>
ADMINISTRATION	2,634.7	2,087.3	1,134.6
CLIENT SATISFACTION	28.9	100.0	100.0
MANAGED CARE AND ACTUARIAL	1,008.6	0.0	0.0
<b>ADULT BEHAVIORAL HEALTH SERVICES</b>	<b>190,841.9</b>	<b>209,203.3</b>	<b>206,543.9</b>
OVERSIGHT & REGULATION	3,695.2	5,784.5	5,027.4
GENERAL MENTAL HEALTH SERVICES TITLE XIX	7,338.1	10,522.0	10,275.5
GENERAL MENTAL HEALTH SERVICES NON-TITLE XIX	14,828.2	14,461.6	14,461.6
SUBSTANCE ABUSE SERVICES TITLE XIX	3,355.2	4,589.7	4,483.1
SUBSTANCE ABUSE SERVICES NON-TITLE XIX	30,672.8	33,357.9	32,577.0
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS TITLE XIX	46,605.3	51,348.5	49,634.8
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS NON TITLE XIX	66,251.6	69,273.7	68,036.3
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - PSYCHOTROPIC DRUG PROGRAM	1,257.1	1,257.1	3,257.1
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - GERIATRIC/RESIDENTIAL BEDS	7,982.1	7,982.1	7,982.1
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - COURT MONITOR	253.0	205.7	205.7
COMMUNITY PLACEMENT	5,552.1	7,303.0	7,848.0
PREVENTION	3,051.2	3,117.5	2,755.3
<b>CHILDREN'S BEHAVIORAL HEALTH</b>	<b>77,928.9</b>	<b>100,780.3</b>	<b>97,785.9</b>
CBH OVERSIGHT AND REGULATION	1,931.5	3,888.1	3,433.0
CBH SERVICES TITLE XIX	47,907.1	68,735.9	66,231.8
CBH SERVICES NON-TITLE XIX	20,649.4	21,444.8	21,422.2
CBH SERVICES RESPITE CARE	252.5	252.5	252.5
PREVENTION	7,188.4	6,459.0	6,446.4
<b>ARIZONA STATE HOSPITAL</b>	<b>24,622.2</b>	<b>29,863.0</b>	<b>34,116.6</b>
ARIZONA STATE HOSPITAL ADMINISTRATION	5,905.6	6,620.2	8,754.3
CLINICAL SERVICES	18,716.6	22,173.1	21,246.6
SEXUALLY VIOLENT PERSONS	0.0	1,069.7	4,115.7
<b>PUBLIC HEALTH ADMINISTRATION</b>	<b>283.6</b>	<b>175.8</b>	<b>273.0</b>
OVERALL PUBLIC HEALTH	148.3	37.9	152.2
BORDER HEALTH	135.3	137.9	120.8

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
<b>LOCAL AND MINORITY HEALTH</b>	<b>1,342.1</b>	<b>1,235.6</b>	<b>1,238.3</b>
LOCAL AND MINORITY HEALTH	367.8	261.3	264.0
DIRECT GRANTS TO COUNTIES (SLI)	578.0	578.0	578.0
REIMBURSEMENT TO COUNTIES (SLI)	396.3	396.3	396.3
<b>COMMUNITY AND FAMILY HEALTH SERVICES</b>	<b>4,348.3</b>	<b>6,240.1</b>	<b>5,989.3</b>
CHILD FATALITY REVIEW PROGRAM	99.2	146.3	150.0
ORAL HEALTH	1,213.4	1,420.4	1,335.9
OLDER ADULT HEALTH	78.2	82.2	84.1
OFFICE FOR CHILDREN WITH SPECIAL HEALTH CARE NEEDS	429.3	595.0	595.0
PUBLIC HEALTH PROMOTION	2,528.2	3,996.2	3,824.3
<b>CHILDREN'S REHABILITATIVE SERVICES</b>	<b>33,856.0</b>	<b>33,255.1</b>	<b>32,938.2</b>
CHILDREN S REHABILITATIVE SERVICES TITLE XIX	16,214.5	16,403.3	16,403.3
CHILDREN'S REHABILITATIVE SERVICES NON-TITLE XIX	17,347.8	16,557.6	16,241.2
ADULT SERVICES	293.7	294.2	293.7
<b>WOMEN'S AND CHILDREN'S HEALTH</b>	<b>10,968.7</b>	<b>13,847.4</b>	<b>16,078.5</b>
PLANNING, EVALUATION AND DATA	2,354.4	2,831.2	2,848.5
COMMUNITY BASED SERVICES	2,290.8	2,568.4	4,276.6
WOMEN'S/PRENATAL CARE	3,266.6	4,222.2	4,728.8
HIGH RISK INFANT SERVICES	3,056.9	4,225.6	4,224.6
<b>NUTRITION SERVICES</b>	<b>83,356.7</b>	<b>84,923.7</b>	<b>85,100.8</b>
COMMUNITY NUTRITION PLANNING, CONSULTATION, EVALUATION, SURVEILLANCE	602.6	749.3	765.8
COMMUNITY NUTRITION SERVICES	299.1	330.1	390.1
WIC	81,389.6	82,865.4	82,966.0
COMMODITY SUPPLEMENTAL FOOD PROGRAM	1,065.4	978.9	978.9
<b>EPIDEMIOLOGY &amp; DISEASE CONTROL</b>	<b>5,990.1</b>	<b>6,851.4</b>	<b>7,914.1</b>
EPIDEMIOLOGY AND DISEASE CONTROL	2,359.4	2,563.2	2,538.5
CHRONIC DISEASE EPIDEMIOLOGY	1,190.1	1,534.9	2,506.2
INFECTIOUS DISEASE EPIDEMIOLOGY	946.5	941.4	857.4
TUBERCULOSIS CONTROL	1,494.1	1,812.0	2,012.0
<b>ENVIRONMENTAL HEALTH</b>	<b>810.4</b>	<b>1,417.2</b>	<b>1,363.5</b>
<b>HIV/STD PREVENTION, CONTROL &amp; SERVICES</b>	<b>7,312.5</b>	<b>8,232.4</b>	<b>9,924.9</b>
HIV PREVENTION, CONTROL AND SERVICES	6,316.1	7,097.8	8,790.3
STD PREVENTION, CONTROL AND SERVICES	996.3	1,134.6	1,134.6
<b>ARIZONA IMMUNIZATION PROGRAM</b>	<b>5,191.7</b>	<b>4,952.5</b>	<b>4,952.5</b>
<b>TOBACCO EDUCATION AND PREVENTION</b>	<b>17,841.8</b>	<b>32,008.2</b>	<b>25,000.0</b>
<b>STATE LABORATORY SERVICES (SLS)</b>	<b>5,848.1</b>	<b>6,853.0</b>	<b>5,070.0</b>
QUALITY ASSURANCE AND SUPPORT	533.7	551.3	551.4
ENVIRONMENTAL/CLINICAL MICROBIOLOGY/REGIONAL LABS	2,751.6	3,349.7	1,543.3
ENVIRONMENTAL/ANALYTICAL CHEMISTRY	1,280.2	1,267.9	1,285.1
LABORATORY LICENSURE, CERTIFICATION & TRAINING	1,282.6	1,684.1	1,690.2
<b>EMERGENCY MEDICAL SERVICES (EMS)</b>	<b>2,251.8</b>	<b>2,636.8</b>	<b>2,675.6</b>
EMS OPERATIONS	1,490.9	1,637.4	1,676.2
EMS PROGRAM GRANTS	604.9	749.4	749.4
COMMUNICATIONS AND DISPATCH	0.0	0.0	0.0
TRAUMA	156.0	250.0	250.0
<b>HEALTH PLANNING, EVALUATION AND STATISTICS</b>	<b>2,364.9</b>	<b>2,867.9</b>	<b>2,898.6</b>
<b>HEALTH SYSTEMS DEVELOPMENT</b>	<b>9,329.6</b>	<b>25,532.8</b>	<b>33,531.0</b>
PRIMARY CARE RESOURCES	343.0	347.9	8,345.2
LOAN REPAYMENT PROGRAM	146.8	368.8	363.7
PRIMARY CARE SYSTEMS AND SERVICES	8,592.6	24,565.0	24,565.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
TCE CONTAMINATION	247.2	250.0	250.0
PSYCHIATRIC REVIEW BOARD (SLI)	47.8	80.4	82.7
ARIZONA POISON CONTROL	937.5	1,550.0	1,550.0
<b>COUNCIL FOR THE HEARING IMPAIRED</b>			
COUNCIL ACTIVITIES	311.6	310.8	308.0
TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)	4,237.6	4,158.0	4,160.9
<b>COMMISSION OF INDIAN AFFAIRS</b>			
INDIAN AFFAIRS	169.0	187.8	160.3
<b>ARIZONA PIONEERS' HOME</b>			
ARIZONA PIONEERS' HOME	5,878.7	4,882.6	4,731.3
<b>ARIZONA RANGERS' PENSION</b>			
ARIZONA RANGERS' PENSIONS	10.5	10.8	11.1
<b>VETERANS' SERVICE COMMISSION</b>			
VETERANS AFFAIRS	935.1	964.9	1,005.1
VETERANS CONSERVATORSHIP	477.1	528.0	542.1
EDUCATION	158.9	165.7	165.7
STATE VETERAN HOME	6,829.2	9,122.4	8,009.2
<b><u>Inspection and Regulation</u></b>			
<b>BOARD OF ACCOUNTANCY</b>			
CERTIFICATION, REGISTRATION, AND REGULATION	1,222.9	1,244.1	1,255.3
<b>DEPARTMENT OF AGRICULTURE</b>			
FOOD SAFETY AND QUALITY ASSURANCE	4,075.2	5,411.7	5,567.8
ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION	1,528.6	2,231.1	2,423.9
FRESH PRODUCE STANDARDIZATION AND INSPECTION	2,546.6	3,180.6	3,143.9
NON-FOOD PRODUCT QUALITY ASSURANCE	968.8	1,068.2	1,066.4
ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION	2,314.3	2,551.1	2,509.7
ANIMAL DISEASE CONTROL	186.1	279.6	281.6
LIVESTOCK INSPECTION	2,128.2	2,271.5	2,228.1
PEST EXCLUSION AND MANAGEMENT	4,344.6	4,159.9	3,888.7
NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	373.5	403.8	413.8
PESTICIDE COMPLIANCE & WORKER SAFETY	792.4	910.8	849.0
ADMINISTRATIVE SERVICES	4,282.6	4,033.5	4,487.5
STATE AGRICULTURAL LABORATORY	2,073.1	1,854.2	1,839.3

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Estimated</b>
<b>AGRICULTURAL CONSULTATION AND TRAINING</b>	145.7	164.2	167.0
<b>COMMODITY DEVELOPMENT AND PROMOTION</b>	325.6	323.5	386.7
<b>BOARD OF APPRAISAL</b>			
<b>LICENSURE/CERTIFICATION/REGULATION</b>	277.1	288.8	294.2
<b>TAX AGENT REGISTRATION</b>	0.0	0.0	0.0
<b>STATE BANKING DEPARTMENT</b>			
<b>OFFICE OF SUPERVISION</b>	1,543.7	1,708.4	1,881.0
<b>OFFICE OF REGULATORY AFFAIRS</b>	930.5	1,000.4	941.5
<b>RECEIVERSHIPS</b>	153.7	135.0	45.6
<b>BOARD OF BARBER EXAMINERS</b>			
<b>LICENSING AND REGULATION</b>	148.7	158.6	162.9
<b>BOARD OF BEHAVIORAL HEALTH EXAMINERS</b>			
<b>CERTIFICATION AND REGULATION</b>	371.3	394.3	394.6
<b>BOXING COMMISSION</b>			
<b>LICENSING AND REGULATION</b>	63.1	70.1	71.9
<b>DEPARTMENT OF BUILDING AND FIRE SAFETY</b>			
<b>ADMINISTRATION</b>	1,621.9	1,800.9	1,900.7
GENERAL ADMINISTRATION	242.1	270.9	276.9
LICENSING AND REGULATION	1,379.8	1,530.0	1,620.0
<b>MANUFACTURED HOUSING</b>	893.3	954.2	975.5
<b>STATE FIRE MARSHAL</b>	1,304.2	1,355.1	1,414.9
ENFORCEMENT AND TRAINING	1,158.3	1,194.6	1,238.4
DEQ ASSISTANCE	145.9	160.5	176.5
<b>BOARD OF CHIROPRACTIC EXAMINERS</b>			
<b>LICENSING AND REGULATION</b>	260.0	255.2	259.6
<b>BOARD OF COSMETOLOGY</b>			
<b>LICENSING AND REGULATION</b>	700.3	835.4	881.9
<b>CORPORATION COMMISSION</b>			
<b>ADMINISTRATION</b>	1,574.9	1,259.6	1,318.6
<b>HEARINGS</b>	469.1	469.9	469.9
<b>CORPORATIONS</b>	2,616.6	2,993.0	3,271.2
<b>SECURITIES</b>	3,964.4	4,321.3	4,415.4
<b>RAILROAD</b>	635.7	764.6	775.6

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i>	<i>FY 1998</i>	<i>FY 1999</i>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
UTILITIES DIVISION	4,828.0	5,024.7	5,259.9
LEGAL DIVISION	1,004.4	1,112.0	1,133.8
<b>BOARD OF DENTAL EXAMINERS</b>			
LICENSING AND REGULATION	636.5	669.6	683.3
<b>BOARD OF DISPENSING OPTICIANS</b>			
LICENSING AND REGULATION	63.6	74.2	71.0
<b>BOARD OF FUNERAL DIRECTORS AND EMBALMERS</b>			
LICENSING AND REGULATION	173.0	186.1	187.6
<b>DEPARTMENT OF GAMING</b>			
ENFORCEMENT	2,344.6	3,596.0	3,155.2
CERTIFICATION	1,143.7	963.9	1,350.0
<b>BOARD OF HOMEOPATHIC MEDICAL EXAMINERS</b>			
LICENSING AND REGULATION	33.2	41.7	63.9
<b>INDUSTRIAL COMMISSION OF ARIZONA</b>			
ADMINISTRATIVE SERVICES	2,738.6	3,541.5	2,691.4
ADMINISTRATIVE SUPPORT	2,419.4	3,214.6	2,354.7
ADMINISTRATIVE SUPPORT	135.9	139.3	143.5
OFFICE OF DIRECTOR	183.0	187.6	193.2
WORKERS COMPENSATION CLAIMS PROCESSING	2,675.7	2,739.3	2,650.2
ADJUDICATION OF DISPUTES	3,622.0	4,007.3	4,330.1
LABOR LAW ADMINISTRATION	436.9	484.7	495.8
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	2,782.7	3,078.1	3,281.7
SPECIAL FUND CLAIMS PROCESSING	597.7	687.8	713.6
LEGAL COUNSEL	889.3	1,071.9	1,104.4
<b>DEPARTMENT OF INSURANCE</b>			
ADMINISTRATION	1,897.5	1,453.8	1,630.1
SOLVENCY REGULATION	55,731.2	24,629.2	26,512.6
SOLVENCY REVIEW AND MANAGEMENT	4,404.2	4,824.0	5,202.6
RECEIVERSHIPS	51,327.1	19,805.2	21,310.0
CONSUMER INFORMATION AND PROTECTION	4,465.6	5,442.7	6,073.2
CONSUMER SERVICES	734.6	1,049.3	1,316.2
FRAUD INVESTIGATIONS	630.6	1,020.7	1,038.4
MARKET CONDUCT ANALYSIS AND EXAMINATION	3,100.4	3,372.7	3,718.6
LICENSING	1,066.5	1,213.9	1,296.7



**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i> <i>Actuals</i>	<i>FY 1998</i> <i>Estimated</i>	<i>FY 1999</i> <i>Estimated</i>
PREMIUM TAX COLLECTIONS AND ANALYSIS	99.9	116.0	129.6
<b><i>DEPARTMENT OF LIQUOR LICENSES AND CONTROL</i></b>			
ADMINISTRATION	1,436.8	1,498.0	1,594.0
INVESTIGATIONS	1,131.6	1,154.7	1,292.9
LICENSING	357.2	375.7	384.1
<b><i>BOARD OF MEDICAL EXAMINERS</i></b>			
LICENSING, REGULATION, & REHABILITATION	2,476.1	3,173.6	3,213.0
<b><i>STATE MINE INSPECTOR</i></b>			
MINING SAFETY ENFORCEMENT	704.3	812.7	754.9
ABANDONED MINES INVENTORY	210.1	260.5	355.3
MINE SAFETY & HEALTH GRANT EDUCATION & TRAINING	156.6	177.7	170.0
MINED LAND RECLAMATION	100.0	102.2	102.8
<b><i>NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS</i></b>			
LICENSING AND REGULATION	61.2	110.7	116.4
<b><i>BOARD OF NURSING</i></b>			
LICENSING AND REGULATION - RN/LPN	1,529.5	1,573.6	1,649.2
NURSING ASSISTANT	369.0	593.5	589.0
<b><i>BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS</i></b>			
LICENSING AND REGULATION	83.8	123.1	124.3
<b><i>BOARD OF OCCUPATIONAL THERAPY EXAMINERS</i></b>			
LICENSING AND REGULATION	98.7	106.9	106.8
<b><i>BOARD OF OPTOMETRY</i></b>			
LICENSING AND REGULATION	100.5	114.1	117.0
<b><i>BOARD OF OSTEOPATHIC EXAMINERS</i></b>			
LICENSING AND REGULATION	348.6	364.6	389.8
<b><i>BOARD OF PHARMACY</i></b>			
LICENSING AND REGULATION	662.7	736.9	737.0
<b><i>BOARD OF PHYSICAL THERAPY EXAMINERS</i></b>			
LICENSING AND REGULATION	91.0	132.1	133.6
<b><i>BOARD OF PODIATRY EXAMINERS</i></b>			
LICENSING AND REGULATION	57.2	69.7	70.6

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY</b> <b>PROGRAM</b> SUBPROGRAM	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Estimated</b>
<b>POWER AUTHORITY</b>			
ARIZONA POWER AUTHORITY	23,986.0	19,770.0	20,924.0
<b>STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION</b>			
LICENSING AND REGULATION	158.0	165.5	169.4
STUDENT TUITION RECOVERY FUND	181.1	183.0	0.0
<b>BOARD OF PSYCHOLOGIST EXAMINERS</b>			
LICENSING AND REGULATION	232.7	270.5	275.4
<b>DEPARTMENT OF RACING</b>			
COMMERCIAL RACING	2,807.1	3,710.7	3,542.4
HORSE RACING	1,276.1	1,733.4	1,656.8
GREYHOUND RACING	1,518.7	1,957.6	1,865.9
RACING COMMISSION	12.3	19.7	19.7
COUNTY FAIR RACING	797.3	1,047.1	1,160.3
<b>RADIATION REGULATORY AGENCY</b>			
RADIATION EVALUATION AND COMPLIANCE	1,631.2	1,695.5	1,615.9
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	237.3	252.0	268.3
X-RAY COMPLIANCE	372.2	331.2	364.1
EMERGENCY RESPONSE	154.1	157.9	158.6
RADIATION MEASUREMENT LABORATORY	488.5	636.5	498.2
ADMINISTRATIVE SERVICES	284.1	303.6	312.3
MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	105.5	110.8	113.2
<b>DEPARTMENT OF REAL ESTATE</b>			
CENTRAL ADMINISTRATIVE SERVICES	792.0	944.2	913.5
EDUCATION AND LICENSING	765.0	667.9	782.3
EDUCATION	262.6	189.1	226.9
LICENSING	502.5	478.8	555.4
REGULATION	763.2	766.0	763.3
INVESTIGATIONS	622.1	623.8	614.8
ENFORCEMENT	141.1	142.2	148.5
LAND DEVELOPMENT	531.8	605.1	615.9
RECOVERY ASSISTANCE	212.0	222.2	247.9
<b>REGISTRAR OF CONTRACTORS</b>			
REGULATORY AFFAIRS	4,773.8	5,918.7	6,979.0
RECOVERY FUND	3,247.1	3,230.4	3,462.8
<b>RESIDENTIAL UTILITY CONSUMER OFFICE</b>			
RATEPAYER REPRESENTATION	730.6	946.4	942.4
<b>BOARD OF RESPIRATORY CARE EXAMINERS</b>			
LICENSING AND REGULATION	168.5	186.1	183.6

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i> <i>Actuals</i>	<i>FY 1998</i> <i>Estimated</i>	<i>FY 1999</i> <i>Estimated</i>
<b>STRUCTURAL PEST CONTROL COMMISSION</b>			
LICENSING AND REGULATION	1,377.1	1,411.5	1,475.3
<b>BOARD OF TECHNICAL REGISTRATION</b>			
LICENSING AND REGULATION	770.1	831.6	934.3
<b>VETERINARY MEDICAL EXAMINING BOARD</b>			
LICENSING AND REGULATION	210.4	240.2	240.8
<b>DEPARTMENT OF WEIGHTS AND MEASURES</b>			
GENERAL SERVICES	1,340.8	1,356.8	1,364.9
AIR QUALITY OXYGENATED FUEL	324.0	568.7	745.1
VAPOR RECOVERY	254.7	338.5	340.4
<b><u>Education</u></b>			
<b>COMMISSION ON THE ARTS</b>			
ARTS SUPPORT	3,838.8	5,974.0	6,416.0
<b>ARIZONA HISTORICAL SOCIETY</b>			
ADMINISTRATION DIVISION	599.5	526.0	543.9
CENTRAL ARIZONA DIVISION	2,657.9	3,169.5	3,625.4
FIELD SERVICES	126.5	128.5	143.6
NORTHERN ARIZONA DIVISION	102.0	117.5	104.1
PUBLICATIONS DIVISION	141.1	177.1	176.1
RIO COLORADO DIVISION	188.6	164.6	211.0
SOUTHERN ARIZONA DIVISION	1,160.0	1,319.2	1,371.4
<b>STATE BOARD FOR CHARTER SCHOOLS</b>			
STATE BOARD FOR CHARTER SCHOOLS	143.1	172.9	415.2
<b>STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES</b>			
STATE BOARD ADMINISTRATION	480.2	473.4	475.8
EDUCATIONAL SERVICES AND RESEARCH	409.4	454.6	458.8
TEACHER CERTIFICATION	145.1	146.5	148.9
<b>AID TO COMMUNITY COLLEGES</b>	<b>113,237.8</b>	<b>123,117.5</b>	<b>123,495.4</b>
OPERATING STATE AID	88,162.6	97,419.8	97,361.0
CAPITAL OUTLAY STATE AID	13,971.3	14,008.4	14,016.5
EQUALIZATION STATE AID	8,263.0	8,741.5	9,417.9
FEDERAL VOCATIONAL EDUCATION	2,840.9	2,947.8	2,700.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
<b>ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND</b>			
ASDB ADMINISTRATION	1,291.4	1,826.4	1,862.5
ASDB-PHOENIX	5,837.6	6,381.8	6,545.3
ASDB STATEWIDE	5,752.0	6,954.6	7,057.6
ASDB-TUCSON	13,324.1	13,974.2	14,146.3
<b>DEPARTMENT OF EDUCATION</b>			
<b>SCHOOL FINANCE</b>	<b>2,052,044.0</b>	<b>2,089,288.0</b>	<b>2,211,687.0</b>
BASIC STATE AID	1,807,356.0	1,921,428.0	2,033,860.0
OTHER FORMULA PROGRAMS	244,013.4	167,186.0	177,133.9
SCHOOL FINANCE ADMINISTRATION AND RESEARCH	674.2	675.1	692.7
<b>ACADEMIC FOUNDATIONS</b>	<b>28,633.7</b>	<b>40,111.8</b>	<b>42,231.4</b>
ARIZONA ACADEMIC STANDARDS	2,941.0	8,286.2	8,056.0
STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY	609.4	3,338.1	5,134.7
RESEARCH AND EVALUATION	390.1	407.8	320.7
SCHOOL TO WORK	24,693.2	28,079.7	28,720.0
<b>PROFESSIONAL DEVELOPMENT</b>	<b>1,359.1</b>	<b>1,614.9</b>	<b>2,948.0</b>
CAREER LADDERS	78.8	131.1	131.4
CERTIFICATION/INVESTIGATION	838.3	938.1	1,180.6
PROFESSIONAL EVALUATION AND RECOGNITION	442.0	545.7	1,636.0
<b>ACADEMIC ASSISTANCE</b>	<b>188,987.6</b>	<b>238,584.3</b>	<b>237,080.5</b>
EARLY CHILDHOOD PROGRAMS	14,111.9	19,475.3	19,483.2
MIGRANT CHILDREN EDUCATION	7,012.8	5,716.4	5,716.4
INDIAN EDUCATION	467.7	467.7	467.7
HOMELESS EDUCATION	355.6	382.9	382.9
LIMITED ENGLISH PROFICIENCY	1,467.8	3,254.1	3,254.1
SPECIAL EDUCATION PROGRAM DEVELOPMENT	3,260.9	10,062.9	9,050.2
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS	45,996.8	51,114.8	50,663.3
LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I)	94,211.5	116,065.3	116,065.3
FOREIGN LANGUAGE ASSISTANCE	0.0	0.0	0.0
INNOVATIVE EDUCATIONAL STRATEGIES (TITLE VI)	3,853.1	4,529.1	4,529.1
EISENHOWER PROFESSIONAL DEVELOPMENT (TITLE II)	3,235.1	3,910.1	3,910.1
GIFTED EDUCATION	1,279.8	1,294.3	1,296.3
SINGLE PARENTS AND DISPLACED HOMEMAKERS	1,827.9	1,860.8	1,780.8
WORKFORCE DEVELOPMENT	2,127.3	10,182.4	10,182.4
ADULT EDUCATION	8,800.8	9,253.3	9,259.8
FAMILY LITERACY	978.5	1,000.0	1,000.0
YOUTH SUPPORT RESEARCH	0.0	15.0	39.0
<b>STUDENT HEALTH AND SAFETY</b>	<b>163,485.9</b>	<b>88,005.4</b>	<b>88,379.5</b>
CHILD NUTRITION	150,956.4	74,411.2	74,238.5
CHEMICAL ABUSE PREVENTION	5,875.7	6,911.3	6,915.3
SCHOOL SAFETY	5,107.1	6,225.8	7,225.8
OTHER SCHOOL HEALTH PROGRAMS	1,509.1	225.8	225.8
<b>SUPPORT SERVICES</b>	<b>3,162.4</b>	<b>10,649.3</b>	<b>11,675.0</b>
PUBLIC INFORMATION/COMMUNICATION	915.9	1,394.6	1,380.4
MANAGEMENT INFORMATION SERVICES	1,473.9	8,527.2	9,520.5
OTHER EDUCATION SUPPORT	773.4	727.5	774.1
<b>STATE POLICY BOARDS</b>	<b>1,825.5</b>	<b>2,661.3</b>	<b>2,347.4</b>
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION	144.1	147.5	150.2
STATE BOARD OF EDUCATION/CHARTER SCHOOLS	1,538.2	2,340.9	2,347.4
<b>ADMINISTRATION</b>	<b>2,800.9</b>	<b>3,223.2</b>	<b>3,164.2</b>

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
SUPERINTENDENT'S OFFICE	798.0	945.2	932.0
ADMINISTRATIVE SERVICES	1,871.9	2,166.9	2,122.7
CHARTER SCHOOLS LIAISON	131.0	111.1	109.5
<b>BOARD OF MEDICAL STUDENT LOANS</b>			
<b>MEDICAL STUDENT LOAN PROGRAM</b>	<b>295.5</b>	<b>305.6</b>	<b>316.4</b>
<b>COMMISSION FOR POSTSECONDARY EDUCATION</b>			
<b>FINANCIAL AID ADMINISTRATION</b>	<b>3,518.6</b>	<b>4,987.7</b>	<b>5,208.6</b>
<b>POLICY ANALYSIS</b>	<b>99.8</b>	<b>111.6</b>	<b>70.2</b>
<b>COMMUNICATIONS</b>	<b>124.0</b>	<b>118.7</b>	<b>333.5</b>
<b>PRESCOTT HISTORICAL SOCIETY</b>			
<b>SHARLOT HALL MUSEUM</b>	<b>1,033.2</b>	<b>1,197.3</b>	<b>1,218.1</b>
<b>SCHOOL FACILITIES BOARD</b>			
<b>SCHOOL FACILITIES BOARD</b>	<b>2,819.7</b>	<b>30,400.0</b>	<b>313,200.0</b>
<b>BOARD OF REGENTS</b>			
<b>GOVERNANCE</b>	<b>2,247.3</b>	<b>6,431.8</b>	<b>10,591.0</b>
<b>FINANCIAL ASSISTANCE</b>	<b>5,030.2</b>	<b>5,416.3</b>	<b>5,561.1</b>
<b>PASS-THROUGH PROGRAM - AHEC</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>ARIZONA STATE UNIVERSITY - MAIN CAMPUS</b>			
<b>ACADEMIC AFFAIRS</b>	<b>325,951.2</b>	<b>356,101.6</b>	<b>386,279.2</b>
COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN	6,229.9	7,009.1	7,617.3
COLLEGE OF BUSINESS	28,283.1	31,238.3	34,019.8
COLLEGE OF EDUCATION	16,147.0	17,223.5	18,652.0
COLLEGE OF ENGINEERING AND APPLIED SCIENCES	44,694.0	48,808.1	52,712.2
COLLEGE OF EXTENDED EDUCATION	8,219.2	8,640.7	9,479.5
COLLEGE OF FINE ARTS	16,335.9	17,419.3	18,957.3
GRADUATE COLLEGE	2,856.0	3,077.4	3,342.7
HONORS COLLEGE	878.4	1,071.8	1,165.0
COLLEGE OF LAW	7,610.6	7,772.5	8,442.0
COLLEGE OF LIBERAL ARTS AND SCIENCES	102,169.7	108,168.6	116,595.1
COLLEGE OF NURSING	5,366.0	5,638.7	6,120.2
COLLEGE OF PUBLIC PROGRAMS	12,260.7	13,127.9	14,256.8
SCHOOL OF SOCIAL WORK	4,382.6	4,759.7	5,114.4
OTHER INSTRUCTIONAL SUPPORT	17,725.3	29,069.1	32,085.9
UNIVERSITY LIBRARIES AND MUSEUMS	17,094.9	16,863.5	18,338.7
ACADEMIC COMPUTING	12,869.8	11,309.4	12,292.2
ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS	5,029.3	5,430.7	5,902.8
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	17,798.8	19,473.3	21,185.3
<b>RESEARCH</b>	<b>9,948.5</b>	<b>10,899.8</b>	<b>11,861.4</b>
RESEARCH ACTIVITIES	4,874.7	5,385.0	5,786.2
REGULATORY COMPLIANCE	664.7	628.5	686.6
RESEARCH AREA	4,409.1	4,886.2	5,388.6
<b>STUDENT AFFAIRS</b>	<b>68,368.5</b>	<b>74,849.0</b>	<b>80,921.8</b>
STUDENT LIFE, HEALTH AND WELLNESS	22,623.0	26,106.1	28,700.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
ENROLLMENT SERVICES	40,878.2	44,084.9	47,273.7
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT	4,867.3	4,658.0	4,948.1
<b>ADMINISTRATIVE SERVICES</b>	<b>54,553.2</b>	<b>59,208.1</b>	<b>64,871.7</b>
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	28,718.0	31,024.4	34,157.3
PLANT AND SAFETY SERVICES	25,101.5	27,135.9	29,570.3
ADMINISTRATIVE SERVICES SUPPORT	733.7	1,047.9	1,144.1
<b>INSTITUTIONAL LEADERSHIP AND ADVANCEMENT</b>	<b>43,477.1</b>	<b>47,208.2</b>	<b>51,954.4</b>
KAET-TV	7,652.3	8,300.3	9,121.5
ALUMNI RELATIONS AND DEVELOPMENT	5,710.3	6,159.6	6,781.8
COMMUNITY OUTREACH	8,573.4	9,183.2	10,112.0
INTERCOLLEGIATE ATHLETICS	17,856.1	19,568.2	21,577.9
EXECUTIVE MANAGEMENT	2,873.8	2,863.7	3,127.8
INSTITUTIONAL ADVANCEMENT	811.2	1,133.3	1,233.4
<b>ARIZONA STATE UNIVERSITY - WEST CAMPUS</b>			
<b>ACADEMIC AFFAIRS</b>	<b>31,803.0</b>	<b>33,581.7</b>	<b>35,448.6</b>
COLLEGE OF ARTS AND SCIENCES	6,785.2	6,455.4	6,812.3
COLLEGE OF EDUCATION	4,101.9	4,244.5	4,476.9
COLLEGE OF HUMAN SERVICES	3,282.2	3,365.8	3,553.3
SCHOOL OF MANAGEMENT	4,928.5	5,100.5	5,382.8
DIVISION OF COLLABORATIVE PROGRAMS	339.4	875.4	924.7
LIBRARY	3,350.3	3,452.5	3,646.7
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	9,015.5	10,087.5	10,651.9
<b>STUDENT AFFAIRS</b>	<b>3,324.2</b>	<b>3,373.3</b>	<b>3,553.3</b>
<b>ADMINISTRATIVE SERVICES</b>	<b>6,713.4</b>	<b>7,392.2</b>	<b>7,806.9</b>
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	1,331.2	1,565.4	1,653.5
PLANT AND SAFETY SERVICES	3,484.6	3,884.5	4,101.7
INFORMATION TECHNOLOGY	1,713.9	1,731.3	1,828.8
ADMINISTRATIVE SERVICES SUPPORT	183.7	211.0	222.9
<b>INSTITUTIONAL ADVANCEMENT</b>	<b>1,141.7</b>	<b>960.2</b>	<b>1,014.0</b>
<b>ARIZONA STATE UNIVERSITY - EAST CAMPUS</b>			
<b>ACADEMIC PROGRAMS AND SERVICES</b>	<b>8,738.3</b>	<b>11,090.7</b>	<b>13,370.0</b>
SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT	1,814.1	1,987.7	2,167.1
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES	5,468.1	6,259.3	6,520.6
EAST COLLEGE	380.3	849.8	1,008.7
ACADEMIC SERVICES	85.8	89.2	640.0
INFORMATION TECHNOLOGY	204.6	453.4	661.0
LIBRARY SERVICES	188.5	274.9	420.8
STUDENT AFFAIRS	115.3	520.2	530.3
INSTITUTIONAL SUPPORT SERVICES	463.7	636.5	1,421.5
<b>ADMINISTRATIVE SERVICES</b>	<b>2,147.6</b>	<b>2,121.3</b>	<b>2,941.8</b>
BUSINESS AND HUMAN RESOURCE SERVICES	0.0	202.0	228.7
FACILITIES AND SAFETY SERVICES	1,234.0	1,613.6	2,242.5
CAMPUS LIFE SERVICES	25.3	163.4	316.3
ADMINISTRATIVE SERVICES SUPPORT	888.3	142.3	154.3
<b>NORTHERN ARIZONA UNIVERSITY</b>			
<b>UNDERGRADUATE PROGRAMS</b>	<b>52,742.2</b>	<b>57,873.2</b>	<b>58,515.4</b>
OVERALL UNDERGRADUATE INSTRUCTION	0.0	0.0	0.0
UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS	42,730.7	47,022.0	47,987.4
UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	3,248.9	4,696.2	4,214.4
UNDERGRADUATE ACADEMIC ADVISING	6,762.6	6,155.0	6,313.6
<b>GRADUATE PROGRAMS</b>	<b>16,363.0</b>	<b>17,647.8</b>	<b>16,456.2</b>
OVERALL GRADUATE INSTRUCTION	0.0	0.0	0.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
GRADUATE INSTRUCTION - MOUNTAIN CAMPUS	6,473.7	6,841.3	7,021.5
GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	7,786.5	9,632.5	8,228.4
GRADUATE ACADEMIC ADVISING	2,102.8	1,174.0	1,206.3
<b>STUDENT SUPPORT</b>	<b>46,131.2</b>	<b>47,901.3</b>	<b>47,911.7</b>
OVERALL STUDENT SUPPORT	0.0	0.0	0.0
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS	37,603.0	38,539.2	38,633.0
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS	2,926.9	3,534.8	3,423.1
MINORITY RECRUITMENT, RETENTION, AND GRADUATION	699.2	674.2	702.1
ATHLETICS	4,902.1	5,153.1	5,153.5
<b>ACADEMIC SUPPORT SERVICES</b>	<b>15,384.9</b>	<b>16,026.2</b>	<b>16,190.4</b>
LIBRARY	5,676.4	5,373.2	5,509.2
ACADEMIC COMPUTING	2,309.2	2,957.9	3,016.9
STATEWIDE ACADEMIC PROGRAMS	5,091.0	3,667.2	3,741.2
INSTRUCTIONAL SUPPORT	2,308.3	4,027.9	3,923.1
<b>RESEARCH AND PUBLIC SERVICE</b>	<b>27,514.3</b>	<b>27,905.4</b>	<b>28,356.7</b>
RESEARCH	20,099.6	20,606.6	20,948.2
PUBLIC SERVICE	7,099.6	7,011.7	7,129.8
ECONOMIC DEVELOPMENT	315.1	287.1	278.7
<b>INSTITUTIONAL ADVANCEMENT</b>	<b>1,634.1</b>	<b>2,093.1</b>	<b>2,052.2</b>
DEVELOPMENTAL ACTIVITIES	1,230.7	1,294.9	1,353.2
ALUMNI RELATIONS	403.4	798.2	699.0
<b>INSTITUTIONAL OPERATIONS</b>	<b>50,435.8</b>	<b>60,442.4</b>	<b>57,334.2</b>
FACILITIES DEVELOPMENT AND MANAGEMENT	29,154.2	28,850.7	28,861.7
RESOURCE MANAGEMENT	19,357.2	30,033.9	26,864.8
GENERAL OVERSIGHT	1,924.4	1,557.8	1,607.7
<b>UNIVERSITY OF ARIZONA - MAIN CAMPUS</b>			
<b>ACADEMIC AFFAIRS</b>	<b>325,698.0</b>	<b>340,635.2</b>	<b>353,796.4</b>
OVERALL ACADEMIC AFFAIRS	0.0	0.0	0.0
COLLEGE OF AGRICULTURE INSTRUCTION	10,043.4	10,217.0	10,591.1
COLLEGE OF ARCHITECTURE	3,248.0	3,444.0	3,671.2
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION	20,200.8	21,397.4	22,577.6
COLLEGE OF EDUCATION	11,139.7	11,766.5	12,269.4
COLLEGE OF ENGINEERING AND MINES	39,834.6	41,544.9	42,890.4
COLLEGE OF FINE ARTS	12,462.6	13,294.6	14,191.2
COLLEGE OF HUMANITIES	17,336.9	18,554.0	19,738.5
COLLEGE OF LAW	7,121.0	7,543.5	8,134.6
COLLEGE OF SCIENCE	115,547.8	120,400.5	120,375.3
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES	32,869.1	34,847.3	36,595.4
GRADUATE COLLEGE	7,024.7	7,204.7	7,653.0
EXTENDED UNIVERSITY	5,137.1	5,063.6	5,795.8
OTHER ACADEMIC PROGRAMS	5,705.8	5,723.3	6,315.4
SIERRA VISTA BRANCH CAMPUS	1,675.3	2,379.6	2,819.6
ARIZONA INTERNATIONAL COLLEGE	2,839.6	1,863.4	2,083.1
UNIVERSITY LIBRARIES	16,432.4	17,502.1	19,024.5
ACADEMIC COMPUTING	4,113.7	4,392.8	4,569.4
ACADEMIC SUPPORT	6,424.5	6,603.8	7,207.3
ACADEMIC AFFAIRS ADMINISTRATION	6,540.5	6,891.7	7,293.3
<b>ORGANIZED RESEARCH</b>	<b>85,999.5</b>	<b>87,673.7</b>	<b>85,524.6</b>
UNIVERSITY-WIDE ORGANIZED RESEARCH	28,275.8	29,156.2	28,772.5
AGRICULTURE RESEARCH EXPERIMENT STATION	47,870.3	48,661.1	45,891.0
COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS	0.0	0.0	0.0
ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT	9,853.5	9,856.5	10,860.9
<b>COMMUNITY OUTREACH</b>	<b>43,809.0</b>	<b>43,898.8</b>	<b>46,721.3</b>
AGRICULTURE COOPERATIVE EXTENSION SERVICES	13,520.9	13,766.7	13,376.8

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
UAPRESENTS (FORMERLY CULTURAL AFFAIRS)	2,553.0	2,573.2	2,817.6
KUAT	5,412.4	5,511.0	5,989.9
INTERCOLLEGIATE ATHLETICS	22,322.7	22,047.8	24,537.0
<b>STUDENT AFFAIRS AND CAMPUS LIFE</b>	<b>89,104.2</b>	<b>88,961.5</b>	<b>96,635.8</b>
DEAN OF STUDENTS/STUDENT LIFE	46,555.5	45,770.4	51,330.7
ENROLLMENT SERVICES	31,676.0	32,347.6	33,136.5
HEALTH AND WELLNESS	10,333.7	10,272.9	11,566.7
STUDENT AFFAIRS ADMINISTRATION AND SUPPORT	539.1	570.5	601.8
<b>INSTITUTIONAL SERVICES</b>	<b>129,951.6</b>	<b>132,817.1</b>	<b>144,999.3</b>
PRESIDENT'S AREA	9,180.5	9,417.6	10,256.7
HUMAN RESOURCES	4,086.3	4,330.9	4,562.6
BUSINESS AFFAIRS	99,078.0	101,249.8	110,531.1
ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS	17,606.8	17,818.8	19,648.8
<b>UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER</b>			
<b>ACADEMIC AFFAIRS</b>	<b>119,723.1</b>	<b>122,729.1</b>	<b>120,159.0</b>
COLLEGE OF MEDICINE	83,286.2	84,996.2	81,826.9
CLINICAL TEACHING SUPPORT	8,938.1	9,358.9	9,772.7
RURAL HEALTH OFFICE	585.8	613.3	650.2
COLLEGE OF NURSING	6,655.2	6,870.4	7,053.0
COLLEGE OF PHARMACY	11,453.8	11,723.5	11,690.0
SCHOOL OF HEALTH PROFESSIONS	338.4	353.6	381.4
ARIZONA GRADUATE PROGRAM IN PUBLIC HEALTH	0.7	207.5	440.3
ARIZONA HEALTH SCIENCES LIBRARY	2,965.9	3,057.7	3,306.1
ACADEMIC SUPPORT	5,499.1	5,548.1	5,038.6
<b>ORGANIZED RESEARCH</b>	<b>26,087.6</b>	<b>26,568.5</b>	<b>26,131.6</b>
HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADM	26,087.6	26,568.5	26,131.6
<b>COMMUNITY OUTREACH</b>	<b>1,388.7</b>	<b>2,032.9</b>	<b>1,937.8</b>
ARIZONA POISON AND DRUG INFORMATION CENTER	800.4	785.3	635.1
TELEMEDICINE	588.3	1,247.6	1,302.7
<b>INSTITUTIONAL SERVICES</b>	<b>0.0</b>	<b>347.7</b>	<b>360.2</b>
<b><u>Transportation</u></b>			
<b>DEPARTMENT OF TRANSPORTATION</b>			
<b>ADMINISTRATION</b>	<b>56,186.3</b>	<b>55,589.4</b>	<b>90,868.3</b>
DIRECTOR'S OFFICE/TRANSPORTATION BOARD	560.8	601.9	617.8
TRANSPORTATION SUPPORT GROUP	28,934.6	29,035.7	63,711.2
ADMINISTRATIVE SERVICES	14,482.5	13,622.3	14,528.4
ARIZONA HIGHWAYS MAGAZINE	12,208.4	12,329.5	12,010.9
<b>INTERMODAL TRANSPORTATION</b>	<b>390,181.3</b>	<b>418,494.7</b>	<b>460,245.0</b>
ADMINISTRATION	43,269.8	45,898.6	46,328.2
MAINTENANCE	70,916.3	76,546.1	78,847.8
STATEWIDE CONSTRUCTION	275,995.2	296,050.0	335,069.0
<b>MOTOR VEHICLE</b>	<b>68,838.4</b>	<b>63,485.2</b>	<b>68,818.5</b>
MOTOR VEHICLE SUPPORT SERVICES	7,070.9	6,720.4	7,370.0
CUSTOMER SERVICE	50,071.3	46,105.2	49,812.2
REGULATORY AND COMPLIANCE SERVICE	11,473.1	10,659.6	11,636.3
<b><u>Protection and Safety</u></b>			
<b>CRIMINAL JUSTICE COMMISSION</b>			
<b>MANAGEMENT AND LIAISON</b>	<b>326.5</b>	<b>356.6</b>	<b>361.2</b>
<b>ENHANCED DRUG AND VIOLENT CRIME CONTROL</b>	<b>15,268.2</b>	<b>11,961.6</b>	<b>15,814.5</b>
<b>CRIMINAL JUSTICE RECORDS IMPROVEMENT</b>	<b>1,343.0</b>	<b>1,253.3</b>	<b>1,676.4</b>



**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
<b>STATISTICAL ANALYSIS CENTER</b>	<b>48.4</b>	<b>189.2</b>	<b>188.2</b>
<b>CRIME VICTIMS PROGRAMS</b>	<b>333.1</b>	<b>1,909.8</b>	<b>2,559.3</b>
<b>AUTO THEFT AUTHORITY</b>			
<b>AUTO THEFT AUTHORITY</b>	<b>1,101.2</b>	<b>1,288.5</b>	<b>1,177.1</b>
<b>DEPARTMENT OF CORRECTIONS</b>			
<b>POLICY, MANAGEMENT &amp; RESOURCE ALLOCATION</b>	<b>2,134.2</b>	<b>1,764.7</b>	<b>1,947.5</b>
<b>PRISON OPERATIONS</b>	<b>360,074.2</b>	<b>409,338.6</b>	<b>439,043.8</b>
PRISON OPERATIONS MANAGEMENT	2,497.8	3,528.7	3,783.6
SECURITY OPERATIONS	223,960.8	242,484.8	270,576.6
SUPPORT SERVICES	93,426.4	105,906.0	104,905.3
INMATE PROGRAMS	27,808.8	37,821.0	38,370.8
PRIVATE PRISONS	12,415.8	19,598.1	21,407.5
<b>COMMUNITY CORRECTIONS</b>	<b>7,219.2</b>	<b>8,376.5</b>	<b>7,950.6</b>
COMMUNITY CORRECTIONS MANAGEMENT	162.3	210.0	157.4
COMMUNITY SUPERVISION	7,056.9	8,166.5	7,793.2
<b>INMATE HEALTH CARE</b>	<b>48,428.1</b>	<b>61,037.9</b>	<b>66,903.7</b>
INMATE HEALTH CARE MANAGEMENT	2,285.1	2,768.9	3,242.8
MEDICAL SERVICES	28,396.6	36,905.8	39,233.8
DENTAL SERVICES	3,294.8	3,414.0	4,490.5
MENTAL HEALTH SERVICES	7,431.9	9,083.0	10,008.4
NURSING	2,851.0	3,958.4	4,330.1
PHARMACY	4,168.7	4,907.8	5,598.1
<b>HUMAN RESOURCES MANAGEMENT</b>	<b>6,960.6</b>	<b>6,335.0</b>	<b>8,581.9</b>
<b>AGENCY INFRASTRUCTURE</b>	<b>19,736.8</b>	<b>19,015.7</b>	<b>20,873.6</b>
<b>INSPECTIONS AND INVESTIGATIONS</b>	<b>7,243.2</b>	<b>7,076.1</b>	<b>7,961.9</b>
INSPECTIONS AND INVESTIGATIONS MANAGEMENT	3,279.7	3,139.9	3,234.7
CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS	3,567.2	3,531.1	4,233.6
INSPECTIONS	396.3	405.1	493.6
<b>ARIZONA CORRECTIONAL INDUSTRIES (ACI)</b>	<b>13,382.2</b>	<b>16,380.2</b>	<b>16,984.1</b>
<b>DRUG AND GANG PREVENTION RESOURCE CENTER</b>			
<b>DRUG AND GANG PREVENTION RESOURCE CENTER</b>	<b>135.0</b>	<b>365.2</b>	<b>342.5</b>
<b>DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS</b>			
<b>ADMINISTRATION</b>	<b>4,296.4</b>	<b>6,780.5</b>	<b>5,739.3</b>
CENTRAL ADMINISTRATION	2,045.4	2,306.2	2,477.8
SPECIAL PROJECTS	2,251.0	4,474.3	3,261.5
<b>ARMY NATIONAL GUARD</b>	<b>13,172.4</b>	<b>15,679.6</b>	<b>13,087.1</b>
ARMY OPERATIONS	6,969.9	6,827.8	6,145.1
ARMY FACILITIES MANAGEMENT	6,202.5	8,851.8	6,942.0
<b>AIR NATIONAL GUARD</b>	<b>4,846.6</b>	<b>5,161.7</b>	<b>4,645.5</b>
AIR OPERATIONS	1,738.1	1,909.7	1,718.7
FACILITIES ENGINEERING	3,108.5	3,252.0	2,926.8
<b>EMERGENCY MANAGEMENT</b>	<b>29,649.3</b>	<b>58,457.3</b>	<b>17,297.4</b>
MITIGATION	39.3	73.7	171.3
PREPAREDNESS	3,101.0	3,583.7	3,527.7

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
RESPONSE AND RECOVERY	26,094.4	53,516.2	13,256.8
EMERGENCY RESPONSE COMMISSION/GRANTS	353.1	1,222.2	280.1
CIVIL AIR PATROL (SLI)	61.5	61.5	61.5
<b>BOARD OF EXECUTIVE CLEMENCY</b>	<b>1,511.9</b>	<b>1,676.3</b>	<b>1,642.5</b>
<b>DEPARTMENT OF JUVENILE CORRECTIONS</b>			
<b>ADMINISTRATION</b>	<b>4,883.2</b>	<b>4,624.2</b>	<b>4,741.9</b>
OVERALL ADMINISTRATION	0.0	0.0	0.0
DIRECTOR'S OFFICE	1,106.8	1,081.0	1,081.0
ADMINISTRATION DIVISION	2,911.0	2,787.2	2,889.2
OPERATIONS	865.4	756.0	735.5
<b>INSTITUTIONS</b>	<b>31,970.6</b>	<b>40,910.0</b>	<b>51,654.8</b>
OVERALL INSTITUTIONS	0.0	0.0	0.0
DIRECT SUPERVISION	11,789.1	17,547.1	23,359.5
SECURITY	2,869.1	2,833.3	3,880.1
YOUTH MANAGEMENT SYSTEMS	258.3	235.8	231.4
HEALTH SERVICES	2,839.0	3,864.4	5,054.5
GENERAL INSTITUTIONAL SERVICES	1,241.2	1,312.6	1,994.9
SPECIALIZED TREATMENT	2,770.0	2,523.6	2,523.6
INSTITUTIONAL SUPPORT SERVICES	5,072.1	5,420.6	6,206.2
EDUCATION	5,131.8	5,887.6	8,404.6
<b>COMMUNITY CARE</b>	<b>16,164.0</b>	<b>16,682.2</b>	<b>17,103.1</b>
OVERALL COMMUNITY CARE	0.0	0.0	0.0
COMMUNITY SERVICES	10,341.3	9,911.2	10,441.7
BOOT CAMP	2,620.6	3,094.4	3,174.4
CASE MANAGEMENT	2,654.9	3,065.6	3,020.5
ADJC COMMUNITY SUPPORT ACTIVITIES	547.2	611.0	430.3
<b>LAW ENFORCEMENT MERIT SYSTEM COUNCIL</b>	<b>47.9</b>	<b>52.1</b>	<b>52.3</b>
<b>DEPARTMENT OF PUBLIC SAFETY</b>			
<b>OPERATIONS</b>	<b>61,262.1</b>	<b>71,011.8</b>	<b>73,291.8</b>
HIGHWAY PATROL	34,146.0	40,872.4	45,030.3
CRIMINAL INVESTIGATION	14,403.7	16,505.7	15,173.5
SPECIAL SERVICES	5,543.2	5,210.5	4,894.9
ANTI-GANG ENFORCEMENT	5,481.3	6,343.1	6,172.1
ROCKY MOUNTAIN INFORMATION NETWORK	1,687.9	2,079.5	2,021.0
<b>AGENCY SUPPORT</b>	<b>28,398.3</b>	<b>29,836.1</b>	<b>29,878.3</b>
HUMAN RESOURCES	874.3	982.8	994.3
INFORMATION SERVICES	3,444.6	4,412.7	4,711.7
LOGISTICS	9,766.0	9,871.0	9,998.1
TELECOMMUNICATIONS	6,924.1	6,923.2	6,669.5
OPERATIONAL COMMUNICATIONS	2,641.5	2,640.8	2,839.9
FACILITIES	3,119.5	3,515.9	3,155.6
TRAINING & EDUCATION	1,628.3	1,489.7	1,509.2
<b>CRIMINAL JUSTICE SUPPORT</b>	<b>17,409.5</b>	<b>20,067.1</b>	<b>22,309.1</b>
SCIENTIFIC ANALYSIS	6,403.1	7,961.5	7,734.8
AVIATION	3,893.6	3,829.3	4,904.5
AZAFIS MANAGEMENT	1,637.2	2,019.0	2,411.9
LICENSING	1,066.6	1,180.1	1,361.2
CRIMINAL INFORMATION	4,409.0	5,077.2	5,636.6
<b>DIRECTOR'S OFFICE</b>	<b>12,166.1</b>	<b>9,474.5</b>	<b>9,280.1</b>

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>Total Funding by Fiscal Year</b>		
	<b>FY 1997 Actuals</b>	<b>FY 1998 Estimated</b>	<b>FY 1999 Estimated</b>
EXECUTIVE SUPPORT	3,311.1	4,040.5	4,222.4
FINANCIAL SERVICES	6,758.8	2,194.0	2,115.1
CRIME VICTIM SERVICES	2,096.2	3,240.0	2,942.6
<b>GOVERNOR'S OFFICE OF COMMUNITY AND HIGHWAY SAFETY</b>	<b>3,597.2</b>	<b>3,023.4</b>	<b>3,059.5</b>
HIGHWAY SAFETY	3,047.3	2,465.7	2,503.9
DRUG ABUSE RESISTANCE EDUCATION	549.9	557.7	555.6
<b>PEACE OFFICER STANDARDS AND TRAINING</b>	<b>4,482.6</b>	<b>5,730.5</b>	<b>4,725.8</b>
<b><u>Natural Resources</u></b>			
<b><i>GAME AND FISH DEPARTMENT</i></b>			
<b>WILDLIFE MANAGEMENT</b>	<b>33,376.3</b>	<b>42,060.6</b>	<b>40,513.1</b>
GAME MANAGEMENT	14,187.1	16,770.6	16,267.4
NONGAME AND ENDANGERED WILDLIFE	7,732.1	11,371.1	10,861.6
SPORTFISH MANAGEMENT	11,557.1	13,918.9	13,384.1
<b>OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT</b>	<b>2,781.8</b>	<b>3,665.8</b>	<b>3,454.0</b>
WATERCRAFT MANAGEMENT	2,240.5	3,060.7	2,848.4
OFF-HIGHWAY VEHICLE MANAGEMENT	541.3	605.1	605.6
<b>ADMINISTRATION</b>	<b>1,361.6</b>	<b>1,550.5</b>	<b>1,566.1</b>
<b><i>GEOLOGICAL SURVEY</i></b>			
<b>ARIZONA GEOLOGICAL SURVEY</b>	<b>1,003.5</b>	<b>1,159.1</b>	<b>1,039.9</b>
<b><i>STATE LAND DEPARTMENT</i></b>			
<b>STATE TRUST LANDS</b>	<b>17,613.6</b>	<b>16,777.9</b>	<b>15,570.9</b>
TRUST MANAGEMENT AND REVENUE GENERATION	10,017.3	10,544.0	11,201.5
FIRE AND FORESTRY MANAGEMENT	7,596.3	6,233.9	4,369.4
<b>ADMINISTRATION</b>	<b>1,447.9</b>	<b>1,507.4</b>	<b>1,516.2</b>
<b>AZ CENTER FOR GEOGRAPHIC INFORMATION COORDINATION AND SERVICES</b>	<b>641.6</b>	<b>646.2</b>	<b>665.7</b>
<b>NATURAL RESOURCE CONSERVATION DISTRICTS</b>	<b>339.7</b>	<b>490.0</b>	<b>490.0</b>
<b>ENVIRONMENTAL PLATE ADVISORY COUNCIL</b>	<b>0.0</b>	<b>900.0</b>	<b>901.6</b>
<b><i>DEPARTMENT OF MINES AND MINERAL RESOURCES</i></b>			
<b>MINERAL DEVELOPMENT AND PROMOTION</b>	<b>805.5</b>	<b>805.1</b>	<b>832.7</b>
<b><i>NAVIGABLE STREAM ADJUDICATION COMMISSION</i></b>			
<b>STREAM ADJUDICATION</b>	<b>110.7</b>	<b>209.7</b>	<b>144.7</b>
<b><i>STATE PARKS BOARD</i></b>			
<b>PARKS</b>	<b>7,726.8</b>	<b>8,935.0</b>	<b>8,628.2</b>
<b>PARTNERSHIPS</b>	<b>10,107.4</b>	<b>13,732.0</b>	<b>13,029.6</b>
<b>PROGRAM SUPPORT</b>	<b>3,256.3</b>	<b>4,290.1</b>	<b>4,062.3</b>
<b><i>DEPARTMENT OF WATER RESOURCES</i></b>			
<b>GENERAL SERVICES</b>	<b>5,502.1</b>	<b>5,870.1</b>	<b>5,840.7</b>
MANAGEMENT INFORMATION SERVICES	1,011.8	1,192.7	1,227.6
MANAGEMENT SERVICES	4,490.2	4,678.2	4,613.0

**TOTAL PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM SUBPROGRAM</i>	<i>Total Funding by Fiscal Year</i>		
	<i>FY 1997</i>	<i>FY 1998</i>	<i>FY 1999</i>
	<i>Actuals</i>	<i>Estimated</i>	<i>Estimated</i>
<b>WATER RESOURCE MANAGEMENT AND PLANNING</b>	<b>28,034.9</b>	<b>19,929.2</b>	<b>26,528.1</b>
GROUNDWATER ADMINISTRATION	9,139.5	3,250.9	3,229.3
SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH	1,079.5	1,023.0	1,049.0
COLORADO RIVER MANAGEMENT	340.2	434.6	443.0
STATEWIDE PLANNING	7,166.7	3,541.2	6,455.2
HYDROLOGY	1,975.4	2,110.9	2,153.0
WATER BANKING AUTHORITY	8,333.7	9,568.6	13,198.6
<b>SAFETY OF DAMS AND FLOOD CONTROL</b>	<b>1,408.9</b>	<b>1,396.0</b>	<b>1,555.3</b>
DAM SAFETY	593.5	724.0	684.9
FLOOD MITIGATION	815.4	671.9	870.4

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM</i>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<i>SUBPROGRAM</i>					
<b>General Government</b>					
<b>DEPARTMENT OF ADMINISTRATION</b>					
DIRECTORS OPERATIONS	379.8	0.0	0.0	0.0	379.8
GOVERNORS REGULATORY REVIEW COUNCIL	329.4	0.0	0.0	0.0	329.4
HEARING OFFICE	5.6	0.0	0.0	0.0	5.6
ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES	0.0	0.0	0.0	238.5	238.5
CAPITOL POLICE	1,789.7	0.0	398.7	0.0	2,188.4
ADMINISTRATIVE SERVICES	1,736.2	143.8	204.4	0.0	2,084.4
TRAVEL REDUCTION	360.0	0.0	525.8	0.0	885.8
STATEWIDE FINANCIAL SERVICES	5,397.4	0.0	0.0	0.0	5,397.4
STATEWIDE FINANCIAL APPLICATIONS	2,324.1	0.0	605.5	0.0	2,929.6
STATE PROCUREMENT SERVICES	1,295.3	0.0	74.6	0.0	1,369.9
RISK MANAGEMENT SECTION	0.0	39,745.8	0.0	0.0	39,745.8
WORKERS COMPENSATION	0.0	16,137.5	0.0	0.0	16,137.5
FACILITIES MANAGEMENT	12,389.0	7,508.4	8,068.7	0.0	27,966.1
BUILDING OPERATIONS	2,519.9	5,934.5	0.0	0.0	8,454.4
CUSTODIAL/GROUNDS	3,763.6	0.0	0.0	0.0	3,763.6
CAPITAL IMPROVEMENT/BUILDING RENEWAL	0.0	827.7	5,826.7	0.0	6,654.4
SPACE MANAGEMENT	6,105.5	746.2	2,242.0	0.0	9,093.7
FLEET MANAGEMENT	0.0	7,214.0	0.0	0.0	7,214.0
SURPLUS PROPERTY MANAGEMENT	0.0	0.0	1,011.2	0.0	1,011.2
BUSINESS SERVICES	94.6	0.0	3,258.9	0.0	3,353.5
CONSTRUCTION SERVICES	0.0	397.9	0.0	0.0	397.9
STATE BOARDS OFFICE	0.0	0.0	189.6	0.0	189.6
HUMAN RESOURCES MANAGEMENT	0.0	6,632.0	0.0	0.0	6,632.0
EMPLOYEE GROUP BENEFITS	0.0	0.0	208,705.3	0.0	208,705.3
INFORMATION TECHNICAL SERVICES	934.2	22,617.8	0.0	0.0	23,552.0
INFORMATION PROCESSING CENTER	0.0	5,588.8	0.0	0.0	5,588.8
ENTERPRISE APPLICATIONS	934.2	3,104.7	0.0	0.0	4,038.9
ENTERPRISE NETWORK SERVICES	0.0	10,714.0	0.0	0.0	10,714.0
INFORMATION SECURITY	0.0	759.3	0.0	0.0	759.3
FINANCE AND PLANNING	0.0	1,943.1	0.0	0.0	1,943.1
9-1-1 EMERGENCY TELECOMMUNICATIONS	0.0	0.0	5,393.3	0.0	5,393.3

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>OFFICE OF ADMINISTRATIVE HEARINGS</b>					
<b>HEARINGS</b>	<b>859.6</b>	<b>416.2</b>	<b>32.7</b>	<b>0.0</b>	<b>1,308.5</b>
<b>ATTORNEY GENERAL - DEPARTMENT OF LAW</b>					
<b>CIVIL DIVISION</b>	<b>6,552.2</b>	<b>663.9</b>	<b>11,676.8</b>	<b>0.0</b>	<b>18,892.9</b>
ADMINISTRATIVE LAW	1,605.8	0.0	1,212.3	0.0	2,818.1
CONSUMER PROTECTION AND ADVOCACY	1,843.2	0.0	963.9	0.0	2,807.1
LAND AND NATURAL RESOURCES	592.4	0.0	211.7	0.0	804.1
LICENSING AND ENFORCEMENT	716.2	0.0	564.2	0.0	1,280.4
SOLICITOR GENERAL AND OPINIONS	350.7	0.0	0.0	0.0	350.7
TAX AND COLLECTION ENFORCEMENT	1,287.7	663.9	111.0	0.0	2,062.6
INSURANCE DEFENSE	0.0	0.0	5,136.5	0.0	5,136.5
TRANSPORTATION	0.0	0.0	1,614.6	0.0	1,614.6
ANTITRUST UNIT	156.2	0.0	1,862.2	0.0	2,018.4
<b>CIVIL RIGHTS DIVISION</b>	<b>1,712.5</b>	<b>0.0</b>	<b>105.0</b>	<b>619.3</b>	<b>2,436.8</b>
CIVIL RIGHTS	1,481.8	0.0	0.0	438.8	1,920.6
CONFLICT RESOLUTION	230.7	0.0	105.0	180.5	516.2
<b>CRIMINAL DIVISION</b>	<b>8,916.7</b>	<b>996.0</b>	<b>6,312.1</b>	<b>3,369.3</b>	<b>19,594.1</b>
CRIMINAL APPEALS	2,494.5	0.0	0.0	0.0	2,494.5
CRIMINAL TRIALS	313.1	0.0	64.9	0.0	378.0
DRUG ENFORCEMENT	382.9	0.0	5,144.1	1,317.5	6,844.5
ENVIRONMENTAL ENFORCEMENT	1,531.6	0.0	684.0	1,052.6	3,268.2
ORGANIZED CRIME AND FRAUD	1,257.2	0.0	221.4	956.7	2,435.3
SPECIAL INVESTIGATIONS	1,701.7	0.0	42.9	7.5	1,752.1
STATE GRAND JURY	135.6	0.0	0.0	0.0	135.6
OFFICE OF VICTIM SERVICES	1,100.1	996.0	154.8	35.0	2,285.9
<b>ECONOMIC SECURITY DIVISION</b>	<b>0.0</b>	<b>0.0</b>	<b>1,379.3</b>	<b>0.0</b>	<b>1,379.3</b>
<b>ADMINISTRATION DIVISION</b>	<b>6,009.5</b>	<b>0.0</b>	<b>3,096.6</b>	<b>0.0</b>	<b>9,106.1</b>
<b>OFFICE OF THE AUDITOR GENERAL</b>					
<b>OFFICE OF THE AUDITOR GENERAL</b>	<b>9,282.5</b>	<b>0.0</b>	<b>1,071.0</b>	<b>0.0</b>	<b>10,353.5</b>
<b>DEPARTMENT OF COMMERCE</b>					
<b>ADMINISTRATION</b>	<b>844.7</b>	<b>967.2</b>	<b>2,457.2</b>	<b>0.0</b>	<b>4,269.1</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>8,704.1</b>	<b>2,337.6</b>	<b>10,493.1</b>	<b>19,724.9</b>	<b>41,259.7</b>
GSPED/OFFICE OF WORKFORCE DEVELOPMENT	105.1	0.0	0.0	0.0	105.1
ARIZONA BUSINESS ASSISTANCE CENTER	256.7	203.1	0.0	0.0	459.8
NATIONAL MARKETING	327.2	573.7	94.0	43.2	1,038.1
COMMUNITY ASSISTANCE SERVICES	632.4	276.6	0.0	62.7	971.7
HIGH TECHNOLOGY DEVELOPMENT	0.0	73.2	0.0	0.0	73.2
ARIZONA ENERGY OFFICE	0.0	100.9	229.8	5,427.0	5,757.7
FINANCIAL SERVICES	4,720.1	426.1	6,081.8	7.1	11,235.1
HOUSING AND INFRASTRUCTURE DEVELOPMENT	144.6	156.2	4,087.5	14,184.9	18,573.2
INTERNATIONAL TRADE AND INVESTMENT	1,603.0	218.2	0.0	0.0	1,821.2
MOTION PICTURE DEVELOPMENT	592.4	0.0	0.0	0.0	592.4
SPORTS DEVELOPMENT	0.0	116.1	0.0	0.0	116.1
OFFICE OF SENIOR LIVING	0.0	193.7	0.0	0.0	193.7
COMMUNICATIONS, POLICY & PUBLICATIONS	322.6	0.0	0.0	0.0	322.6
<b>GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY</b>					
<b>OFFICE OF EQUAL OPPORTUNITY</b>	<b>230.9</b>	<b>0.0</b>	<b>0.0</b>	<b>58.1</b>	<b>289.0</b>

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>STATE BOARD OF EQUALIZATION</b>					
STATE BOARD OF EQUALIZATION	581.9	0.0	0.0	0.0	581.9
<b>OFFICE FOR EXCELLENCE IN GOVERNMENT</b>					
OFFICE FOR EXCELLENCE IN GOVERNMENT	1,251.1	69.2	0.0	0.0	1,320.3
<b>EXPOSITION AND STATE FAIR BOARD</b>					
INTERIM EVENTS	0.0	1,951.1	0.0	0.0	1,951.1
STATE FAIR	0.0	9,722.2	0.0	0.0	9,722.2
<b>GOVERNMENT INFORMATION TECHNOLOGY AGENCY</b>					
GOVERNMENT INFORMATION TECHNOLOGY AGENCY	0.0	0.0	0.0	0.0	0.0
<b>OFFICE OF THE GOVERNOR</b>					
OFFICE OF THE GOVERNOR	4,552.3	0.0	0.0	0.0	4,552.3
<b>GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING</b>					
OFFICE OF STRATEGIC PLANNING AND BUDGETING	1,675.9	0.0	0.0	0.0	1,675.9
<b>HOUSE OF REPRESENTATIVES</b>					
HOUSE OF REPRESENTATIVES	8,143.9	0.0	0.0	0.0	8,143.9
<b>JOINT LEGISLATIVE BUDGET COMMITTEE</b>					
JOINT LEGISLATIVE BUDGET COMMITTEE	2,022.4	0.0	0.0	0.0	2,022.4
FISCAL ANALYSIS AND RESEARCH	1,617.9	0.0	0.0	0.0	1,617.9
TAX ANALYSIS AND FORECASTING	404.5	0.0	0.0	0.0	404.5
<b>JUDICIARY</b>					
SUPREME COURT	3,114.3	0.0	0.0	0.0	3,114.3
COMMISSION ON JUDICIAL CONDUCT	254.8	0.0	0.0	0.0	254.8
COURT ADMINISTRATION	6,603.1	0.0	0.0	0.0	6,603.1
<b>DEPENDENT CHILDREN'S SERVICES DIVISION</b>					
FOSTER CARE REVIEW BOARD	1,472.6	0.0	0.0	177.1	1,649.7
COURT-APPOINTED SPECIAL ADVOCATE (CASA)	0.0	1,400.5	0.0	0.0	1,400.5
PARENT ASSISTANCE	191.4	0.0	0.0	0.0	191.4
JUDICIAL ASSISTANCE	63.2	0.0	0.0	0.0	63.2
JUDICIAL EDUCATION	240.0	0.0	0.0	0.0	240.0
JUDICIAL NOMINATIONS AND REVIEW	310.8	0.0	0.0	0.0	310.8
STATE GRAND JURY	432.0	0.0	0.0	0.0	432.0
<b>DOMESTIC RELATIONS</b>					
CHILD SUPPORT ENFORCEMENT AND DOMESTIC RELATIONS REFORM	910.7	0.0	87.9	21.7	1,020.3
	853.5	0.0	0.0	0.0	853.5

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
DOMESTIC VIOLENCE	57.2	0.0	87.9	21.7	166.8
<b>CASE PROCESSING ASSISTANCE</b>	<b>0.0</b>	<b>0.0</b>	<b>1,601.0</b>	<b>0.0</b>	<b>1,601.0</b>
<b>ALTERNATIVE DISPUTE RESOLUTION</b>	<b>0.0</b>	<b>0.0</b>	<b>204.6</b>	<b>0.0</b>	<b>204.6</b>
<b>JUDICIAL COLLECTION ENHANCEMENT</b>	<b>0.0</b>	<b>0.0</b>	<b>6,328.9</b>	<b>0.0</b>	<b>6,328.9</b>
<b>DEFENSIVE DRIVING SCHOOL</b>	<b>0.0</b>	<b>0.0</b>	<b>3,270.2</b>	<b>0.0</b>	<b>3,270.2</b>
<b>ADULT COMMUNITY CORRECTIONS</b>	<b>40,121.8</b>	<b>0.0</b>	<b>2,355.5</b>	<b>0.0</b>	<b>42,477.3</b>
ADULT INTENSIVE PROBATION SERVICES	17,063.0	0.0	0.0	0.0	17,063.0
ADULT STANDARD PROBATION	18,542.7	0.0	0.0	0.0	18,542.7
COMMUNITY PUNISHMENT	3,456.0	0.0	0.0	0.0	3,456.0
DRUG TREATMENT AND EDUCATION	0.0	0.0	2.4	0.0	2.4
DRUG ENFORCEMENT	0.0	0.0	2,353.1	0.0	2,353.1
INTERSTATE COMPACT (ISC)	1,065.1	0.0	0.0	0.0	1,065.1
<b>JUVENILE JUSTICE SERVICES</b>	<b>43,400.9</b>	<b>0.0</b>	<b>2,044.0</b>	<b>379.5</b>	<b>45,824.4</b>
JUVENILE INTENSIVE PROBATION (JIPS)	9,454.2	0.0	0.0	0.0	9,454.2
JUVENILE TREATMENT SERVICES	28,564.0	0.0	0.0	0.0	28,564.0
FAMILY COUNSELING	537.3	0.0	0.0	0.0	537.3
JUVENILE STANDARD PROBATION	4,845.4	0.0	0.0	0.0	4,845.4
JUVENILE CRIME REDUCTION (JCRF)	0.0	0.0	2,044.0	379.5	2,423.5
PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION)	0.0	0.0	0.0	0.0	0.0
STATE AID FOR DETENTION	0.0	0.0	0.0	0.0	0.0
<b>SUPERIOR COURT JUDGES</b>	<b>9,256.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9,256.3</b>
<b>COURT OF APPEALS</b>	<b>9,100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9,100.0</b>
DIVISION I	6,141.4	0.0	0.0	0.0	6,141.4
DIVISION II	2,958.6	0.0	0.0	0.0	2,958.6
<b>CONFIDENTIAL INTERMEDIARY</b>	<b>0.0</b>	<b>0.0</b>	<b>160.4</b>	<b>0.0</b>	<b>160.4</b>
<b>PRIVATE FIDUCIARY CERTIFICATION</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>POST CONVICTION RELIEF (PCR)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>LEGISLATIVE COUNCIL</b>					
<b>LEGISLATIVE COUNCIL</b>	<b>3,085.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3,085.3</b>
<b>DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS</b>					
<b>LIBRARY, ARCHIVES AND PUBLIC RECORDS</b>	<b>5,646.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5,646.3</b>
<b>LOTTERY</b>					
<b>SALES AND SUPPORT</b>	<b>0.0</b>	<b>41,008.7</b>	<b>132,254.5</b>	<b>0.0</b>	<b>173,263.2</b>
<b>OFFICE OF THE OMBUDSMAN-CITIZEN AIDE</b>					
<b>OFFICE OF THE OMBUDSMAN-CITIZENS AIDE</b>	<b>187.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>187.9</b>
<b>STATE PERSONNEL BOARD</b>					
<b>APPEALS/COMPLAINTS</b>	<b>295.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>295.2</b>
<b>STATE RETIREMENT SYSTEM</b>					



**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>MEMBER SERVICES</b>	<b>0.0</b>	<b>2,110.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,110.0</b>
BENEFIT SERVICES	0.0	655.0	0.0	0.0	655.0
ADVISORY SERVICES	0.0	1,248.6	0.0	0.0	1,248.6
HEALTH INSURANCE	0.0	306.3	0.0	0.0	306.3
LONG-TERM DISABILITY	0.0	765.6	0.0	0.0	765.6
EXTERNAL AFFAIRS	0.0	684.0	0.0	0.0	684.0
<b>ADMINISTRATION AND SUPPORT</b>	<b>0.0</b>	<b>1,292.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,292.0</b>
DIRECTOR'S OFFICE	0.0	1,387.6	0.0	0.0	1,387.6
FINANCIAL SERVICES	0.0	1,052.9	0.0	0.0	1,052.9
INFORMATION SERVICES	0.0	1,954.2	0.0	0.0	1,954.2
<b>INVESTMENT MANAGEMENT</b>	<b>0.0</b>	<b>224.8</b>	<b>18,172.4</b>	<b>0.0</b>	<b>18,397.2</b>
INTERNAL MANAGEMENT	0.0	0.0	0.0	0.0	0.0
EXTERNAL MANAGEMENT	0.0	0.0	0.0	0.0	0.0
ASSET ALLOCATION	0.0	0.0	0.0	0.0	0.0
<b>DEPARTMENT OF REVENUE</b>					
<b>DIRECTOR'S OFFICE</b>	<b>3,675.9</b>	<b>182.5</b>	<b>0.0</b>	<b>0.0</b>	<b>3,858.4</b>
DIRECTOR'S OFFICE	1,449.2	0.0	0.0	0.0	1,449.2
SPECIAL MANDATED PROGRAMS	188.1	0.0	0.0	0.0	188.1
TAX POLICY AND LEGAL SUPPORT	1,647.2	182.5	0.0	0.0	1,829.7
SPECIAL SUPPORT	391.4	0.0	0.0	0.0	391.4
<b>ADMINISTRATIVE SERVICES</b>	<b>10,289.8</b>	<b>121.4</b>	<b>976.9</b>	<b>0.0</b>	<b>11,388.1</b>
ADMINISTRATIVE/MANAGEMENT	8,587.0	0.0	0.0	0.0	8,587.0
FINANCIAL SERVICES AND SPECIAL TAXES	1,086.7	121.4	976.9	0.0	2,185.0
FACILITIES AND RECORDS MANAGEMENT	616.1	0.0	0.0	0.0	616.1
<b>INFORMATION TECHNOLOGY</b>	<b>7,086.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,086.6</b>
ADMINISTRATIVE/MANAGEMENT	258.8	0.0	0.0	0.0	258.8
APPLICATIONS/OPERATIONS SUPPORT AND PLANNING	6,827.8	0.0	0.0	0.0	6,827.8
<b>DATA MANAGEMENT</b>	<b>4,405.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4,405.7</b>
ADMINISTRATIVE/MANAGEMENT	205.5	0.0	0.0	0.0	205.5
TAX PROCESSING	4,200.2	0.0	0.0	0.0	4,200.2
<b>PROPERTY VALUATION AND EQUALIZATION</b>	<b>3,051.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3,051.0</b>
ADMINISTRATIVE/MANAGEMENT	205.2	0.0	0.0	0.0	205.2
PROPERTY VALUATION	1,757.2	0.0	0.0	0.0	1,757.2
ASSESSMENT STANDARDS AND EQUALIZATION	1,088.6	0.0	0.0	0.0	1,088.6
<b>COMPLIANCE</b>	<b>7,330.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,330.5</b>
ADMINISTRATIVE/MANAGEMENT	197.4	0.0	0.0	0.0	197.4
COMPLIANCE AND RECEIVABLES	7,133.1	0.0	0.0	0.0	7,133.1
<b>TAXPAYER SUPPORT</b>	<b>3,395.6</b>	<b>0.0</b>	<b>345.1</b>	<b>0.0</b>	<b>3,740.7</b>
ADMINISTRATIVE/MANAGEMENT	300.0	0.0	0.0	0.0	300.0
LICENSING	1,449.3	0.0	27.7	0.0	1,477.0
TAXPAYER SERVICES	1,646.3	0.0	317.4	0.0	1,963.7
<b>TAXATION</b>	<b>6,078.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6,078.1</b>
ADMINISTRATIVE/MANAGEMENT	270.9	0.0	0.0	0.0	270.9
INCOME TAX AUDIT	5,807.2	0.0	0.0	0.0	5,807.2
<b>TRANSACTION PRIVILEGE TAX</b>	<b>5,960.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5,960.8</b>
ADMINISTRATIVE/MANAGEMENT	0.0	0.0	0.0	0.0	0.0
TRANSACTION PRIVILEGE TAX AUDIT	5,960.8	0.0	0.0	0.0	5,960.8
<b>SECRETARY OF STATE - DEPARTMENT OF STATE</b>					
<b>ADMINISTRATION</b>	<b>813.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>813.6</b>
<b>BUSINESS SERVICES</b>	<b>450.5</b>	<b>0.0</b>	<b>102.1</b>	<b>0.0</b>	<b>552.5</b>
<b>PUBLIC SERVICES</b>	<b>775.9</b>	<b>0.0</b>	<b>15.3</b>	<b>0.0</b>	<b>791.2</b>

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>ELECTION SERVICES</b>	<b>1,978.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,978.9</b>
<b>SENATE</b>	<b>5,563.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5,563.5</b>
<b>STATE BOARD OF TAX APPEALS</b>	<b>266.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>266.4</b>
<b>OFFICE OF TOURISM</b>					
<b>DOMESTIC MEDIA ADVERTISING</b>	<b>2,777.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,777.7</b>
<b>TRAVEL COUNSELING AND DIRECT MAIL MARKETING</b>	<b>1,121.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,121.7</b>
<b>INTERNATIONAL AND DOMESTIC TRADE MARKETING</b>	<b>835.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>835.5</b>
<b>MEDIA PROMOTION AND COMMUNICATIONS</b>	<b>286.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>286.1</b>
<b>TOURISM DEVELOPMENT AND FUNDS SHARING</b>	<b>739.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>739.8</b>
<b>WELCOME CENTER OPERATIONS</b>	<b>313.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>313.5</b>
<b>BUSINESS ADMINISTRATION</b>	<b>1,382.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,382.3</b>
<b>STATE TREASURER</b>					
<b>BANKING AND INVESTMENT SERVICES</b>	<b>1,774.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,774.4</b>
RECEIPTING SERVICES	661.5	0.0	0.0	0.0	661.5
INVESTING SERVICES	903.4	0.0	0.0	0.0	903.4
DISBURSING SERVICES	209.5	0.0	0.0	0.0	209.5
<b>JUSTICE OF THE PEACE SALARIES-SLI</b>	<b>2,131.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,131.0</b>
<b>SUMMER YOUTH EMPLOYMENT AND TRAINING-SLI</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>COMMISSION ON UNIFORM STATE LAWS</b>					
<b>COMMISSION ON UNIFORM STATE LAWS</b>	<b>29.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>29.1</b>
<b>Health and Welfare</b>					
<b>AHCCCS</b>					
<b>ACUTE MEDICAL SERVICES (SLI)</b>	<b>423,585.0</b>	<b>0.0</b>	<b>86,433.5</b>	<b>772,893.5</b>	<b>1,282,912.0</b>
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)	59,764.4	0.0	45,493.8	201,790.4	307,048.6
SUPPLEMENTAL SECURITY INCOME (SSI)	66,131.8	0.0	0.0	143,146.3	209,278.1
PREGNANT WOMEN AND CHILDREN (PWC)	42,997.7	0.0	40,939.7	173,855.9	257,793.3
MEDICALLY NEEDY/MEDICALLY INDIGENT	159,263.6	0.0	0.0	0.0	159,263.6
ELIGIBLE ASSISTANCE CHILDREN (EAC)	2,213.2	0.0	0.0	0.0	2,213.2
ELIGIBLE LOW-INCOME CHILDREN (ELIC)	1,181.4	0.0	0.0	0.0	1,181.4
FEDERAL EMERGENCY SERVICES	18,349.5	0.0	0.0	36,148.8	54,498.3
STATE EMERGENCY SERVICES	17,106.4	0.0	0.0	0.0	17,106.4
ADULT BEHAVIORAL HEALTH SERVICES	0.0	0.0	0.0	47,570.3	47,570.3
CHILDREN'S BEHAVIORAL HEALTH SERVICES	0.0	0.0	0.0	47,568.6	47,568.6
CHILDREN'S REHABILITATIVE SERVICES	0.0	0.0	0.0	15,000.0	15,000.0
MEDICARE PARTS A AND B PREMIUMS	6,157.4	0.0	0.0	11,952.7	18,110.1

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM</i>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<i>SUBPROGRAM</i>					
QUALIFIED MEDICARE BENEFICIARIES	1,346.7	0.0	0.0	2,569.4	3,916.1
DISPROPORTIONATE SHARE PAYMENTS	49,072.9	0.0	0.0	93,291.1	142,364.0
PREMIUM SHARING	0.0	0.0	0.0	0.0	0.0
CHILDREN'S HEALTH INSURANCE	0.0	0.0	0.0	0.0	0.0
<b>LONG-TERM CARE</b>	<b>0.0</b>	<b>0.0</b>	<b>149,316.7</b>	<b>262,440.6</b>	<b>411,757.3</b>
<b>DES ELIGIBILITY</b>	<b>18,697.1</b>	<b>0.0</b>	<b>0.0</b>	<b>18,496.5</b>	<b>37,193.6</b>
ELIGIBILITY DETERMINATION	18,494.6	0.0	0.0	18,329.6	36,824.2
MEDICAL ASSISTANCE ELIGIBILITY PROCESS IN AZTECS (SLI)	202.5	0.0	0.0	166.9	369.4
<b>PREADMISSION SCREENING &amp; ANNUAL RESIDENT REVIEWS</b>	<b>103.3</b>	<b>0.0</b>	<b>0.0</b>	<b>311.7</b>	<b>415.0</b>
DES CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)	51.5	0.0	0.0	152.7	204.2
DHS CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)	51.8	0.0	0.0	159.0	210.8
<b>DES DISABILITY DETERMINATION SERVICES ADMINISTRATION (SLI)</b>	<b>101.1</b>	<b>0.0</b>	<b>0.0</b>	<b>101.3</b>	<b>202.4</b>
<b>TITLE XIX NURSING CARE FACILITIES LICENSURE</b>	<b>598.1</b>	<b>0.0</b>	<b>0.0</b>	<b>643.0</b>	<b>1,241.1</b>
<b>INDIAN HEALTH CARE ADVISORY COUNCIL (SLI)</b>	<b>102.9</b>	<b>0.0</b>	<b>0.0</b>	<b>99.8</b>	<b>202.7</b>
<b>CENTRAL ADMINISTRATION</b>	<b>30,224.8</b>	<b>0.0</b>	<b>0.0</b>	<b>34,776.8</b>	<b>65,001.6</b>
OFFICE OF THE DIRECTOR	1,227.8	0.0	0.0	1,098.7	2,326.5
OFFICE OF POLICY ANALYSIS AND COORDINATION	307.6	0.0	0.0	263.4	571.0
OFFICE OF MANAGED CARE	2,084.5	0.0	0.0	1,328.0	3,412.5
INFORMATION SERVICES DIVISION	5,607.7	0.0	0.0	7,365.6	12,973.3
DIVISION OF BUSINESS AND FINANCE	7,092.5	0.0	0.0	6,098.8	13,191.3
OFFICE OF THE MEDICAL DIRECTOR	958.8	0.0	0.0	1,668.8	2,627.6
OFFICE OF GRIEVANCE AND APPEALS	582.1	0.0	0.0	443.3	1,025.4
DIVISION OF MEMBER SERVICES	9,399.9	0.0	0.0	11,476.8	20,876.7
DEPARTMENT OF ADMINISTRATION DATA CENTER	2,963.8	0.0	0.0	5,033.3	7,997.1
<b>DEPARTMENT OF ECONOMIC SECURITY</b>					
<b>CENTRAL ADMINISTRATION</b>	<b>27,134.6</b>	<b>260.0</b>	<b>17,052.3</b>	<b>58,283.9</b>	<b>102,730.8</b>
OFFICE OF THE DIRECTOR	6,442.1	0.0	4,331.3	19,191.6	29,965.0
GOVERNOR'S ADVISORY COUNCIL ON AGING	0.0	0.0	7.2	0.0	7.2
GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES	0.0	0.0	1.4	617.9	619.3
INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS	0.0	0.0	0.0	2,455.8	2,455.8
EMPLOYEE SERVICES AND SUPPORT	0.0	0.0	0.0	0.0	0.0
BUSINESS AND FINANCE	16,111.7	0.0	8,358.5	23,382.8	47,853.0
TECHNOLOGY SERVICES	4,580.8	0.0	4,353.9	12,451.0	21,385.7
PUBLIC ASSISTANCE COLLECTIONS	0.0	260.0	0.0	184.8	444.8
<b>ADMINISTRATION-AGING AND ADULT SERVICES</b>	<b>2,994.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3,122.1</b>	<b>6,116.1</b>
<b>AAA HOME AND COMMUNITY BASED SERVICES</b>	<b>7,619.9</b>	<b>0.0</b>	<b>0.0</b>	<b>5,705.1</b>	<b>13,325.0</b>
<b>ELDER RIGHTS</b>	<b>269.7</b>	<b>0.0</b>	<b>0.0</b>	<b>58.0</b>	<b>327.7</b>
<b>OLDER WORKERS</b>	<b>775.3</b>	<b>0.0</b>	<b>2.3</b>	<b>11,048.3</b>	<b>11,825.9</b>
<b>ADMINISTRATION-COMMUNITY SERVICES</b>	<b>528.4</b>	<b>0.0</b>	<b>70.8</b>	<b>660.2</b>	<b>1,259.4</b>
<b>COMMUNITY ACTION PROGRAM</b>	<b>0.0</b>	<b>0.0</b>	<b>1,222.8</b>	<b>5,129.7</b>	<b>6,352.5</b>
<b>COORDINATED HUNGER PROGRAMS</b>	<b>1,083.3</b>	<b>0.0</b>	<b>0.0</b>	<b>900.5</b>	<b>1,983.8</b>
OVERALL COORDINATED HUNGER	0.0	0.0	0.0	0.0	0.0

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
RURAL FOOD BANK PROJECT (SLI)	1,083.3	0.0	0.0	900.5	1,983.8
<b>COORDINATED HOMELESS PROGRAMS</b>	<b>1,060.7</b>	<b>0.0</b>	<b>252.2</b>	<b>2,051.8</b>	<b>3,364.7</b>
<b>EMERGENCY ASSISTANCE (SLI)</b>	<b>931.6</b>	<b>0.0</b>	<b>0.0</b>	<b>625.5</b>	<b>1,557.1</b>
<b>DOMESTIC VIOLENCE PROGRAM</b>	<b>1,128.5</b>	<b>0.0</b>	<b>949.9</b>	<b>1,632.5</b>	<b>3,710.9</b>
<b>REFUGEE RESETTLEMENT PROGRAM</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3,383.8</b>	<b>3,383.8</b>
<b>INFORMATION AND REFERRAL (SLI)</b>	<b>115.4</b>	<b>0.0</b>	<b>0.0</b>	<b>247.9</b>	<b>363.3</b>
<b>UTILITY ASSISTANCE</b>	<b>0.0</b>	<b>0.0</b>	<b>463.4</b>	<b>4,528.0</b>	<b>4,991.4</b>
<b>DISABILITY DETERMINATION SERVICES ADMINISTRATION</b>	<b>0.0</b>	<b>0.0</b>	<b>149.6</b>	<b>13,833.8</b>	<b>13,983.4</b>
<b>FAMILY ASSISTANCE</b>	<b>82,096.1</b>	<b>0.0</b>	<b>27,954.9</b>	<b>524,740.9</b>	<b>634,791.9</b>
FAMILY ASSISTANCE ADMINISTRATION	26,467.0	0.0	27,172.7	26,091.4	79,731.1
CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE TO NEEDY FAMILIES (SLI)	48,522.3	0.0	0.0	158,024.9	206,547.2
CHILD PASSENGER RESTRAINT	0.0	0.0	67.6	0.0	67.6
ELIGIBILITY DETERMINATION	0.0	0.0	0.0	0.0	0.0
FOOD STAMPS	0.0	0.0	0.0	339,629.9	339,629.9
GENERAL ASSISTANCE (SLI)	5,686.6	0.0	0.0	0.0	5,686.6
TUBERCULOSIS CONTROL (SLI)	13.7	0.0	0.0	0.0	13.7
INSTITUTIONAL SUPPORT PAYMENTS (SLI)	350.2	0.0	0.0	0.0	350.2
FULL EMPLOYMENT DEMONSTRATION PROJECT	47.5	0.0	24.4	51.7	123.6
YOUTH SUPPORT RESEARCH	14.0	0.0	0.0	0.0	14.0
OFFICE OF PROGRAM EVALUATION	994.8	0.0	689.0	932.0	2,615.8
<b>ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES</b>	<b>23,636.8</b>	<b>156.0</b>	<b>43.6</b>	<b>24,555.9</b>	<b>48,392.3</b>
<b>CHILD ABUSE PREVENTION</b>	<b>2,783.5</b>	<b>649.9</b>	<b>0.0</b>	<b>227.2</b>	<b>3,660.6</b>
HEALTHY FAMILIES PILOT (SLI)	2,783.5	0.0	0.0	0.0	2,783.5
CHILD ABUSE PREVENTION	0.0	649.9	0.0	227.2	877.1
<b>FAMILY PRESERVATION</b>	<b>7,618.2</b>	<b>0.0</b>	<b>10.8</b>	<b>5,587.5</b>	<b>13,216.5</b>
IN-HOME CHILDREN SERVICES	4,939.9	0.0	0.0	4,719.0	9,658.9
INTENSIVE FAMILY SERVICES (SLI)	2,267.8	0.0	10.8	868.5	3,147.1
HIGH-RISK INFANTS	410.5	0.0	0.0	0.0	410.5
<b>CHILD PROTECTION</b>	<b>14,209.6</b>	<b>0.0</b>	<b>0.0</b>	<b>269.9</b>	<b>14,479.5</b>
<b>ALTERNATIVE FAMILY SERVICES</b>	<b>40,906.9</b>	<b>0.0</b>	<b>655.0</b>	<b>33,857.9</b>	<b>75,419.8</b>
ADOPTION SERVICES	12,702.0	0.0	0.0	6,502.5	19,204.5
OUT-OF-HOME CHILDREN SERVICES	27,690.3	0.0	655.0	26,470.2	54,815.5
CHILD SEVERANCE PROJECT (LAWS 1994, CH. 116, SEC.)	514.6	0.0	0.0	745.0	1,259.6
INDEPENDENT LIVING	0.0	0.0	0.0	140.2	140.2
<b>COMPREHENSIVE CHILD CARE</b>	<b>15,635.8</b>	<b>0.0</b>	<b>0.0</b>	<b>51,923.8</b>	<b>67,559.6</b>
<b>COMPREHENSIVE MEDICAL AND DENTAL PROGRAM</b>	<b>2,591.0</b>	<b>0.0</b>	<b>7,585.6</b>	<b>0.0</b>	<b>10,176.6</b>
<b>CHILD SUPPORT</b>	<b>2,923.3</b>	<b>6,344.7</b>	<b>173.2</b>	<b>18,743.2</b>	<b>28,184.4</b>
OVERALL CHILD SUPPORT	0.0	0.0	0.0	0.0	0.0
PATERNITY ESTABLISHMENT	613.8	421.6	0.0	1,448.4	2,483.8
SUPPORT ORDER ESTABLISHMENT	577.4	421.6	0.0	1,120.8	2,119.8
ENFORCEMENT	1,732.1	5,501.5	173.2	16,174.0	23,580.8

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
<b>ADMINISTRATION-DEVELOPMENTAL DISABILITIES</b>	<b>6,487.3</b>	<b>0.0</b>	<b>6,218.5</b>	<b>0.0</b>	<b>12,705.8</b>
<b>DDD CASE MANAGEMENT SERVICES</b>	<b>6,946.8</b>	<b>0.0</b>	<b>6,009.6</b>	<b>106.3</b>	<b>13,062.7</b>
<b>DDD HOME AND COMMUNITY BASED SERVICES</b>	<b>66,733.9</b>	<b>0.0</b>	<b>98,752.6</b>	<b>1,276.2</b>	<b>166,762.7</b>
LICENSED GROUP HOMES	0.0	0.0	0.0	0.0	0.0
LICENSED ADULT DEVELOPMENTAL HOMES	0.0	0.0	0.0	0.0	0.0
LICENSED CHILD DEVELOPMENTAL FOSTER HOMES	0.0	0.0	0.0	0.0	0.0
AT HOME WITH FAMILY	0.0	0.0	0.0	0.0	0.0
INDEPENDENT LIVING	0.0	0.0	0.0	0.0	0.0
INDIVIDUALLY DESIGNED LIVING ARRANGEMENTS	0.0	0.0	0.0	0.0	0.0
SECURE FACILITY	0.0	0.0	0.0	0.0	0.0
<b>INSTITUTIONAL SERVICES</b>	<b>10,346.2</b>	<b>0.0</b>	<b>12,416.4</b>	<b>0.0</b>	<b>22,762.6</b>
INTERMEDIATE CARE FACILITIES FOR THE MENTALLY RETARDED	0.0	0.0	0.0	0.0	0.0
LARGE GROUP LIVING FACILITIES	0.0	0.0	0.0	0.0	0.0
NURSING FACILITIES	0.0	0.0	0.0	0.0	0.0
RESIDENTIAL TREATMENT CENTERS	0.0	0.0	0.0	0.0	0.0
ARIZONA TRAINING PROGRAMS	0.0	0.0	0.0	0.0	0.0
<b>MEDICAL SERVICES</b>	<b>8,013.3</b>	<b>0.0</b>	<b>18,095.6</b>	<b>0.0</b>	<b>26,108.9</b>
<b>REHABILITATION SERVICES</b>	<b>12,674.7</b>	<b>0.0</b>	<b>10,064.5</b>	<b>33,452.5</b>	<b>56,191.7</b>
REHABILITATION SERVICES ADMINISTRATION	2,072.2	0.0	3,699.7	12,900.3	18,672.2
VOCATIONAL REHABILITATION SERVICES	3,102.3	0.0	1,600.5	19,522.1	24,224.9
INDEPENDENT LIVING REHABILITATION SERVICES	529.6	0.0	372.3	644.3	1,546.2
EMPLOYMENT SUPPORT SERVICES (SLI)	6,970.6	0.0	4,392.0	385.8	11,748.4
<b>EMPLOYMENT SECURITY</b>	<b>179.3</b>	<b>0.0</b>	<b>174,192.0</b>	<b>28,468.9</b>	<b>202,840.2</b>
EMPLOYMENT SECURITY ADMINISTRATION	179.3	0.0	11.9	25,489.0	25,680.2
EMPLOYMENT SERVICES	0.0	0.0	0.0	2,979.9	2,979.9
UNEMPLOYMENT INSURANCE	0.0	0.0	174,180.1	0.0	174,180.1
<b>JOB TRAINING PARTNERSHIP ACT</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>35,569.9</b>	<b>35,569.9</b>
<b>JOB OPPORTUNITIES AND BASIC SKILLS</b>	<b>4,637.7</b>	<b>500.7</b>	<b>0.0</b>	<b>9,992.6</b>	<b>15,131.0</b>
JOBS ADMINISTRATION	1,590.2	0.0	0.0	4,089.5	5,679.7
JOB OPPORTUNITIES AND BASIC SKILLS	2,945.4	500.7	0.0	5,676.6	9,122.7
FOOD STAMP EMPLOYMENT AND TRAINING	102.1	0.0	0.0	226.5	328.6
<b>DEPARTMENT OF ENVIRONMENTAL QUALITY</b>					
<b>ADMINISTRATION</b>	<b>5,360.8</b>	<b>205.8</b>	<b>7,781.6</b>	<b>182.4</b>	<b>13,530.6</b>
EXECUTIVE MANAGEMENT	550.4	60.4	346.0	90.5	1,047.3
ADMINISTRATIVE PROGRAM MANAGEMENT	1,353.6	12.3	2,894.1	0.0	4,260.0
FINANCIAL MANAGEMENT	612.4	4.8	1,188.2	-7.2	1,798.2
INFORMATION RESOURCES	1,754.4	78.4	2,109.2	66.4	4,008.4
MANAGEMENT SERVICES	342.8	0.0	378.5	0.0	721.3
HUMAN RESOURCES	138.5	0.0	212.7	0.0	351.2
LEGAL SERVICES	392.5	49.6	287.0	32.7	761.8
PROGRAM SUPPORT AND ASSISTANCE	5.7	0.0	111.2	0.0	116.9
PUBLIC AFFAIRS/OUTREACH	210.5	0.3	254.7	0.0	465.5
<b>AIR QUALITY</b>	<b>5,345.5</b>	<b>5,502.9</b>	<b>3,637.8</b>	<b>2,520.9</b>	<b>17,007.1</b>
AIR QUALITY PROGRAM MANAGEMENT	423.1	2,288.4	471.9	365.7	3,549.1
AIR POLLUTION EMISSION CONTROL	4,837.0	2,941.8	1,146.2	166.5	9,091.5
AIR QUALITY MANAGEMENT AND ANALYSIS	85.4	272.7	2,019.7	1,988.7	4,366.5
<b>WASTE PROGRAMS</b>	<b>4,493.9</b>	<b>989.3</b>	<b>34,715.1</b>	<b>3,756.1</b>	<b>43,954.4</b>
WASTE PROGRAMS MANAGEMENT	787.7	64.7	2,540.1	1,051.7	4,444.2
SOLID WASTE	334.1	670.3	908.9	44.5	1,957.8
HAZARDOUS WASTE	215.2	251.6	44.8	997.7	1,509.3

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non-Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
UNDERGROUND STORAGE TANKS	3,000.0	0.0	28,403.6	784.2	32,187.8
SUPERFUND	0.0	2.7	2,774.0	790.1	3,566.8
EMERGENCY RESPONSE	156.9	0.0	43.7	87.9	288.5
<b>WATER QUALITY</b>	<b>4,746.4</b>	<b>737.0</b>	<b>858.0</b>	<b>2,996.2</b>	<b>9,337.6</b>
WATER QUALITY PROGRAM MANAGEMENT	1,200.0	182.2	14.6	408.8	1,805.6
SAFE DRINKING WATER	1,205.7	0.0	4.8	679.2	1,889.7
WATER QUALITY ASSESSMENT AND MANAGEMENT	522.7	0.0	753.1	667.7	1,943.5
POINT SOURCE	1,516.5	533.0	0.9	261.6	2,312.0
NON-POINT SOURCE	301.5	21.8	84.6	978.9	1,386.8
<b>MULTI-DISCIPLINARY PROGRAM</b>	<b>434.5</b>	<b>15.0</b>	<b>743.0</b>	<b>731.1</b>	<b>1,923.6</b>
ARIZONA-SONORA BORDER ACTIVITIES	54.5	15.0	73.5	678.8	821.8
ENVIRONMENTAL EDUCATION	0.0	0.0	0.0	0.0	0.0
ENVIRONMENTAL JUSTICE	0.0	0.0	0.0	0.0	0.0
POLLUTION PREVENTION AND COMPLIANCE ASSISTANCE	303.9	0.0	0.0	52.3	356.2
LABORATORY COORDINATION	76.1	0.0	669.5	0.0	745.6
VOLUNTARY REMEDIATION	0.0	0.0	0.0	0.0	0.0
<b>WATER INFRASTRUCTURE FINANCE AUTHORITY</b>	<b>0.0</b>	<b>0.0</b>	<b>4,169.0</b>	<b>401.0</b>	<b>4,570.0</b>
<b>DEPARTMENT OF HEALTH SERVICES</b>					
<b>ADMINISTRATION</b>	<b>13,478.1</b>	<b>0.0</b>	<b>3,754.0</b>	<b>568.1</b>	<b>17,800.2</b>
DIRECTOR'S OFFICE	1,905.6	0.0	373.6	51.8	2,331.0
BUSINESS AND FINANCIAL SERVICES	7,026.5	0.0	2,324.1	0.0	9,350.6
INFORMATION TECHNOLOGY SERVICES	4,546.0	0.0	1,056.3	516.3	6,118.6
<b>DISEASE CONTROL RESEARCH COMMISSION</b>	<b>818.5</b>	<b>0.0</b>	<b>2,370.5</b>	<b>0.0</b>	<b>3,189.0</b>
<b>ASSURANCE &amp; LICENSURE SERVICES</b>	<b>4,289.2</b>	<b>0.0</b>	<b>1,187.4</b>	<b>1,776.9</b>	<b>7,253.5</b>
LICENSURE ADMINISTRATION	927.8	0.0	102.5	114.9	1,145.2
CHILD CARE LICENSURE	1,258.0	0.0	183.0	0.0	1,441.0
HEALTH CARE LICENSURE	1,714.2	0.0	887.8	1,543.2	4,145.2
ENFORCEMENT/TRAINING/FINGERPRINTING	383.9	0.0	14.1	118.8	516.8
QUALITY ASSURANCE	5.3	0.0	0.0	0.0	5.3
<b>BEHAVIORAL HEALTH SERVICES ADMINISTRATION</b>	<b>3,518.5</b>	<b>0.0</b>	<b>153.7</b>	<b>0.0</b>	<b>3,672.2</b>
ADMINISTRATION	2,481.0	0.0	153.7	0.0	2,634.7
CLIENT SATISFACTION	28.9	0.0	0.0	0.0	28.9
MANAGED CARE AND ACTUARIAL	1,008.6	0.0	0.0	0.0	1,008.6
<b>ADULT BEHAVIORAL HEALTH SERVICES</b>	<b>99,901.3</b>	<b>672.1</b>	<b>69,469.7</b>	<b>20,798.8</b>	<b>190,841.9</b>
OVERSIGHT & REGULATION	2,453.4	0.0	900.1	341.7	3,695.2
GENERAL MENTAL HEALTH SERVICES TITLE XIX	2,522.1	0.0	4,816.0	0.0	7,338.1
GENERAL MENTAL HEALTH SERVICES NON-TITLE XIX	7,770.0	0.0	7,058.2	0.0	14,828.2
SUBSTANCE ABUSE SERVICES TITLE XIX	1,107.9	0.0	2,247.3	0.0	3,355.2
SUBSTANCE ABUSE SERVICES NON-TITLE XIX	10,738.6	0.0	3,421.1	16,513.1	30,672.8
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS TITLE XIX	16,027.9	0.0	30,577.4	0.0	46,605.3
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS NON TITLE XIX	44,310.4	0.0	20,449.6	1,491.6	66,251.6
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - PSYCHOTROPIC DRUG PROGRAM	1,257.1	0.0	0.0	0.0	1,257.1
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - GERIATRIC/RESIDENTIAL BEDS	7,982.1	0.0	0.0	0.0	7,982.1
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - COURT MONITOR	253.0	0.0	0.0	0.0	253.0
COMMUNITY PLACEMENT	4,880.0	672.1	0.0	0.0	5,552.1
PREVENTION	598.8	0.0	0.0	2,452.4	3,051.2
<b>CHILDREN'S BEHAVIORAL HEALTH</b>	<b>37,623.0</b>	<b>0.0</b>	<b>34,993.8</b>	<b>5,312.1</b>	<b>77,928.9</b>
CBH OVERSIGHT AND REGULATION	1,321.2	0.0	426.3	184.0	1,931.5
CBH SERVICES TITLE XIX	16,736.9	0.0	31,170.2	0.0	47,907.1
CBH SERVICES NON-TITLE XIX	13,949.6	0.0	3,397.3	3,302.5	20,649.4

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non-Approp	Federal Funds	TOTAL FUNDS
CBH SERVICES RESPITE CARE	252.5	0.0	0.0	0.0	252.5
PREVENTION	5,362.8	0.0	0.0	1,825.6	7,188.4
<b>ARIZONA STATE HOSPITAL</b>	<b>11,684.8</b>	<b>11,263.2</b>	<b>1,674.2</b>	<b>0.0</b>	<b>24,622.2</b>
ARIZONA STATE HOSPITAL ADMINISTRATION	1,717.7	3,308.4	879.5	0.0	5,905.6
CLINICAL SERVICES	9,967.1	7,954.8	794.7	0.0	18,716.6
SEXUALLY VIOLENT PERSONS	0.0	0.0	0.0	0.0	0.0
<b>PUBLIC HEALTH ADMINISTRATION</b>	<b>234.4</b>	<b>0.0</b>	<b>45.4</b>	<b>3.8</b>	<b>283.6</b>
OVERALL PUBLIC HEALTH	115.5	0.0	32.8	0.0	148.3
BORDER HEALTH	118.9	0.0	12.6	3.8	135.3
<b>LOCAL AND MINORITY HEALTH</b>	<b>1,296.4</b>	<b>0.0</b>	<b>0.1</b>	<b>45.6</b>	<b>1,342.1</b>
LOCAL AND MINORITY HEALTH	322.1	0.0	0.1	45.6	367.8
DIRECT GRANTS TO COUNTIES (SLI)	578.0	0.0	0.0	0.0	578.0
REIMBURSEMENT TO COUNTIES (SLI)	396.3	0.0	0.0	0.0	396.3
<b>COMMUNITY AND FAMILY HEALTH SERVICES</b>	<b>897.8</b>	<b>92.0</b>	<b>279.2</b>	<b>3,079.3</b>	<b>4,348.3</b>
CHILD FATALITY REVIEW PROGRAM	0.0	92.0	7.2	0.0	99.2
ORAL HEALTH	654.0	0.0	115.3	444.1	1,213.4
OLDER ADULT HEALTH	76.4	0.0	1.8	0.0	78.2
OFFICE FOR CHILDREN WITH SPECIAL HEALTH CARE NEEDS	1.9	0.0	0.0	427.4	429.3
PUBLIC HEALTH PROMOTION	165.5	0.0	154.9	2,207.8	2,528.2
<b>CHILDREN'S REHABILITATIVE SERVICES</b>	<b>15,737.7</b>	<b>0.0</b>	<b>16,278.9</b>	<b>1,839.4</b>	<b>33,856.0</b>
CHILDREN S REHABILITATIVE SERVICES TITLE XIX	0.0	0.0	16,214.5	0.0	16,214.5
CHILDREN'S REHABILITATIVE SERVICES NON-TITLE XIX	15,444.0	0.0	64.4	1,839.4	17,347.8
ADULT SERVICES	293.7	0.0	0.0	0.0	293.7
<b>WOMEN'S AND CHILDREN'S HEALTH</b>	<b>5,675.3</b>	<b>0.0</b>	<b>626.6</b>	<b>4,666.8</b>	<b>10,968.7</b>
PLANNING, EVALUATION AND DATA	457.2	0.0	33.5	1,863.7	2,354.4
COMMUNITY BASED SERVICES	271.3	0.0	529.0	1,490.5	2,290.8
WOMEN'S/PRENATAL CARE	2,135.4	0.0	57.8	1,073.4	3,266.6
HIGH RISK INFANT SERVICES	2,811.4	0.0	6.3	239.2	3,056.9
<b>NUTRITION SERVICES</b>	<b>757.8</b>	<b>0.0</b>	<b>55.8</b>	<b>82,543.1</b>	<b>83,356.7</b>
COMMUNITY NUTRITION PLANNING, CONSULTATION, EVALUATION, SURVEILLANCE	445.1	0.0	55.2	102.3	602.6
COMMUNITY NUTRITION SERVICES	299.1	0.0	0.0	0.0	299.1
WIC	13.6	0.0	0.6	81,375.4	81,389.6
COMMODITY SUPPLEMENTAL FOOD PROGRAM	0.0	0.0	0.0	1,065.4	1,065.4
<b>EPIDEMIOLOGY &amp; DISEASE CONTROL</b>	<b>2,937.0</b>	<b>0.0</b>	<b>540.0</b>	<b>2,513.1</b>	<b>5,990.1</b>
EPIDEMIOLOGY AND DISEASE CONTROL	722.8	0.0	138.1	1,498.5	2,359.4
CHRONIC DISEASE EPIDEMIOLOGY	706.9	0.0	277.2	206.0	1,190.1
INFECTIOUS DISEASE EPIDEMIOLOGY	676.2	0.0	124.7	145.6	946.5
TUBERCULOSIS CONTROL	831.1	0.0	0.0	663.0	1,494.1
<b>ENVIRONMENTAL HEALTH</b>	<b>209.4</b>	<b>0.0</b>	<b>264.5</b>	<b>336.5</b>	<b>810.4</b>
<b>HIV/STD PREVENTION, CONTROL &amp; SERVICES</b>	<b>536.3</b>	<b>0.0</b>	<b>0.2</b>	<b>6,776.0</b>	<b>7,312.5</b>
HIV PREVENTION, CONTROL AND SERVICES	276.7	0.0	0.2	6,039.2	6,316.1
STD PREVENTION, CONTROL AND SERVICES	259.5	0.0	0.0	736.8	996.3
<b>ARIZONA IMMUNIZATION PROGRAM</b>	<b>1,584.5</b>	<b>0.0</b>	<b>46.8</b>	<b>3,560.4</b>	<b>5,191.7</b>
<b>TOBACCO EDUCATION AND PREVENTION</b>	<b>0.0</b>	<b>0.0</b>	<b>17,841.8</b>	<b>0.0</b>	<b>17,841.8</b>
<b>STATE LABORATORY SERVICES (SLS)</b>	<b>2,479.1</b>	<b>0.0</b>	<b>2,653.1</b>	<b>715.9</b>	<b>5,848.1</b>
QUALITY ASSURANCE AND SUPPORT	399.7	0.0	101.5	32.5	533.7
ENVIRONMENTAL/CLINICAL MICROBIOLOGY/REGIONAL LABS	1,046.7	0.0	1,377.5	327.4	2,751.6
ENVIRONMENTAL/ANALYTICAL CHEMISTRY	786.5	0.0	365.8	127.9	1,280.2
LABORATORY LICENSURE, CERTIFICATION & TRAINING	246.2	0.0	808.3	228.1	1,282.6
<b>EMERGENCY MEDICAL SERVICES (EMS)</b>	<b>0.0</b>	<b>2,251.8</b>	<b>0.0</b>	<b>0.0</b>	<b>2,251.8</b>
EMS OPERATIONS	0.0	1,490.9	0.0	0.0	1,490.9

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
EMS PROGRAM GRANTS	0.0	604.9	0.0	0.0	604.9
COMMUNICATIONS AND DISPATCH	0.0	0.0	0.0	0.0	0.0
TRAUMA	0.0	156.0	0.0	0.0	156.0
<b>HEALTH PLANNING, EVALUATION AND STATISTICS</b>	<b>1,430.2</b>	<b>0.0</b>	<b>374.0</b>	<b>560.7</b>	<b>2,364.9</b>
<b>HEALTH SYSTEMS DEVELOPMENT</b>	<b>510.2</b>	<b>0.0</b>	<b>8,592.6</b>	<b>226.8</b>	<b>9,329.6</b>
PRIMARY CARE RESOURCES	143.0	0.0	0.0	200.0	343.0
LOAN REPAYMENT PROGRAM	120.0	0.0	0.0	26.8	146.8
PRIMARY CARE SYSTEMS AND SERVICES	0.0	0.0	8,592.6	0.0	8,592.6
TCE CONTAMINATION	247.2	0.0	0.0	0.0	247.2
<b>PSYCHIATRIC REVIEW BOARD (SLI)</b>	<b>47.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>47.8</b>
<b>ARIZONA POISON CONTROL</b>	<b>0.0</b>	<b>937.5</b>	<b>0.0</b>	<b>0.0</b>	<b>937.5</b>
<b>COUNCIL FOR THE HEARING IMPAIRED</b>					
COUNCIL ACTIVITIES	256.8	0.0	0.0	54.8	311.6
TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)	0.0	0.0	4,237.6	0.0	4,237.6
<b>COMMISSION OF INDIAN AFFAIRS</b>					
INDIAN AFFAIRS	169.0	0.0	0.0	0.0	169.0
<b>ARIZONA PIONEERS' HOME</b>					
ARIZONA PIONEERS' HOME	1,968.9	1,173.5	2,736.3	0.0	5,878.7
<b>ARIZONA RANGERS' PENSION</b>					
ARIZONA RANGERS' PENSIONS	10.5	0.0	0.0	0.0	10.5
<b>VETERANS' SERVICE COMMISSION</b>					
VETERANS AFFAIRS	935.1	0.0	0.0	0.0	935.1
VETERANS CONSERVATORSHIP	0.0	477.1	0.0	0.0	477.1
EDUCATION	0.0	0.0	0.0	158.9	158.9
STATE VETERAN HOME	0.0	6,829.2	0.0	0.0	6,829.2
<b>Inspection and Regulation</b>					
<b>BOARD OF ACCOUNTANCY</b>					
CERTIFICATION, REGISTRATION, AND REGULATION	0.0	1,222.9	0.0	0.0	1,222.9
<b>DEPARTMENT OF AGRICULTURE</b>					
<b>FOOD SAFETY AND QUALITY ASSURANCE</b>	<b>1,206.3</b>	<b>988.7</b>	<b>1,880.2</b>	<b>0.0</b>	<b>4,075.2</b>
ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION	1,206.3	269.0	53.3	0.0	1,528.6
FRESH PRODUCE STANDARDIZATION AND INSPECTION	0.0	719.7	1,826.9	0.0	2,546.6
<b>NON-FOOD PRODUCT QUALITY ASSURANCE</b>	<b>389.3</b>	<b>578.8</b>	<b>0.7</b>	<b>0.0</b>	<b>968.8</b>
<b>ANIMAL DISEASE, OWNERSHIP &amp; WELFARE PROTECTION</b>	<b>2,222.8</b>	<b>0.0</b>	<b>91.5</b>	<b>0.0</b>	<b>2,314.3</b>
ANIMAL DISEASE CONTROL	186.1	0.0	0.0	0.0	186.1
LIVESTOCK INSPECTION	2,036.7	0.0	91.5	0.0	2,128.2



**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM SUBPROGRAM</b>	<b><i>FY 1997 Fund Actual Expenditures</i></b>				
	<b><i>General Fund</i></b>	<b><i>Other Approp</i></b>	<b><i>Non- Approp</i></b>	<b><i>Federal Funds</i></b>	<b><i>TOTAL FUNDS</i></b>
<b>PEST EXCLUSION AND MANAGEMENT</b>	2,895.1	21.7	337.0	1,090.8	4,344.6
<b>NATIVE PLANT AND CULTURAL RESOURCES PROTECTION</b>	173.4	200.1	0.0	0.0	373.5
<b>PESTICIDE COMPLIANCE &amp; WORKER SAFETY</b>	452.5	0.0	48.1	291.8	792.4
<b>ADMINISTRATIVE SERVICES</b>	1,389.7	0.0	2,823.6	69.3	4,282.6
<b>STATE AGRICULTURAL LABORATORY</b>	1,196.8	0.0	303.8	572.5	2,073.1
<b>AGRICULTURAL CONSULTATION AND TRAINING</b>	39.6	48.7	5.5	51.9	145.7
<b>COMMODITY DEVELOPMENT AND PROMOTION</b>	254.9	0.0	49.5	21.2	325.6
<b><i>BOARD OF APPRAISAL</i></b>					
<b>LICENSURE/CERTIFICATION/REGULATION</b>	0.0	277.1	0.0	0.0	277.1
<b>TAX AGENT REGISTRATION</b>	0.0	0.0	0.0	0.0	0.0
<b><i>STATE BANKING DEPARTMENT</i></b>					
<b>OFFICE OF SUPERVISION</b>	1,346.0	0.0	197.7	0.0	1,543.7
<b>OFFICE OF REGULATORY AFFAIRS</b>	800.4	0.0	130.1	0.0	930.5
<b>RECEIVERSHIPS</b>	75.4	0.0	78.3	0.0	153.7
<b><i>BOARD OF BARBER EXAMINERS</i></b>					
<b>LICENSING AND REGULATION</b>	0.0	148.7	0.0	0.0	148.7
<b><i>BOARD OF BEHAVIORAL HEALTH EXAMINERS</i></b>					
<b>CERTIFICATION AND REGULATION</b>	0.0	371.3	0.0	0.0	371.3
<b><i>BOXING COMMISSION</i></b>					
<b>LICENSING AND REGULATION</b>	63.1	0.0	0.0	0.0	63.1
<b><i>DEPARTMENT OF BUILDING AND FIRE SAFETY</i></b>					
<b>ADMINISTRATION</b>	969.7	0.0	652.2	0.0	1,621.9
GENERAL ADMINISTRATION	242.1	0.0	0.0	0.0	242.1
LICENSING AND REGULATION	727.6	0.0	652.2	0.0	1,379.8
<b>MANUFACTURED HOUSING</b>	893.3	0.0	0.0	0.0	893.3
<b>STATE FIRE MARSHAL</b>	946.3	0.0	357.9	0.0	1,304.2
ENFORCEMENT AND TRAINING	946.3	0.0	212.0	0.0	1,158.3
DEQ ASSISTANCE	0.0	0.0	145.9	0.0	145.9
<b><i>BOARD OF CHIROPRACTIC EXAMINERS</i></b>					
<b>LICENSING AND REGULATION</b>	0.0	260.0	0.0	0.0	260.0
<b><i>BOARD OF COSMETOLOGY</i></b>					
<b>LICENSING AND REGULATION</b>	0.0	700.3	0.0	0.0	700.3

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM SUBPROGRAM</i>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<b><i>CORPORATION COMMISSION</i></b>					
ADMINISTRATION	1,452.9	122.0	0.0	0.0	1,574.9
HEARINGS	469.1	0.0	0.0	0.0	469.1
CORPORATIONS	1,385.2	28.0	1,203.4	0.0	2,616.6
SECURITIES	1,344.7	551.5	2,068.2	0.0	3,964.4
RAILROAD	503.9	0.0	0.0	131.8	635.7
UTILITIES DIVISION	0.0	4,828.0	0.0	0.0	4,828.0
LEGAL DIVISION	0.0	1,004.4	0.0	0.0	1,004.4
<b><i>BOARD OF DENTAL EXAMINERS</i></b>					
LICENSING AND REGULATION	0.0	636.5	0.0	0.0	636.5
<b><i>BOARD OF DISPENSING OPTICIANS</i></b>					
LICENSING AND REGULATION	0.0	63.6	0.0	0.0	63.6
<b><i>BOARD OF FUNERAL DIRECTORS AND EMBALMERS</i></b>					
LICENSING AND REGULATION	0.0	173.0	0.0	0.0	173.0
<b><i>DEPARTMENT OF GAMING</i></b>					
ENFORCEMENT	0.0	2,344.6	0.0	0.0	2,344.6
CERTIFICATION	0.0	1,143.7	0.0	0.0	1,143.7
<b><i>BOARD OF HOMEOPATHIC MEDICAL EXAMINERS</i></b>					
LICENSING AND REGULATION	0.0	33.2	0.0	0.0	33.2
<b><i>INDUSTRIAL COMMISSION OF ARIZONA</i></b>					
ADMINISTRATIVE SERVICES	0.0	2,685.9	21.9	30.8	2,738.6
ADMINISTRATIVE SUPPORT	0.0	2,366.7	21.9	30.8	2,419.4
ADMINISTRATIVE SUPPORT	0.0	135.9	0.0	0.0	135.9
OFFICE OF DIRECTOR	0.0	183.0	0.0	0.0	183.0
WORKERS COMPENSATION CLAIMS PROCESSING	0.0	2,575.4	100.3	0.0	2,675.7
ADJUDICATION OF DISPUTES	0.0	3,622.0	0.0	0.0	3,622.0
LABOR LAW ADMINISTRATION	0.0	436.9	0.0	0.0	436.9
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	0.0	1,655.8	0.0	1,126.9	2,782.7
SPECIAL FUND CLAIMS PROCESSING	0.0	597.7	0.0	0.0	597.7
LEGAL COUNSEL	0.0	889.3	0.0	0.0	889.3

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>DEPARTMENT OF INSURANCE</b>					
ADMINISTRATION	1,660.2	0.0	237.3	0.0	1,897.5
SOLVENCY REGULATION	319.1	0.0	55,412.1	0.0	55,731.2
SOLVENCY REVIEW AND MANAGEMENT	319.1	0.0	4,085.1	0.0	4,404.2
RECEIVERSHIPS	0.0	0.0	51,327.1	0.0	51,327.1
CONSUMER INFORMATION AND PROTECTION	1,882.8	0.0	2,582.8	0.0	4,465.6
CONSUMER SERVICES	650.2	0.0	84.4	0.0	734.6
FRAUD INVESTIGATIONS	630.6	0.0	0.0	0.0	630.6
MARKET CONDUCT ANALYSIS AND EXAMINATION	602.0	0.0	2,498.4	0.0	3,100.4
LICENSING	323.7	0.0	742.8	0.0	1,066.5
PREMIUM TAX COLLECTIONS AND ANALYSIS	99.9	0.0	0.0	0.0	99.9
<b>DEPARTMENT OF LIQUOR LICENSES AND CONTROL</b>					
ADMINISTRATION	1,387.6	49.2	0.0	0.0	1,436.8
INVESTIGATIONS	769.0	0.0	362.6	0.0	1,131.6
LICENSING	357.2	0.0	0.0	0.0	357.2
<b>BOARD OF MEDICAL EXAMINERS</b>					
LICENSING, REGULATION, & REHABILITATION	0.0	2,476.1	0.0	0.0	2,476.1
<b>STATE MINE INSPECTOR</b>					
MINING SAFETY ENFORCEMENT	704.3	0.0	0.0	0.0	704.3
ABANDONED MINES INVENTORY	110.1	0.0	0.0	100.0	210.1
MINING SAFETY & HEALTH GRANT EDUCATION & TRAINING	0.0	0.0	0.0	156.6	156.6
MINED LAND RECLAMATION	100.0	0.0	0.0	0.0	100.0
<b>NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS</b>					
LICENSING AND REGULATION	0.0	61.2	0.0	0.0	61.2
<b>BOARD OF NURSING</b>					
LICENSING AND REGULATION - RN/LPN	0.0	1,529.5	0.0	0.0	1,529.5
NURSING ASSISTANT	0.0	0.0	0.0	369.0	369.0
<b>BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS AND ADULT CARE HOME MANAGERS</b>					
LICENSING AND REGULATION	0.0	83.8	0.0	0.0	83.8
<b>BOARD OF OCCUPATIONAL THERAPY EXAMINERS</b>					
LICENSING AND REGULATION	0.0	98.7	0.0	0.0	98.7

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>BOARD OF OPTOMETRY</b>					
LICENSING AND REGULATION	0.0	100.5	0.0	0.0	100.5
<b>BOARD OF OSTEOPATHIC EXAMINERS</b>					
LICENSING AND REGULATION	0.0	348.6	0.0	0.0	348.6
<b>BOARD OF PHARMACY</b>					
LICENSING AND REGULATION	0.0	659.6	0.0	3.1	662.7
<b>BOARD OF PHYSICAL THERAPY EXAMINERS</b>					
LICENSING AND REGULATION	0.0	91.0	0.0	0.0	91.0
<b>BOARD OF PODIATRY EXAMINERS</b>					
LICENSING AND REGULATION	0.0	57.2	0.0	0.0	57.2
<b>POWER AUTHORITY</b>					
ARIZONA POWER AUTHORITY	0.0	0.0	23,986.0	0.0	23,986.0
<b>STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION</b>					
LICENSING AND REGULATION	0.0	158.0	0.0	0.0	158.0
STUDENT TUITION RECOVERY FUND	0.0	0.0	181.1	0.0	181.1
<b>BOARD OF PSYCHOLOGIST EXAMINERS</b>					
LICENSING AND REGULATION	0.0	232.7	0.0	0.0	232.7
<b>DEPARTMENT OF RACING</b>					
COMMERCIAL RACING	2,365.1	0.0	442.0	0.0	2,807.1
HORSE RACING	1,105.7	0.0	170.4	0.0	1,276.1
GREYHOUND RACING	1,247.1	0.0	271.6	0.0	1,518.7
RACING COMMISSION	12.3	0.0	0.0	0.0	12.3
COUNTY FAIR RACING	0.0	229.4	567.9	0.0	797.3
<b>RADIATION REGULATORY AGENCY</b>					
RADIATION EVALUATION AND COMPLIANCE	1,016.1	0.0	404.8	210.3	1,631.2
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	237.3	0.0	0.0	0.0	237.3
X-RAY COMPLIANCE	256.9	0.0	0.0	115.3	372.2
EMERGENCY RESPONSE	9.6	0.0	144.5	0.0	154.1
RADIATION MEASUREMENT LABORATORY	228.2	0.0	260.3	0.0	488.5
ADMINISTRATIVE SERVICES	284.1	0.0	0.0	0.0	284.1
MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	0.0	105.5	0.0	0.0	105.5
<b>DEPARTMENT OF REAL ESTATE</b>					
CENTRAL ADMINISTRATIVE SERVICES	792.0	0.0	0.0	0.0	792.0
<b>EDUCATION AND LICENSING</b>					
EDUCATION	728.5	0.0	36.5	0.0	765.0
	226.0	0.0	36.6	0.0	262.6

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<b>SUBPROGRAM</b>					
LICENSING	502.5	0.0	0.0	0.0	502.5
<b>REGULATION</b>	<b>763.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>763.2</b>
INVESTIGATIONS	622.1	0.0	0.0	0.0	622.1
ENFORCEMENT	141.1	0.0	0.0	0.0	141.1
<b>LAND DEVELOPMENT</b>	<b>531.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>531.8</b>
<b>RECOVERY ASSISTANCE</b>	<b>0.0</b>	<b>0.0</b>	<b>212.0</b>	<b>0.0</b>	<b>212.0</b>
<b>REGISTRAR OF CONTRACTORS</b>					
REGULATORY AFFAIRS	0.0	4,773.8	0.0	0.0	4,773.8
RECOVERY FUND	0.0	0.0	3,247.1	0.0	3,247.1
<b>RESIDENTIAL UTILITY CONSUMER OFFICE</b>					
RATEPAYER REPRESENTATION	0.0	730.6	0.0	0.0	730.6
<b>BOARD OF RESPIRATORY CARE EXAMINERS</b>					
LICENSING AND REGULATION	0.0	168.5	0.0	0.0	168.5
<b>STRUCTURAL PEST CONTROL COMMISSION</b>					
LICENSING AND REGULATION	0.0	1,377.1	0.0	0.0	1,377.1
<b>BOARD OF TECHNICAL REGISTRATION</b>					
LICENSING AND REGULATION	0.0	770.1	0.0	0.0	770.1
<b>VETERINARY MEDICAL EXAMINING BOARD</b>					
LICENSING AND REGULATION	0.0	210.4	0.0	0.0	210.4
<b>DEPARTMENT OF WEIGHTS AND MEASURES</b>					
GENERAL SERVICES	1,340.8	0.0	0.0	0.0	1,340.8
AIR QUALITY OXYGENATED FUEL	0.0	324.0	0.0	0.0	324.0
VAPOR RECOVERY	254.7	0.0	0.0	0.0	254.7
<b>Education</b>					
<b>COMMISSION ON THE ARTS</b>					
ARTS SUPPORT	1,526.1	0.0	1,774.6	538.1	3,838.8
<b>ARIZONA HISTORICAL SOCIETY</b>					
ADMINISTRATION DIVISION	534.4	0.0	65.1	0.0	599.5
CENTRAL ARIZONA DIVISION	2,149.4	0.0	508.5	0.0	2,657.9
FIELD SERVICES	126.5	0.0	0.0	0.0	126.5
NORTHERN ARIZONA DIVISION	66.4	0.0	35.6	0.0	102.0
PUBLICATIONS DIVISION	99.5	0.0	41.6	0.0	141.1

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>RIO COLORADO DIVISION</b>	<b>109.8</b>	<b>0.0</b>	<b>78.8</b>	<b>0.0</b>	<b>188.6</b>
<b>SOUTHERN ARIZONA DIVISION</b>	<b>1,057.3</b>	<b>0.0</b>	<b>102.7</b>	<b>0.0</b>	<b>1,160.0</b>
<b>STATE BOARD FOR CHARTER SCHOOLS</b>					
STATE BOARD FOR CHARTER SCHOOLS	143.1	0.0	0.0	0.0	143.1
<b>STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES</b>					
STATE BOARD ADMINISTRATION	472.3	0.0	7.9	0.0	480.2
EDUCATIONAL SERVICES AND RESEARCH	210.7	0.0	0.0	198.7	409.4
TEACHER CERTIFICATION	0.0	145.1	0.0	0.0	145.1
<b>AID TO COMMUNITY COLLEGES</b>	<b>110,396.9</b>	<b>0.0</b>	<b>0.0</b>	<b>2,840.9</b>	<b>113,237.8</b>
OPERATING STATE AID	88,162.6	0.0	0.0	0.0	88,162.6
CAPITAL OUTLAY STATE AID	13,971.3	0.0	0.0	0.0	13,971.3
EQUALIZATION STATE AID	8,263.0	0.0	0.0	0.0	8,263.0
FEDERAL VOCATIONAL EDUCATION	0.0	0.0	0.0	2,840.9	2,840.9
<b>ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND</b>					
ASDB ADMINISTRATION	1,288.4	0.0	3.0	0.0	1,291.4
ASDB-PHOENIX	3,355.7	2,208.9	46.5	226.5	5,837.6
ASDB STATEWIDE	2,392.7	0.0	2,764.5	594.8	5,752.0
ASDB-TUCSON	9,658.9	3,168.6	191.4	305.2	13,324.1
<b>DEPARTMENT OF EDUCATION</b>					
<b>SCHOOL FINANCE</b>	<b>1,913,475.0</b>	<b>0.0</b>	<b>35,018.9</b>	<b>103,550.6</b>	<b>2,052,044.0</b>
BASIC STATE AID	1,772,338.0	0.0	35,018.9	0.0	1,807,356.0
OTHER FORMULA PROGRAMS	140,462.8	0.0	0.0	103,550.6	244,013.4
SCHOOL FINANCE ADMINISTRATION AND RESEARCH	674.2	0.0	0.0	0.0	674.2
<b>ACADEMIC FOUNDATIONS</b>	<b>8,664.7</b>	<b>0.0</b>	<b>118.1</b>	<b>19,850.9</b>	<b>28,633.7</b>
ARIZONA ACADEMIC STANDARDS	616.2	0.0	0.0	2,324.8	2,941.0
STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY	609.4	0.0	0.0	0.0	609.4
RESEARCH AND EVALUATION	246.9	0.0	97.1	46.1	390.1
SCHOOL TO WORK	7,192.2	0.0	21.0	17,480.0	24,693.2
<b>PROFESSIONAL DEVELOPMENT</b>	<b>1,067.7</b>	<b>0.0</b>	<b>100.4</b>	<b>191.0</b>	<b>1,359.1</b>
CAREER LADDERS	78.8	0.0	0.0	0.0	78.8
CERTIFICATION/INVESTIGATION	737.9	0.0	100.4	0.0	838.3
PROFESSIONAL EVALUATION AND RECOGNITION	251.0	0.0	0.0	191.0	442.0
<b>ACADEMIC ASSISTANCE</b>	<b>31,107.6</b>	<b>0.0</b>	<b>105.3</b>	<b>157,774.7</b>	<b>188,987.6</b>
EARLY CHILDHOOD PROGRAMS	14,110.6	0.0	0.0	1.3	14,111.9
MIGRANT CHILDREN EDUCATION	0.0	0.0	0.0	7,012.8	7,012.8
INDIAN EDUCATION	0.0	0.0	0.0	467.7	467.7
HOMELESS EDUCATION	0.0	0.0	0.0	355.6	355.6
LIMITED ENGLISH PROFICIENCY	62.2	0.0	0.0	1,405.6	1,467.8
SPECIAL EDUCATION PROGRAM DEVELOPMENT	1,138.7	0.0	33.9	2,088.3	3,260.9
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS	9,979.3	0.0	0.0	36,017.5	45,996.8
LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I)	0.0	0.0	0.0	94,211.5	94,211.5

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
FOREIGN LANGUAGE ASSISTANCE	0.0	0.0	0.0	0.0	0.0
INNOVATIVE EDUCATIONAL STRATEGIES (TITLE VI)	0.0	0.0	0.0	3,853.1	3,853.1
EISENHOWER PROFESSIONAL DEVELOPMENT (TITLE II)	0.0	0.0	0.0	3,235.1	3,235.1
GIFTED EDUCATION	1,279.8	0.0	0.0	0.0	1,279.8
SINGLE PARENTS AND DISPLACED HOMEMAKERS	0.0	0.0	0.0	1,827.9	1,827.9
WORKFORCE DEVELOPMENT	0.0	0.0	0.0	2,127.3	2,127.3
ADULT EDUCATION	3,558.4	0.0	71.4	5,171.0	8,800.8
FAMILY LITERACY	978.5	0.0	0.0	0.0	978.5
YOUTH SUPPORT RESEARCH	0.0	0.0	0.0	0.0	0.0
<b>STUDENT HEALTH AND SAFETY</b>	<b>7,023.7</b>	<b>0.0</b>	<b>212.8</b>	<b>156,249.4</b>	<b>163,485.9</b>
CHILD NUTRITION	91.5	0.0	212.8	150,652.1	150,956.4
CHEMICAL ABUSE PREVENTION	849.4	0.0	0.0	5,026.3	5,875.7
SCHOOL SAFETY	4,840.4	0.0	0.0	266.7	5,107.1
OTHER SCHOOL HEALTH PROGRAMS	1,242.4	0.0	0.0	266.7	1,509.1
<b>SUPPORT SERVICES</b>	<b>2,194.8</b>	<b>0.0</b>	<b>828.4</b>	<b>139.2</b>	<b>3,162.4</b>
PUBLIC INFORMATION/COMMUNICATION	329.2	0.0	585.9	0.8	915.9
MANAGEMENT INFORMATION SERVICES	1,305.7	0.0	33.1	135.1	1,473.9
OTHER EDUCATION SUPPORT	559.9	0.0	209.4	4.1	773.4
<b>STATE POLICY BOARDS</b>	<b>950.3</b>	<b>0.0</b>	<b>0.0</b>	<b>875.2</b>	<b>1,825.5</b>
STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION	144.1	0.0	0.0	0.0	144.1
STATE BOARD OF EDUCATION/CHARTER SCHOOLS	663.0	0.0	0.0	875.2	1,538.2
<b>ADMINISTRATION</b>	<b>2,831.4</b>	<b>0.0</b>	<b>-30.5</b>	<b>0.0</b>	<b>2,800.9</b>
SUPERINTENDENT'S OFFICE	752.6	0.0	45.4	0.0	798.0
ADMINISTRATIVE SERVICES	1,947.8	0.0	-75.9	0.0	1,871.9
CHARTER SCHOOLS LIAISON	131.0	0.0	0.0	0.0	131.0
<b>BOARD OF MEDICAL STUDENT LOANS</b>					
<b>MEDICAL STUDENT LOAN PROGRAM</b>	<b>236.6</b>	<b>58.9</b>	<b>0.0</b>	<b>0.0</b>	<b>295.5</b>
<b>COMMISSION FOR POSTSECONDARY EDUCATION</b>					
<b>FINANCIAL AID ADMINISTRATION</b>	<b>1,261.2</b>	<b>1,714.2</b>	<b>0.0</b>	<b>543.2</b>	<b>3,518.6</b>
<b>POLICY ANALYSIS</b>	<b>0.0</b>	<b>61.9</b>	<b>37.9</b>	<b>0.0</b>	<b>99.8</b>
<b>COMMUNICATIONS</b>	<b>12.7</b>	<b>103.1</b>	<b>8.2</b>	<b>0.0</b>	<b>124.0</b>
<b>PRESCOTT HISTORICAL SOCIETY</b>					
<b>SHARLOT HALL MUSEUM</b>	<b>617.7</b>	<b>0.0</b>	<b>415.5</b>	<b>0.0</b>	<b>1,033.2</b>
<b>SCHOOL FACILITIES BOARD</b>					
<b>SCHOOL FACILITIES BOARD</b>	<b>0.0</b>	<b>2,819.7</b>	<b>0.0</b>	<b>0.0</b>	<b>2,819.7</b>
<b>BOARD OF REGENTS</b>					
<b>GOVERNANCE</b>	<b>1,814.7</b>	<b>0.0</b>	<b>432.6</b>	<b>0.0</b>	<b>2,247.3</b>
<b>FINANCIAL ASSISTANCE</b>	<b>4,232.4</b>	<b>0.0</b>	<b>0.0</b>	<b>797.8</b>	<b>5,030.2</b>
<b>PASS-THROUGH PROGRAM - AHEC</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>ARIZONA STATE UNIVERSITY - MAIN CAMPUS</b>					
<b>ACADEMIC AFFAIRS</b>	<b>0.0</b>	<b>243,200.9</b>	<b>45,567.7</b>	<b>37,182.6</b>	<b>325,951.2</b>
COLLEGE OF ARCHITECTURE AND ENVIRONMENTAL DESIGN	0.0	5,894.9	252.2	82.8	6,229.9

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
COLLEGE OF BUSINESS	0.0	23,522.8	4,490.0	270.3	28,283.1
COLLEGE OF EDUCATION	0.0	11,917.8	2,173.3	2,055.9	16,147.0
COLLEGE OF ENGINEERING AND APPLIED SCIENCES	0.0	28,765.5	7,009.8	8,918.7	44,694.0
COLLEGE OF EXTENDED EDUCATION	0.0	2,708.4	4,593.1	917.7	8,219.2
COLLEGE OF FINE ARTS	0.0	14,894.2	1,441.7	0.0	16,335.9
GRADUATE COLLEGE	0.0	1,833.4	721.1	301.5	2,856.0
HONORS COLLEGE	0.0	865.7	12.7	0.0	878.4
COLLEGE OF LAW	0.0	7,132.2	288.5	189.9	7,610.6
COLLEGE OF LIBERAL ARTS AND SCIENCES	0.0	71,090.9	9,312.4	21,766.4	102,169.7
COLLEGE OF NURSING	0.0	4,277.1	690.1	398.8	5,366.0
COLLEGE OF PUBLIC PROGRAMS	0.0	9,939.3	1,560.3	761.1	12,260.7
SCHOOL OF SOCIAL WORK	0.0	3,135.9	98.5	1,148.2	4,382.6
OTHER INSTRUCTIONAL SUPPORT	0.0	6,917.1	10,537.0	271.2	17,725.3
UNIVERSITY LIBRARIES AND MUSEUMS	0.0	16,351.6	729.4	13.9	17,094.9
ACADEMIC COMPUTING	0.0	12,425.7	357.9	86.2	12,869.8
ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS	0.0	4,959.6	69.7	0.0	5,029.3
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	0.0	16,568.8	1,230.0	0.0	17,798.8
<b>RESEARCH</b>	<b>0.0</b>	<b>2,442.8</b>	<b>5,688.9</b>	<b>1,816.8</b>	<b>9,948.5</b>
RESEARCH ACTIVITIES	0.0	1,581.1	1,477.4	1,816.2	4,874.7
REGULATORY COMPLIANCE	0.0	479.5	185.2	0.0	664.7
RESEARCH AREA	0.0	382.2	4,026.3	0.6	4,409.1
<b>STUDENT AFFAIRS</b>	<b>0.0</b>	<b>14,590.3</b>	<b>33,939.6</b>	<b>19,838.6</b>	<b>68,368.5</b>
STUDENT LIFE, HEALTH AND WELLNESS	0.0	5,700.8	16,922.2	0.0	22,623.0
ENROLLMENT SERVICES	0.0	5,761.5	16,675.3	18,441.4	40,878.2
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT	0.0	3,128.0	342.1	1,397.2	4,867.3
<b>ADMINISTRATIVE SERVICES</b>	<b>0.0</b>	<b>27,124.9</b>	<b>27,357.5</b>	<b>70.8</b>	<b>54,553.2</b>
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	0.0	5,907.2	22,774.7	36.1	28,718.0
PLANT AND SAFETY SERVICES	0.0	20,764.0	4,302.8	34.7	25,101.5
ADMINISTRATIVE SERVICES SUPPORT	0.0	453.7	280.0	0.0	733.7
<b>INSTITUTIONAL LEADERSHIP AND ADVANCEMENT</b>	<b>0.0</b>	<b>8,875.2</b>	<b>34,285.2</b>	<b>316.7</b>	<b>43,477.1</b>
KAET-TV	0.0	1,382.1	5,978.9	291.3	7,652.3
ALUMNI RELATIONS AND DEVELOPMENT	0.0	1,196.2	4,514.1	0.0	5,710.3
COMMUNITY OUTREACH	0.0	1,779.7	6,793.7	0.0	8,573.4
INTERCOLLEGIATE ATHLETICS	0.0	1,834.4	16,021.7	0.0	17,856.1
EXECUTIVE MANAGEMENT	0.0	2,060.1	813.7	0.0	2,873.8
INSTITUTIONAL ADVANCEMENT	0.0	622.7	163.1	25.4	811.2
<b>ARIZONA STATE UNIVERSITY - WEST CAMPUS</b>					
<b>ACADEMIC AFFAIRS</b>	<b>0.0</b>	<b>29,714.0</b>	<b>1,627.0</b>	<b>462.0</b>	<b>31,803.0</b>
COLLEGE OF ARTS AND SCIENCES	0.0	6,161.9	560.9	62.4	6,785.2
COLLEGE OF EDUCATION	0.0	3,656.1	136.1	309.7	4,101.9
COLLEGE OF HUMAN SERVICES	0.0	3,095.9	166.9	19.4	3,282.2
SCHOOL OF MANAGEMENT	0.0	4,485.2	372.8	70.5	4,928.5
DIVISION OF COLLABORATIVE PROGRAMS	0.0	339.1	0.3	0.0	339.4
LIBRARY	0.0	3,326.6	23.7	0.0	3,350.3
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT	0.0	8,649.2	366.3	0.0	9,015.5
<b>STUDENT AFFAIRS</b>	<b>0.0</b>	<b>2,455.7</b>	<b>713.2</b>	<b>155.3</b>	<b>3,324.2</b>
<b>ADMINISTRATIVE SERVICES</b>	<b>0.0</b>	<b>6,550.9</b>	<b>162.5</b>	<b>0.0</b>	<b>6,713.4</b>
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	0.0	1,328.9	2.3	0.0	1,331.2
PLANT AND SAFETY SERVICES	0.0	3,324.4	160.2	0.0	3,484.6
INFORMATION TECHNOLOGY	0.0	1,713.9	0.0	0.0	1,713.9
ADMINISTRATIVE SERVICES SUPPORT	0.0	183.7	0.0	0.0	183.7
<b>INSTITUTIONAL ADVANCEMENT</b>	<b>0.0</b>	<b>1,111.5</b>	<b>30.2</b>	<b>0.0</b>	<b>1,141.7</b>



**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM SUBPROGRAM</i>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<b>ARIZONA STATE UNIVERSITY - EAST CAMPUS</b>					
<b>ACADEMIC PROGRAMS AND SERVICES</b>	<b>0.0</b>	<b>5,617.6</b>	<b>2,433.9</b>	<b>686.8</b>	<b>8,738.3</b>
SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT	0.0	1,274.4	92.7	447.0	1,814.1
COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES	0.0	3,060.0	2,254.1	154.0	5,468.1
EAST COLLEGE	0.0	380.3	0.0	0.0	380.3
ACADEMIC SERVICES	0.0	0.0	0.0	85.8	85.8
INFORMATION TECHNOLOGY	0.0	204.6	0.0	0.0	204.6
LIBRARY SERVICES	0.0	188.5	0.0	0.0	188.5
STUDENT AFFAIRS	0.0	28.2	87.1	0.0	115.3
INSTITUTIONAL SUPPORT SERVICES	0.0	481.6	-17.9	0.0	463.7
<b>ADMINISTRATIVE SERVICES</b>	<b>0.0</b>	<b>2,074.9</b>	<b>18.7</b>	<b>54.0</b>	<b>2,147.6</b>
BUSINESS AND HUMAN RESOURCE SERVICES	0.0	0.0	0.0	0.0	0.0
FACILITIES AND SAFETY SERVICES	0.0	1,180.0	0.0	54.0	1,234.0
CAMPUS LIFE SERVICES	0.0	15.3	10.0	0.0	25.3
ADMINISTRATIVE SERVICES SUPPORT	0.0	879.6	8.7	0.0	888.3
<b>NORTHERN ARIZONA UNIVERSITY</b>					
<b>UNDERGRADUATE PROGRAMS</b>	<b>0.0</b>	<b>48,580.4</b>	<b>4,161.8</b>	<b>0.0</b>	<b>52,742.2</b>
OVERALL UNDERGRADUATE INSTRUCTION	0.0	0.0	0.0	0.0	0.0
UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS	0.0	39,767.3	2,963.4	0.0	42,730.7
UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	0.0	2,380.3	868.6	0.0	3,248.9
UNDERGRADUATE ACADEMIC ADVISING	0.0	6,432.8	329.8	0.0	6,762.6
<b>GRADUATE PROGRAMS</b>	<b>0.0</b>	<b>13,082.2</b>	<b>3,280.8</b>	<b>0.0</b>	<b>16,363.0</b>
OVERALL GRADUATE INSTRUCTION	0.0	0.0	0.0	0.0	0.0
GRADUATE INSTRUCTION - MOUNTAIN CAMPUS	0.0	6,097.8	375.9	0.0	6,473.7
GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	0.0	4,949.4	2,837.1	0.0	7,786.5
GRADUATE ACADEMIC ADVISING	0.0	2,035.0	67.8	0.0	2,102.8
<b>STUDENT SUPPORT</b>	<b>0.0</b>	<b>8,328.2</b>	<b>27,162.6</b>	<b>10,640.4</b>	<b>46,131.2</b>
OVERALL STUDENT SUPPORT	0.0	0.0	0.0	0.0	0.0
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS	0.0	5,117.2	22,909.4	9,576.4	37,603.0
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS	0.0	591.0	1,271.9	1,064.0	2,926.9
MINORITY RECRUITMENT, RETENTION, AND GRADUATION	0.0	682.4	16.8	0.0	699.2
ATHLETICS	0.0	1,937.6	2,964.5	0.0	4,902.1
<b>ACADEMIC SUPPORT SERVICES</b>	<b>0.0</b>	<b>13,339.6</b>	<b>2,045.3</b>	<b>0.0</b>	<b>15,384.9</b>
LIBRARY	0.0	5,651.1	25.3	0.0	5,676.4
ACADEMIC COMPUTING	0.0	2,309.2	0.0	0.0	2,309.2
STATEWIDE ACADEMIC PROGRAMS	0.0	4,378.2	712.8	0.0	5,091.0
INSTRUCTIONAL SUPPORT	0.0	1,001.1	1,307.2	0.0	2,308.3
<b>RESEARCH AND PUBLIC SERVICE</b>	<b>0.0</b>	<b>3,290.0</b>	<b>6,013.1</b>	<b>18,211.2</b>	<b>27,514.3</b>
RESEARCH	0.0	1,552.1	336.3	18,211.2	20,099.6
PUBLIC SERVICE	0.0	1,443.3	5,656.3	0.0	7,099.6
ECONOMIC DEVELOPMENT	0.0	294.6	20.5	0.0	315.1
<b>INSTITUTIONAL ADVANCEMENT</b>	<b>0.0</b>	<b>517.6</b>	<b>1,116.5</b>	<b>0.0</b>	<b>1,634.1</b>
DEVELOPMENTAL ACTIVITIES	0.0	375.2	855.5	0.0	1,230.7
ALUMNI RELATIONS	0.0	142.4	261.0	0.0	403.4
<b>INSTITUTIONAL OPERATIONS</b>	<b>0.0</b>	<b>30,358.9</b>	<b>20,076.9</b>	<b>0.0</b>	<b>50,435.8</b>
FACILITIES DEVELOPMENT AND MANAGEMENT	0.0	18,366.6	10,787.6	0.0	29,154.2
RESOURCE MANAGEMENT	0.0	10,236.1	9,121.1	0.0	19,357.2
GENERAL OVERSIGHT	0.0	1,756.2	168.2	0.0	1,924.4
<b>UNIVERSITY OF ARIZONA - MAIN CAMPUS</b>					
<b>ACADEMIC AFFAIRS</b>	<b>0.0</b>	<b>182,245.8</b>	<b>60,767.5</b>	<b>82,684.7</b>	<b>325,698.0</b>
OVERALL ACADEMIC AFFAIRS	0.0	0.0	0.0	0.0	0.0
COLLEGE OF AGRICULTURE INSTRUCTION	0.0	8,977.8	990.5	75.1	10,043.4
COLLEGE OF ARCHITECTURE	0.0	2,554.2	590.3	103.5	3,248.0

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non-Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION	0.0	14,296.6	2,649.6	3,254.6	20,200.8
COLLEGE OF EDUCATION	0.0	7,369.4	1,631.8	2,138.5	11,139.7
COLLEGE OF ENGINEERING AND MINES	0.0	18,693.6	9,142.0	11,999.0	39,834.6
COLLEGE OF FINE ARTS	0.0	10,821.2	1,641.4	0.0	12,462.6
COLLEGE OF HUMANITIES	0.0	15,560.3	1,590.1	186.5	17,336.9
COLLEGE OF LAW	0.0	5,646.1	1,474.9	0.0	7,121.0
COLLEGE OF SCIENCE	0.0	40,743.1	16,301.5	58,503.2	115,547.8
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES	0.0	24,078.6	4,450.4	4,340.1	32,869.1
GRADUATE COLLEGE	0.0	2,521.5	3,263.4	1,239.8	7,024.7
EXTENDED UNIVERSITY	0.0	238.2	4,898.9	0.0	5,137.1
OTHER ACADEMIC PROGRAMS	0.0	1,243.2	4,410.2	52.4	5,705.8
SIERRA VISTA BRANCH CAMPUS	0.0	1,337.8	323.6	13.9	1,675.3
ARIZONA INTERNATIONAL COLLEGE	0.0	2,659.5	96.1	84.0	2,839.6
UNIVERSITY LIBRARIES	0.0	13,939.6	2,393.5	99.3	16,432.4
ACADEMIC COMPUTING	0.0	4,014.9	98.8	0.0	4,113.7
ACADEMIC SUPPORT	0.0	2,737.6	3,092.3	594.6	6,424.5
ACADEMIC AFFAIRS ADMINISTRATION	0.0	4,812.5	1,728.0	0.0	6,540.5
<b>ORGANIZED RESEARCH</b>	<b>0.0</b>	<b>30,884.2</b>	<b>23,651.2</b>	<b>31,464.1</b>	<b>85,999.5</b>
UNIVERSITY-WIDE ORGANIZED RESEARCH	0.0	5,593.7	5,949.8	16,732.3	28,275.8
AGRICULTURE RESEARCH EXPERIMENT STATION	0.0	23,381.9	9,771.4	14,717.0	47,870.3
COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS	0.0	0.0	0.0	0.0	0.0
ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT	0.0	1,908.7	7,930.0	14.8	9,853.5
<b>COMMUNITY OUTREACH</b>	<b>0.0</b>	<b>13,147.5</b>	<b>27,844.6</b>	<b>2,816.9</b>	<b>43,809.0</b>
AGRICULTURE COOPERATIVE EXTENSION SERVICES	0.0	8,960.7	1,796.5	2,763.7	13,520.9
UAPRESENTS (FORMERLY CULTURAL AFFAIRS)	0.0	688.7	1,854.3	10.0	2,553.0
KUAT	0.0	2,035.3	3,376.7	0.4	5,412.4
INTERCOLLEGIATE ATHLETICS	0.0	1,462.8	20,817.1	42.8	22,322.7
<b>STUDENT AFFAIRS AND CAMPUS LIFE</b>	<b>0.0</b>	<b>8,847.0</b>	<b>67,321.5</b>	<b>12,935.7</b>	<b>89,104.2</b>
DEAN OF STUDENTS/STUDENT LIFE	0.0	927.1	45,585.8	42.6	46,555.5
ENROLLMENT SERVICES	0.0	6,359.6	12,851.8	12,464.6	31,676.0
HEALTH AND WELLNESS	0.0	1,138.4	8,766.7	428.6	10,333.7
STUDENT AFFAIRS ADMINISTRATION AND SUPPORT	0.0	421.9	117.2	0.0	539.1
<b>INSTITUTIONAL SERVICES</b>	<b>0.0</b>	<b>53,234.9</b>	<b>76,157.1</b>	<b>559.6</b>	<b>129,951.6</b>
PRESIDENT'S AREA	0.0	4,159.6	5,020.9	0.0	9,180.5
HUMAN RESOURCES	0.0	3,261.8	824.5	0.0	4,086.3
BUSINESS AFFAIRS	0.0	40,690.1	57,828.3	559.6	99,078.0
ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS	0.0	5,123.4	12,483.4	0.0	17,606.8
<b>UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER</b>					
<b>ACADEMIC AFFAIRS</b>	<b>0.0</b>	<b>51,187.2</b>	<b>35,881.3</b>	<b>32,654.6</b>	<b>119,723.1</b>
COLLEGE OF MEDICINE	0.0	29,219.3	27,780.1	26,286.8	83,286.2
CLINICAL TEACHING SUPPORT	0.0	8,938.1	0.0	0.0	8,938.1
RURAL HEALTH OFFICE	0.0	585.8	0.0	0.0	585.8
COLLEGE OF NURSING	0.0	3,493.2	1,020.8	2,141.2	6,655.2
COLLEGE OF PHARMACY	0.0	4,065.4	3,161.8	4,226.6	11,453.8
SCHOOL OF HEALTH PROFESSIONS	0.0	327.4	11.0	0.0	338.4
ARIZONA GRADUATE PROGRAM IN PUBLIC HEALTH	0.0	0.7	0.0	0.0	0.7
ARIZONA HEALTH SCIENCES LIBRARY	0.0	2,240.2	725.7	0.0	2,965.9
ACADEMIC SUPPORT	0.0	2,317.2	3,181.9	0.0	5,499.1
<b>ORGANIZED RESEARCH</b>	<b>0.0</b>	<b>1,457.5</b>	<b>7,608.0</b>	<b>17,022.1</b>	<b>26,087.6</b>
HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADM	0.0	1,457.5	7,608.0	17,022.1	26,087.6
<b>COMMUNITY OUTREACH</b>	<b>0.0</b>	<b>588.3</b>	<b>800.4</b>	<b>0.0</b>	<b>1,388.7</b>
ARIZONA POISON AND DRUG INFORMATION CENTER	0.0	0.0	800.4	0.0	800.4
TELEMEDICINE	0.0	588.3	0.0	0.0	588.3

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>INSTITUTIONAL SERVICES</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Transportation</b>					
<b>DEPARTMENT OF TRANSPORTATION</b>					
<b>ADMINISTRATION</b>	<b>0.0</b>	<b>43,977.9</b>	<b>12,208.4</b>	<b>0.0</b>	<b>56,186.3</b>
DIRECTOR'S OFFICE/TRANSPORTATION BOARD	0.0	560.8	0.0	0.0	560.8
TRANSPORTATION SUPPORT GROUP	0.0	28,934.6	0.0	0.0	28,934.6
ADMINISTRATIVE SERVICES	0.0	14,482.5	0.0	0.0	14,482.5
ARIZONA HIGHWAYS MAGAZINE	0.0	0.0	12,208.4	0.0	12,208.4
<b>INTERMODAL TRANSPORTATION</b>	<b>68.1</b>	<b>111,754.3</b>	<b>0.0</b>	<b>278,358.9</b>	<b>390,181.3</b>
ADMINISTRATION	68.1	40,838.0	0.0	2,363.7	43,269.8
MAINTENANCE	0.0	70,916.3	0.0	0.0	70,916.3
STATEWIDE CONSTRUCTION	0.0	0.0	0.0	275,995.2	275,995.2
<b>MOTOR VEHICLE</b>	<b>223.1</b>	<b>29,342.3</b>	<b>38,973.9</b>	<b>299.1</b>	<b>68,838.4</b>
MOTOR VEHICLE SUPPORT SERVICES	0.0	3,013.4	4,057.5	0.0	7,070.9
CUSTOMER SERVICE	0.0	20,884.9	28,887.3	299.1	50,071.3
REGULATORY AND COMPLIANCE SERVICE	0.0	5,444.0	6,029.1	0.0	11,473.1
<b>Protection and Safety</b>					
<b>CRIMINAL JUSTICE COMMISSION</b>					
<b>MANAGEMENT AND LIAISON</b>	<b>0.0</b>	<b>238.2</b>	<b>0.0</b>	<b>88.3</b>	<b>326.5</b>
<b>ENHANCED DRUG AND VIOLENT CRIME CONTROL</b>	<b>500.0</b>	<b>226.7</b>	<b>6,029.7</b>	<b>8,511.8</b>	<b>15,268.2</b>
<b>CRIMINAL JUSTICE RECORDS IMPROVEMENT</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,343.0</b>	<b>1,343.0</b>
<b>STATISTICAL ANALYSIS CENTER</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>48.4</b>	<b>48.4</b>
<b>CRIME VICTIMS PROGRAMS</b>	<b>0.0</b>	<b>67.1</b>	<b>0.0</b>	<b>266.0</b>	<b>333.1</b>
<b>AUTO THEFT AUTHORITY</b>					
<b>AUTO THEFT AUTHORITY</b>	<b>119.8</b>	<b>0.0</b>	<b>946.7</b>	<b>34.7</b>	<b>1,101.2</b>
<b>DEPARTMENT OF CORRECTIONS</b>					
<b>POLICY, MANAGEMENT &amp; RESOURCE ALLOCATION</b>	<b>2,134.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,134.2</b>
<b>PRISON OPERATIONS</b>	<b>321,418.9</b>	<b>18,483.9</b>	<b>2,755.4</b>	<b>17,416.0</b>	<b>360,074.2</b>
PRISON OPERATIONS MANAGEMENT	2,497.8	0.0	0.0	0.0	2,497.8
SECURITY OPERATIONS	204,071.8	1,000.0	1,744.6	17,144.4	223,960.8
SUPPORT SERVICES	75,626.9	17,483.9	315.6	0.0	93,426.4
INMATE PROGRAMS	26,842.0	0.0	695.2	271.6	27,808.8
PRIVATE PRISONS	12,415.8	0.0	0.0	0.0	12,415.8
<b>COMMUNITY CORRECTIONS</b>	<b>7,219.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,219.2</b>
COMMUNITY CORRECTIONS MANAGEMENT	162.3	0.0	0.0	0.0	162.3
COMMUNITY SUPERVISION	7,056.9	0.0	0.0	0.0	7,056.9
<b>INMATE HEALTH CARE</b>	<b>48,428.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>48,428.1</b>
INMATE HEALTH CARE MANAGEMENT	2,285.1	0.0	0.0	0.0	2,285.1
MEDICAL SERVICES	28,396.6	0.0	0.0	0.0	28,396.6
DENTAL SERVICES	3,294.8	0.0	0.0	0.0	3,294.8
MENTAL HEALTH SERVICES	7,431.9	0.0	0.0	0.0	7,431.9
NURSING	2,851.0	0.0	0.0	0.0	2,851.0
PHARMACY	4,168.7	0.0	0.0	0.0	4,168.7
<b>HUMAN RESOURCES MANAGEMENT</b>	<b>6,960.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6,960.6</b>

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

AGENCY PROGRAM SUBPROGRAM	FY 1997 Fund Actual Expenditures				
	General Fund	Other Approp	Non- Approp	Federal Funds	TOTAL FUNDS
<b>AGENCY INFRASTRUCTURE</b>	<b>18,750.0</b>	<b>0.0</b>	<b>986.8</b>	<b>0.0</b>	<b>19,736.8</b>
<b>INSPECTIONS AND INVESTIGATIONS</b>	<b>4,320.7</b>	<b>0.0</b>	<b>2,922.5</b>	<b>0.0</b>	<b>7,243.2</b>
INSPECTIONS AND INVESTIGATIONS MANAGEMENT	357.2	0.0	2,922.5	0.0	3,279.7
CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS	3,567.2	0.0	0.0	0.0	3,567.2
INSPECTIONS	396.3	0.0	0.0	0.0	396.3
<b>ARIZONA CORRECTIONAL INDUSTRIES (ACI)</b>	<b>0.0</b>	<b>0.0</b>	<b>13,382.2</b>	<b>0.0</b>	<b>13,382.2</b>
<b>DRUG AND GANG PREVENTION RESOURCE CENTER</b>					
<b>DRUG AND GANG PREVENTION RESOURCE CENTER</b>	<b>0.0</b>	<b>0.0</b>	<b>135.0</b>	<b>0.0</b>	<b>135.0</b>
<b>DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS</b>					
<b>ADMINISTRATION</b>	<b>2,050.7</b>	<b>0.0</b>	<b>0.0</b>	<b>2,245.7</b>	<b>4,296.4</b>
CENTRAL ADMINISTRATION	2,045.4	0.0	0.0	0.0	2,045.4
SPECIAL PROJECTS	5.3	0.0	0.0	2,245.7	2,251.0
<b>ARMY NATIONAL GUARD</b>	<b>1,672.7</b>	<b>0.0</b>	<b>0.0</b>	<b>11,499.7</b>	<b>13,172.4</b>
ARMY OPERATIONS	0.0	0.0	0.0	6,969.9	6,969.9
ARMY FACILITIES MANAGEMENT	1,672.7	0.0	0.0	4,529.8	6,202.5
<b>AIR NATIONAL GUARD</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4,846.6</b>	<b>4,846.6</b>
AIR OPERATIONS	0.0	0.0	0.0	1,738.1	1,738.1
FACILITIES ENGINEERING	0.0	0.0	0.0	3,108.5	3,108.5
<b>EMERGENCY MANAGEMENT</b>	<b>9,505.8</b>	<b>47.7</b>	<b>6,508.0</b>	<b>13,587.8</b>	<b>29,649.3</b>
MITIGATION	10.6	0.0	0.0	28.7	39.3
PREPAREDNESS	614.0	0.0	2.7	2,484.3	3,101.0
RESPONSE AND RECOVERY	8,659.5	0.0	6,505.3	10,929.6	26,094.4
EMERGENCY RESPONSE COMMISSION/GRANTS	160.2	47.7	0.0	145.2	353.1
CIVIL AIR PATROL (SLJ)	61.5	0.0	0.0	0.0	61.5
<b>BOARD OF EXECUTIVE CLEMENCY</b>					
<b>BOARD OF EXECUTIVE CLEMENCY</b>	<b>1,511.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,511.9</b>
<b>DEPARTMENT OF JUVENILE CORRECTIONS</b>					
<b>ADMINISTRATION</b>	<b>4,804.6</b>	<b>0.0</b>	<b>0.0</b>	<b>78.6</b>	<b>4,883.2</b>
OVERALL ADMINISTRATION	0.0	0.0	0.0	0.0	0.0
DIRECTOR'S OFFICE	1,106.8	0.0	0.0	0.0	1,106.8
ADMINISTRATION DIVISION	2,860.5	0.0	0.0	50.5	2,911.0
OPERATIONS	837.3	0.0	0.0	28.1	865.4
<b>INSTITUTIONS</b>	<b>27,838.3</b>	<b>1,878.8</b>	<b>194.8</b>	<b>2,058.7</b>	<b>31,970.6</b>
OVERALL INSTITUTIONS	0.0	0.0	0.0	0.0	0.0
DIRECT SUPERVISION	11,460.5	300.0	28.6	0.0	11,789.1
SECURITY	2,869.1	0.0	0.0	0.0	2,869.1
YOUTH MANAGEMENT SYSTEMS	148.4	0.0	109.9	0.0	258.3
HEALTH SERVICES	2,829.5	0.0	9.5	0.0	2,839.0
GENERAL INSTITUTIONAL SERVICES	1,240.1	1.1	0.0	0.0	1,241.2
SPECIALIZED TREATMENT	2,751.7	0.0	18.3	0.0	2,770.0
INSTITUTIONAL SUPPORT SERVICES	4,034.0	0.0	0.0	1,038.1	5,072.1
EDUCATION	2,505.0	1,577.7	28.5	1,020.6	5,131.8
<b>COMMUNITY CARE</b>	<b>15,561.4</b>	<b>300.0</b>	<b>9.8</b>	<b>292.8</b>	<b>16,164.0</b>
OVERALL COMMUNITY CARE	0.0	0.0	0.0	0.0	0.0
COMMUNITY SERVICES	9,782.0	300.0	0.0	259.3	10,341.3
BOOT CAMP	2,620.6	0.0	0.0	0.0	2,620.6

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<b>AGENCY PROGRAM</b>	<b>FY 1997 Fund Actual Expenditures</b>				
	<b>General Fund</b>	<b>Other Approp</b>	<b>Non- Approp</b>	<b>Federal Funds</b>	<b>TOTAL FUNDS</b>
<b>SUBPROGRAM</b>					
CASE MANAGEMENT	2,654.9	0.0	0.0	0.0	2,654.9
ADJC COMMUNITY SUPPORT ACTIVITIES	503.9	0.0	9.8	33.5	547.2
<b>LAW ENFORCEMENT MERIT SYSTEM COUNCIL</b>					
<b>LAW ENFORCEMENT MERIT SYSTEM COUNCIL</b>	<b>47.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>47.9</b>
<b>DEPARTMENT OF PUBLIC SAFETY</b>					
<b>OPERATIONS</b>	<b>26,601.6</b>	<b>27,734.2</b>	<b>2,625.8</b>	<b>4,300.5</b>	<b>61,262.1</b>
HIGHWAY PATROL	9,210.5	23,996.5	749.5	189.5	34,146.0
CRIMINAL INVESTIGATION	10,541.4	1,591.8	1,109.3	1,161.2	14,403.7
SPECIAL SERVICES	1,381.0	2,145.9	652.4	1,363.9	5,543.2
ANTI-GANG ENFORCEMENT	5,468.7	0.0	0.0	12.6	5,481.3
ROCKY MOUNTAIN INFORMATION NETWORK	0.0	0.0	114.6	1,573.3	1,687.9
<b>AGENCY SUPPORT</b>	<b>14,815.7</b>	<b>13,030.7</b>	<b>496.9</b>	<b>55.0</b>	<b>28,398.3</b>
HUMAN RESOURCES	837.8	25.0	11.5	0.0	874.3
INFORMATION SERVICES	3,344.6	100.0	0.0	0.0	3,444.6
LOGISTICS	5,103.5	4,622.5	0.0	40.0	9,766.0
TELECOMMUNICATIONS	1,870.9	4,600.0	453.2	0.0	6,924.1
OPERATIONAL COMMUNICATIONS	740.8	1,900.0	0.7	0.0	2,641.5
FACILITIES	1,332.7	1,783.2	3.6	0.0	3,119.5
TRAINING & EDUCATION	1,585.4	0.0	27.9	15.0	1,628.3
<b>CRIMINAL JUSTICE SUPPORT</b>	<b>9,714.6</b>	<b>2,056.4</b>	<b>5,263.5</b>	<b>375.0</b>	<b>17,409.5</b>
SCIENTIFIC ANALYSIS	3,892.1	796.0	1,559.4	155.6	6,403.1
AVIATION	3,839.8	0.0	0.0	53.8	3,893.6
AZAFIS MANAGEMENT	376.8	1,260.4	0.0	0.0	1,637.2
LICENSING	351.3	0.0	715.3	0.0	1,066.6
CRIMINAL INFORMATION	1,254.6	0.0	2,988.8	165.6	4,409.0
<b>DIRECTOR'S OFFICE</b>	<b>3,860.3</b>	<b>497.5</b>	<b>5,763.0</b>	<b>2,045.3</b>	<b>12,166.1</b>
EXECUTIVE SUPPORT	2,804.5	497.5	0.0	9.1	3,311.1
FINANCIAL SERVICES	995.8	0.0	5,763.0	0.0	6,758.8
CRIME VICTIM SERVICES	60.0	0.0	0.0	2,036.2	2,096.2
<b>GOVERNOR'S OFFICE OF COMMUNITY AND HIGHWAY SAFETY</b>	<b>191.4</b>	<b>0.0</b>	<b>269.2</b>	<b>3,136.6</b>	<b>3,597.2</b>
HIGHWAY SAFETY	191.4	0.0	0.0	2,855.9	3,047.3
DRUG ABUSE RESISTANCE EDUCATION	0.0	0.0	269.2	280.7	549.9
<b>PEACE OFFICER STANDARDS AND TRAINING</b>	<b>0.0</b>	<b>0.0</b>	<b>4,113.0</b>	<b>369.6</b>	<b>4,482.6</b>
<b>Natural Resources</b>					
<b>GAME AND FISH DEPARTMENT</b>					
<b>WILDLIFE MANAGEMENT</b>	<b>0.0</b>	<b>14,276.5</b>	<b>9,492.8</b>	<b>9,607.0</b>	<b>33,376.3</b>
GAME MANAGEMENT	0.0	7,852.1	1,943.3	4,391.7	14,187.1
NONGAME AND ENDANGERED WILDLIFE	0.0	956.5	5,043.2	1,732.4	7,732.1
SPORTFISH MANAGEMENT	0.0	5,567.9	2,506.3	3,482.9	11,557.1
<b>OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT</b>	<b>0.0</b>	<b>1,371.6</b>	<b>541.3</b>	<b>868.9</b>	<b>2,781.8</b>
WATERCRAFT MANAGEMENT	0.0	1,371.6	0.0	868.9	2,240.5
OFF-HIGHWAY VEHICLE MANAGEMENT	0.0	0.0	541.3	0.0	541.3
<b>ADMINISTRATION</b>	<b>0.0</b>	<b>1,361.6</b>	<b>0.0</b>	<b>0.0</b>	<b>1,361.6</b>
<b>GEOLOGICAL SURVEY</b>					
<b>ARIZONA GEOLOGICAL SURVEY</b>	<b>741.7</b>	<b>0.0</b>	<b>100.0</b>	<b>161.8</b>	<b>1,003.5</b>
<b>STATE LAND DEPARTMENT</b>					
<b>STATE TRUST LANDS</b>	<b>10,542.8</b>	<b>0.0</b>	<b>6,270.9</b>	<b>799.9</b>	<b>17,613.6</b>

**FY 1997 PROGRAM AND SUBPROGRAM FUNDING**

<i>AGENCY PROGRAM</i>	<i>FY 1997 Fund Actual Expenditures</i>				
	<i>General Fund</i>	<i>Other Approp</i>	<i>Non- Approp</i>	<i>Federal Funds</i>	<i>TOTAL FUNDS</i>
<i>SUBPROGRAM</i>					
TRUST MANAGEMENT AND REVENUE GENERATION	9,531.2	0.0	486.1	0.0	10,017.3
FIRE AND FORESTRY MANAGEMENT	1,011.6	0.0	5,784.8	799.9	7,596.3
<b>ADMINISTRATION</b>	<b>1,447.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,447.9</b>
<b>AZ CENTER FOR GEOGRAPHIC INFORMATION COORDINATION AND SERVICES</b>	<b>590.2</b>	<b>0.0</b>	<b>51.4</b>	<b>0.0</b>	<b>641.6</b>
<b>NATURAL RESOURCE CONSERVATION DISTRICTS</b>	<b>339.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>339.7</b>
<b>ENVIRONMENTAL PLATE ADVISORY COUNCIL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<i>DEPARTMENT OF MINES AND MINERAL RESOURCES</i>					
MINERAL DEVELOPMENT AND PROMOTION	704.6	0.0	100.9	0.0	805.5
<i>NAVIGABLE STREAM ADJUDICATION COMMISSION</i>					
STREAM ADJUDICATION	110.7	0.0	0.0	0.0	110.7
<i>STATE PARKS BOARD</i>					
PARKS	4,471.9	2,462.2	792.7	0.0	7,726.8
PARTNERSHIPS	132.8	1,148.7	8,420.2	405.7	10,107.4
PROGRAM SUPPORT	1,407.2	200.4	1,551.9	96.8	3,256.3
<i>DEPARTMENT OF WATER RESOURCES</i>					
<b>GENERAL SERVICES</b>	<b>5,411.1</b>	<b>0.0</b>	<b>91.0</b>	<b>0.0</b>	<b>5,502.1</b>
MANAGEMENT INFORMATION SERVICES	1,011.8	0.0	0.0	0.0	1,011.8
MANAGEMENT SERVICES	4,399.2	0.0	91.0	0.0	4,490.2
<b>WATER RESOURCE MANAGEMENT AND PLANNING</b>	<b>13,331.8</b>	<b>0.0</b>	<b>14,387.3</b>	<b>315.8</b>	<b>28,034.9</b>
GROUNDWATER ADMINISTRATION	2,442.9	0.0	6,696.6	0.0	9,139.5
SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH	1,059.1	0.0	20.4	0.0	1,079.5
COLORADO RIVER MANAGEMENT	340.2	0.0	0.0	0.0	340.2
STATEWIDE PLANNING	5,514.3	0.0	1,336.6	315.8	7,166.7
HYDROLOGY	1,975.4	0.0	0.0	0.0	1,975.4
WATER BANKING AUTHORITY	2,000.0	0.0	6,333.7	0.0	8,333.7
<b>SAFETY OF DAMS AND FLOOD CONTROL</b>	<b>950.0</b>	<b>0.0</b>	<b>384.8</b>	<b>74.1</b>	<b>1,408.9</b>
DAM SAFETY	422.1	0.0	171.4	0.0	593.5
FLOOD MITIGATION	527.9	0.0	213.4	74.1	815.4

## 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.

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General Government





<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF ADMINISTRATION</b>	
J. Elliott Hibbs, Director	ADA
Contact: Kathy Peckardt, Manager of Office of Strategic Management	542-7526

**Agency Mission:**

To provide high-quality support services to government agencies, the public, and state employees to enhance our customers' ability to achieve their goals

**Agency Description:**

The key functions of the Arizona Department of Administration (ADOA) include administering a centralized telecommunications system and providing central computer services for state agencies; managing state-owned space in the ADOA building system; managing the design and construction of new state prisons and major renovations; maintaining buildings and grounds; providing centralized support services (e.g., mail delivery, printing); managing the risk management program; administering personnel programs for merit system agencies and managing state employee benefits programs; serving as the State's general accountant and central procurement officer; and providing police and security services.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ DIRECTORS OPERATIONS	379.8	807.1	814.5
➤ GOVERNORS REGULATORY REVIEW COUNCIL	329.4	384.6	393.7
➤ HEARING OFFICE	5.6	10.0	10.0
➤ ARIZONA OFFICE FOR AMERICANS WITH DISABILITIES	238.5	215.5	208.2
➤ CAPITOL POLICE	2,188.4	2,175.9	2,463.0
➤ ADMINISTRATIVE SERVICES	2,084.4	2,366.5	2,396.9
➤ TRAVEL REDUCTION	885.8	881.0	930.0
➤ STATEWIDE FINANCIAL SERVICES	5,397.4	4,718.9	4,230.4
➤ STATEWIDE FINANCIAL APPLICATIONS	2,929.6	3,204.4	3,295.5
➤ STATE PROCUREMENT SERVICES	1,369.9	1,824.8	1,708.2
➤ RISK MANAGEMENT SECTION	39,745.8	49,629.3	56,676.1
➤ WORKERS COMPENSATION	16,137.5	19,157.5	21,055.2
➤ FACILITIES MANAGEMENT	27,966.1	29,910.3	34,752.7
➤ FLEET MANAGEMENT	7,214.0	8,360.7	10,140.7
➤ SURPLUS PROPERTY MANAGEMENT	1,011.2	1,198.4	1,218.8
➤ BUSINESS SERVICES	3,353.5	3,302.4	3,335.8
➤ CONSTRUCTION SERVICES	397.9	463.0	468.3
➤ STATE BOARDS OFFICE	189.6	191.4	192.9

➤ HUMAN RESOURCES MANAGEMENT	6,632.0	7,550.6	8,440.6
➤ EMPLOYEE GROUP BENEFITS	208,705.3	201,752.6	210,945.0
➤ INFORMATION TECHNICAL SERVICES	23,552.0	24,911.3	24,330.1
➤ 9-1-1 EMERGENCY TELECOMMUNICATIONS	5,393.3	8,501.1	9,816.2
Capital Funds	<u>236,481.6</u>	<u>178,633.0</u>	<u>161,641.3</u>
Agency Total	<u>592,588.6</u>	<u>550,150.3</u>	<u>559,464.1</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	27,035.3	26,308.5	26,381.4
Other Appropriated Funds	100,397.2	118,241.4	133,489.4
Other Non Appropriated Funds	228,436.0	226,751.9	237,743.8
Federal Funds	238.5	215.5	208.2
Operating Funds Subtotal	<u>356,107.0</u>	<u>371,517.3</u>	<u>397,822.8</u>
Capital Funds	<u>236,481.6</u>	<u>178,633.0</u>	<u>161,641.3</u>
Agency Total	<u>592,588.6</u>	<u>550,150.3</u>	<u>559,464.1</u>
FTE Positions	<u>1,159.2</u>	<u>1,158.6</u>	<u>1,054.1</u>

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To improve customer service.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● ADOA services rated critical improving by at least .2 with a minimum of 6.0 satisfaction rating based on annual survey	N/A	11%	100%	100%	100%
● ADOA services rated important improving by at least .1 with a minimum of 5.8 satisfaction rating based on annual survey	N/A	30%	100%	100%	100%

◆ Goal 2 - To develop a high performance workforce.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● "Support of Upper Management" positive response index	N/A	43.6%	65%	75%	80%
● "Supervisor Skills" positive response index	N/A	73.7%	80%	85%	87.5%
● "Morale" positive response index	N/A	60.9%	75%	80%	85%
● "Recognition" positive response index	N/A	45.6%	65%	75%	80%
● "Working Conditions" positive response index	N/A	62.5%	75%	80%	85%
● "Training" positive response index	N/A	50.4%	60%	70%	80%
● "Communications" positive response index	N/A	62.6%	75%	80%	85%

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

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Targeted programs/processes that improved over their established baselines

ADA.1 PROGRAM SUMMARY  
**DIRECTORS OPERATIONS**  
 Director's Office  
 Contact: J. Elliott Hibbs, Director  
 Phone: 542-1500  
 A.R.S. 41-701, 41-1051

**Program Mission:**

To provide 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 and public information officer.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	379.8	807.1	814.5
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
<b>Program Total</b>	<b>379.8</b>	<b>807.1</b>	<b>814.5</b>
FTE Positions	8.0	8.0	8.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve upon the quality of the delivery of services to state agencies and the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Average overall customer satisfaction rating for ADOA based on annual survey (8=high)

- ◆ Goal 2 - To improve ADOA employees' morale rating.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Morale positive response index

ADA.2 PROGRAM SUMMARY  
**GOVERNORS REGULATORY REVIEW COUNCIL**

**Management Services Division**

Contact: Jeanne Morrison, GRRC Administrator  
 Phone: 542-2006

A.R.S. 41-1051 (A)

**Program Mission:**

To assist the Governor's Regulatory Review Council to review and act upon administrative rule packages including rules, preambles, economic, small business, consumer statements, and concise explanatory statements submitted by agencies and to assist agencies to comply with the rule making provisions of the Administrative Procedure Act.

**Program Description:**

Governor's Regulatory Review Council staff prepares rule packages and appeals for Council review and action; interprets new and existing legislation and agency policy; researches laws, rules and policies; analyzes and evaluates five-year review reports, rules, and economic, small business, and consumer impact statements; facilitates public participation in the rulemaking process; trains agency representatives in the rulemaking process; performs courtesy reviews of agency rules and five-year-review reports; and collects and reports statistics on agencies' compliance with their time frame rules.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	329.4	384.6	393.7
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
<b>Program Total</b>	<b>329.4</b>	<b>384.6</b>	<b>393.7</b>
FTE Positions	7.0	7.0	7.0

**Program Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Five-year review reports accepted by Council by consent
- Rules approved per year on first hearing
- Rules approved by Council by consent
- Council members rating staff support as excellent

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Rule packages and five-year-review reports undergoing courtesy review
- Agency personnel rating Council staff support as excellent

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

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Members of the public rating the opportunity to be involved in the rule making process as excellent	N/A	N/A	85%	90%	92%

ADA.3      PROGRAM SUMMARY  
**HEARING OFFICE**  
**Management Services Division**  
 Contact: Tim Boncoskey, Assistant Director  
 Phone: 542-5675  
  
 A.R.S. 41-2611

**Program Mission:**

To assist the Water Quality Appeals Board in dispute resolution by coordinating hearings and meetings.

**Program Description:**

This program is responsible for scheduling board meetings and hearings, distributing information to board members, providing a point of contact for the public, and acting as liaison between the Department of Environmental Quality, the Attorney General's Office and the Water Quality Appeals Board.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5.6	10.0	10.0
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
<b>Program Total</b>	<b>5.6</b>	<b>10.0</b>	<b>10.0</b>
FTE Positions	0.0	0.0	0.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To coordinate the hearing process efficiently and effectively.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Water quality issues heard	2	1	1	1	1

ADA.4      PROGRAM SUMMARY  
**ARIZONA OFFICE FOR AMERICANS WITH  
 DISABILITIES**  
**Management Services Division**  
 Contact: Donna Noland, Executive Director  
 Phone: 542-6276

**Program Mission:**

To guide the State of Arizona in the implementation, enforcement and compliance 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 the updates thereto, investigating complaints and inquiries from citizens and employees as well as via the Office of the Governor, State Legislators, Congressional Delegates and local officials regarding State of Arizona agencies. 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 state-wide information line and providing agency specific technical assistance and training. The office also reviews policies and procedures, recommending changes to bring them into compliance with current disability laws.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	238.5	215.5	208.2
<b>Program Total</b>	<b>238.5</b>	<b>215.5</b>	<b>208.2</b>
FTE Positions	4.5	4.5	4.5

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase managers, supervisors, trainers and state employees understanding on requirements of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973 and other disabilities legislation affecting state agencies.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● State employees trained	221	400	1,200	1,300	1,400
● Training participants rating training satisfactory or better	97%	100%	100%	100%	100%
● Local government/others trained	N/A	80	100	125	150

- ◆ Goal 2 - To continually monitor State agencies to ensure compliance with the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Agency technical assistance requests	549	800	750	700	650
● Customers rating AOAD services satisfactory or better	91%	100%	100%	100%	100%
● Site visits conducted (state agencies)	N/A	50	75	75	75

- ◆ Goal 3 - To resolve or coordinate resolution of complaints received by the AOAD through agency ADA/504 coordinators and to respond to inquiries and technical assistance requests from local governments, businesses and citizens.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Requests for assistance	2,161	1,974	2,000	2,000	2,000
● State agency complaints/actions resolved within 20 days	81%	95%	100%	100%	100%
● State agency technical requests resolved within 1 working day	N/A	73%	90%	100%	100%
● Info-line inquiries/technical requests from local gov'ts and businesses resolved within 1 working day	N/A	63%	75%	90%	100%

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Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● State agency complaint/actions received	N/A	160	300	280	260

**ADA.5 PROGRAM SUMMARY**  
**CAPITOL POLICE**  
**Capitol Police**  
 Contact: Theo G. Nielson, Chief of Capitol Police  
 Phone: 542-0363  
 A.R.S. 41-794 to 41-797

**Program Mission:**

To provide law enforcement, crime prevention and security services to the Capitol Complexes of Phoenix and Tucson for the protection and security of persons and property,

**Program Description:**

Capitol Police provides public safety services through the regular patrol of the Capitol Complexes in Phoenix and Tucson, utilizing police vehicles, bicycles and foot patrols, conducting criminal investigations, monitoring and maintaining the automated security systems network, and operating communications and dispatching services to ensure quick response to emergencies. This program also provides training and education of employees relative to their safety and the security of their property, and provide locksmithing services to the entire State Capitol Complexes.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,789.7	1,815.9	2,003.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	398.7	360.0	459.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,188.4</b>	<b>2,175.9</b>	<b>2,463.0</b>
FTE Positions	64.0	64.0	75.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To maintain a safe environment within the Capitol Complexes of Phoenix and Tucson for visitors, employees and persons conducting business with or for the State of Arizona.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Average response time emergency calls (minutes)	1.19	2	2	2	2
● Part 1 Uniform Crime Report cases	-23%	+5%	+5%	+5%	+5%
● Part 1 Uniform Crime Report cases	227	238	250	262	276
● Customer Satisfaction Rating based on annual survey (8=high)	N/A	6.18	6.28	6.38	6.48
● Customer Satisfaction Rating for the crime prevention seminars	4.85	4.65	4.65	4.65	4.65

- ◆ Goal 2 - To maintain a secure and safe environment within the Capitol Complexes of Phoenix and Tucson for the protection of personal property, state property, Arizona State buildings and the persons and property within them.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Actual up-time of security systems (for end-user availability)	99.98%	97%+	99%+	99%+	99%+
● Buildings under electronic security	29	29	30	36	36

**ADA.6 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**  
**Management Services Division**  
 Contact: Tim Boncoskey, Assistant Director  
 Phone: 542-5675

**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 FTE's; coordinates the performance incentive pilot program; and provides department coordination for ADA compliance.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,736.2	1,984.6	2,048.2
Other Appropriated Funds	143.8	173.5	178.8
Other Non Appropriated Funds	204.4	208.4	169.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,084.4</b>	<b>2,366.5</b>	<b>2,396.9</b>
FTE Positions	27.0	38.5	38.5

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide accurate and timely accounting services.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Customers rating ADOA accounting excellent	N/A	N/A	85%	87.5%	90%
● Discounts taken	N/A	N/A	80%	85%	90%
● Net savings discounts taken less discounts lost less penalties	9,703.75	17,404.4	22,756	25,000	27,500

- ◆ Goal 2 - To obtain the right goods, services and construction at the right time and place and at the best value for the Department.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Customers rating ADOA Purchasing excellent	N/A	N/A	80%	85%	90%
● Procurements contracted through competitive quotes, bids and proposals that exceed customer expectations	N/A	N/A	95%	96%	97%
● Savings and costs avoided through effective procurement (\$ millions)	N/A	N/A	1.2	1.5	1.7

◆ Goal 3 - To monitor execution of ADOA's budget to ensure that expenditures are in accordance with the adopted budget, revenues available, and the intent of the Governor, Legislature, and Department.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Total number of budget pages submitted as revisions	23.73%	23.21%	20%	N/A	17.5%
● Customer satisfaction rating for budget services (8=high)	5.31	5.25	5.5	5.5	5.5

◆ Goal 4 - To improve the delivery of state government services by piloting a performance incentive program for state employees.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Customer satisfaction rating (8=high)	N/A	N/A	6.0	6.2	6.4
● State employees participating in PIPPS	N/A	5,000	10,000	15,000	20,000

◆ Goal 5 - To educate ADOA managers, supervisors and employees (directly impacted) in American Disabilities Act legislation and developments that are relative to the duties and responsibilities of their positions.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Managers and supervisors trained	N/A	100%	100%	100%	100%
● Employees trained	N/A	75%	100%	100%	100%

ADA.7 PROGRAM SUMMARY  
**TRAVEL REDUCTION**  
 Management Services Division  
 Contact: Kayelen Corley, Coordinator  
 Phone: 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 18,000 employees, and submitted to Maricopa County.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
General Funds	360.0	0.0	0.0
Other Appropriated Funds	0.0	426.0	455.0
Other Non Appropriated Funds	525.8	455.0	475.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<u>885.8</u>	<u>881.0</u>	<u>930.0</u>
<b>FTE Positions</b>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Increase in commuter club members (carpoolers, bus riders, walkers, bicyclists)	7.6%	5%	5%	5%	5%
● Participation in Clean-Air Campaign	7.8%	10%	10.5%	10.5%	10.5%
● Increase in bus riders	23.4%	5%	5%	5%	5%
● Capitol Rideshare customers rating services excellent	57.3%	56.3%	60%	70%	80%
● Telecommuting customers rating services excellent	50%	50%	60%	70%	80%
● Agency sites that achieved their travel reduction goals	16	18	20	22	24
● State employees in Maricopa County who are telecommuting	4.2%	10%	15%	15%	15%

ADA.8 PROGRAM SUMMARY  
**STATEWIDE FINANCIAL SERVICES**  
 Contact: Robert Rocha, State Comptroller  
 Phone: 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 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; and an internal control group which has the responsibility of reviewing procedures and policies of agencies statewide and safeguard the states' assets. Additionally, this 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, this program is responsible for the safeguarding of all state warrants and the accurate, timely completion of special projects.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
General Funds	5,397.4	4,718.9	4,030.4
Other Appropriated Funds	0.0	0.0	200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<u>5,397.4</u>	<u>4,718.9</u>	<u>4,230.4</u>
<b>FTE Positions</b>	<u>80.2</u>	<u>82.2</u>	<u>82.2</u>

**Program Goals and Performance Measures:**

◆ Goal 1 - To improve customer service.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for administers the payroll process based on annual survey (8=high)	N/A	6.02	6.22	6.42	6.62
● Customer satisfaction rating for distributes vendor warrants based on annual survey	N/A	6.34	6.54	6.74	6.94
● Customer satisfaction rating for provides accounting policies and procedures based on annual survey	N/A	5.88	5.98	6.08	6.18
● Customer satisfaction rating for provides assistance on Federal Cash Management Act based on annual survey	N/A	5.87	5.97	6.07	6.17
● Customer satisfaction rating for provides assistance on indirect cost recovery based on annual survey	N/A	5.81	5.91	6.01	6.11
● Customer satisfaction rating for security for financial applications based on annual survey	N/A	5.96	6.06	6.16	6.26
● Customer satisfaction rating for provides technical assistance in internal control reviews based on annual survey	N/A	5.75	5.8	5.9	6.0
● Customer satisfaction rating for monitors and reports on appropriations based on annual survey	N/A	5.53	5.8	5.9	6.0
● Customer satisfaction rating for provides data input services based on annual survey	N/A	6.19	6.39	6.59	6.79

**ADA.9 PROGRAM SUMMARY**  
**STATEWIDE FINANCIAL APPLICATIONS**  
 Contact: Robert Rocha, State Comptroller  
 Phone: 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 maintain and improve the Statewide Automated Financial System to safeguard the State's assets.*

**Program Description:**

This program follows the scheduled production run of the Arizona Financial Information System (AFIS) to provide our customers with electronic and hard copy detail records as well as management financial information which can meet their needs and requirements; provides adequate flexibility for maintaining budgetary control and tracking and monitoring related information; resolves system related problems in a timely manner and in a cost effective fashion; enhances and improves the system to reduce cost, increase efficiency, and to meet new needs and requirements of the state.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,324.1	2,441.8	2,532.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	605.5	762.6	762.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,929.6</b>	<b>3,204.4</b>	<b>3,295.5</b>

FTE Positions	21.0	15.0	15.0
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**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve customer service.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for operates AFIS based on annual survey (8=high)	N/A	5.45	6.0	6.2	6.4

**ADA.10 PROGRAM SUMMARY**  
**STATE PROCUREMENT SERVICES**  
**Financial Services Division**  
 Contact: Jerry Brink, Administrator  
 Phone: 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 claim appeals on behalf of the Director.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,295.3	1,716.1	1,635.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74.6	108.7	72.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,369.9</b>	<b>1,824.8</b>	<b>1,708.2</b>
FTE Positions	29.0	32.0	32.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide customers with continually improved procurement services.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Improvement comparing State's contract pricing to GSA	N/A	5%	8%	11%	14%
● Customers satisfied with the quality of contracts	N/A	80%	85%	90%	95%
● Solicitations completed within established milestone schedule	N/A	75%	80%	85%	90%
● Political subdivisions satisfied with the Cooperative Purchasing Program	N/A	80%	85%	90%	95%
● Agency specific contracts in which processing time was reduced	N/A	5%	7%	9%	11%

ADA.11 PROGRAM SUMMARY  
**RISK MANAGEMENT SECTION**  
**Financial Services Division**  
 Contact: Lee Baron, Risk Manager  
 Phone: 542-1791  
 A.R.S. 41-621, et. seq.

**Program Mission:**

To provide timely, high quality services to agency customers and the public for cost-effective management of the state's property and liability exposures.

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	39,745.8	49,629.3	56,676.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>39,745.8</b>	<b>49,629.3</b>	<b>56,676.1</b>
<b>FTE Positions</b>	<b>156.0</b>	<b>163.0</b>	<b>65.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To reduce the cost of property and liability losses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● JLBC Rule 14 settlements and court judgments of \$150,000+	15	51	26	22	20
● Subrogation recoveries - (millions)	\$1.1	\$1.0	\$1.0	\$1.25	\$1.3
● Total losses - inflation adjusted (millions)	\$27.3	\$37.2	\$37.3	\$38.3	\$38.3
● Accounts payable audit savings	\$470,000	\$75,000	\$100,000	\$100,000	\$100,000
● Liability claims opened (frequency)	4,061	4,150	4,200	4,200	4,200
● Cost of risk per capita	8.67	11.1	11.01	10.99	10.77
● Agencies with implemented loss prevention projects	N/A	100	100	100	100

ADA.12 PROGRAM SUMMARY  
**WORKERS COMPENSATION**  
**Financial Services Division**  
 Contact: Lee Baron, Risk Manager  
 Phone: 542-1791  
 A.R.S. 41-621, et. seq.

**Program Mission:**

To provide timely, high quality and cost-effective services to our state employee customers who have work related injuries.

**Program Description:**

This program self-insures and self administers the state's workers' compensation (WC) 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 responsible for injuring state employees; and assists agencies in development and administration of loss prevention programs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,137.5	19,157.5	21,055.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>16,137.5</b>	<b>19,157.5</b>	<b>21,055.2</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>22.0</b>	<b>18.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To reduce the cost of workers' compensation losses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Incident rates/100 FTE (frequency)	7.6	8.0	7.9	7.8	7.7
● Subrogation recoveries - (millions)	.605	.375	.400	.425	.600
● Total losses - (millions)	\$14.2	\$15.5	\$18.0	\$19.0	\$19.0
● WC program, cost/FTE (inflation adjusted)	243	251	252	253	254
● Average claim cost - (thousands \$)	3.7	3.7	3.8	3.8	3.9
● Early Claims Notification %	N/A	25	58	70	75

ADA.13 PROGRAM SUMMARY  
**FACILITIES MANAGEMENT**  
 Contact: Bob Teel, Assistant Director  
 Phone: 542-1950  
 A.R.S. 41-701

**Program Mission:**

To provide high quality services in the areas of planning, construction, building maintenance, operations, and management for the tenants of the Arizona Department of Administration Building System.

**Program Description:**

Management of Building and Planning Services (Capital Improvement Plan, Building Renewal, Americans With Disabilities Act (ADA) Compliance, Real Estate Acquisition and Leases, Agency Relocation, Tenant Improvements, Space Planning, Space Allocation, and Parking), and Tenant Services (Building Operations and Maintenance, Custodial Operations, Landscape Design and Maintenance, and HVAC Engineering and Maintenance).

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	12,389.0	12,332.5	12,814.7
Other Appropriated Funds	7,508.4	7,569.5	9,065.9
Other Non Appropriated Funds	8,068.7	10,008.3	12,872.1
Federal Funds	0.0	0.0	0.0

Program Total	27,966.1	29,910.3	34,752.7
FTE Positions	217.1	234.5	234.5

**This Program Contains the following Subprograms:**

- ▶ Building Operations
- ▶ Custodial/Grounds
- ▶ Capital Improvement/Building Renewal
- ▶ Space Management

ADA.13.1	SUBPROGRAM SUMMARY
<b>BUILDING OPERATIONS</b>	
Contact: Leo Lamont, Acting Manager	
Phone: 542-4888	
A.R.S. 41-701	

**Subprogram Mission:**

To provide quality building maintenance services and heating, ventilating and air conditioning (HVAC) system services in ADOA operated buildings.

**Subprogram Description:**

This subprogram provides operational and maintenance services, both preventative and corrective, for all ADOA operated buildings in the areas of structural, electrical, plumbing, heating and air conditioning. Other responsibilities include monitoring air quality and responding to environmental concerns.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,519.9	2,406.6	2,649.8
Other Appropriated Funds	5,934.5	5,889.2	8,035.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>8,454.4</b>	<b>8,295.8</b>	<b>10,685.0</b>
FTE Positions	57.5	57.5	57.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide professional, efficient and timely building maintenance and HVAC services to tenants in ADOA operated buildings

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer Satisfaction Rating for HVAC based on annual ADOA survey (8=high)	N/A	5.56	5.8	5.9	6.0
● Customer Satisfaction Rating for Building Maint. based on annual ADOA survey	N/A	5.44	5.8	5.9	6.0
● Customer Satisfaction Rating by building occupants based on daily and monthly surveys	N/A	N/A	6.0	6.3	6.8
● Building equipment inventoried	N/A	60%	90%	95%	95%
● Equipment task and schedules written	N/A	N/A	25%	60%	90%

**ADA.13.2 SUBPROGRAM SUMMARY**  
**CUSTODIAL/GROUNDS**

Contact: Bob Odom, Acting Manager  
Phone: 542-0055

A.R.S. 41-701

**Subprogram Mission:**

To demonstrate on an on-going basis the Department's commitment to its customers by providing quality custodial and landscaping services in and around ADOA operated buildings.

**Subprogram Description:**

This subprogram is responsible for providing daily and emergency custodial services and maintenance of the Capitol Complex landscaping and grounds.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,763.6	3,824.9	4,053.1
Other Appropriated Funds	0.0	0.0	800.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,763.6</b>	<b>3,824.9</b>	<b>4,853.1</b>
FTE Positions	133.0	133.0	137.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide state employees and the general public with a clean and aesthetically pleasing environment in which to do business.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for Custodial services based on annual survey (8=high)	N/A	5.5	5.8	5.9	6.0
● Service Level Agreements met	N/A	N/A	100%	100%	100%

- ◆ Goal 2 - To provide the customers of ADOA with an external environment which is clean, attractive and free of safety hazards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for Grounds services based on annual survey (8=high)	N/A	5.35	5.8	5.9	6.0
● Hazards identified per month	N/A	N/A	6	5	4

**ADA.13.3 SUBPROGRAM SUMMARY**

**CAPITAL IMPROVEMENT/BUILDING RENEWAL**

Contact: Tim Brand, Manager  
Phone: 542-6041

A.R.S. 41-701

**Subprogram Mission:**

To provide review and approval of planning, construction and inspection of ADOA building system capital improvements to ensure compliance with statutory regulation and procurement rules.

**Subprogram Description:**



The Capital Improvement/Building Renewal subprogram includes: annual compilation, review and recommendation of State Capital Improvement/Land Acquisition Projects to the Governor by October 15; review, approval and inspection of new construction projects; triennial inspection of existing facilities; funding allocation, monitoring and implementation of major facility maintenance projects under the ADOA Building Renewal Program.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	827.7	976.2	976.2
Other Non Appropriated Funds	5,826.7	8,508.3	11,372.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,654.4</b>	<b>9,484.5</b>	<b>12,348.3</b>
<b>FTE Positions</b>	<b>10.6</b>	<b>21.0</b>	<b>21.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve customer satisfaction with the management of capital improvement program services for the ADOA Building System.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Interagency Capital Council Members satisfaction rating	N/A	N/A	6.5	6.75	7.0
● Customer rating for statutory plan/contract review	N/A	N/A	6.5	6.75	7.0
● Average days to review plans/specs	9.2	18	16	15	14
● Average days to review construction contracts	3.5	3	3	3	2.75
● Current fiscal year building renewal dollars allocated by end of fiscal year	N/A	95%	95%	95%	95%
● Current fiscal year building renewal dollars encumbered by end of fiscal year	71%	70%	70%	70%	70%
● Current fiscal year building renewal dollars expended by end of fiscal year	39%	50%	50%	50%	50%
● Prior fiscal year building renewal dollars allocated by end of fiscal year	N/A	98%	98%	98%	98%
● Prior fiscal year building renewal dollars encumbered by end of fiscal year	97%	90%	95%	95%	95%
● Prior fiscal year building renewal dollars expended by end of fiscal year	82%	85%	92%	92%	92%
● Triennial building inspections conducted by the end of fiscal year	903	750	750	750	750
● Building inspections conducted of ADOA managed/operated buildings	N/A	N/A	70	70	70

**ADA.13.4 SUBPROGRAM SUMMARY**  
**SPACE MANAGEMENT**  
 Contact: Tim Brand, Manager  
 Phone: 542-6041  
 A.R.S. 41-701

**Subprogram Mission:**

To provide facilities management services for efficient and effective

utilization of ADOA buildings for the benefit of state agencies, their employees and the public.

**Subprogram Description:**

Provides management and inventory of existing ADOA building resources, plans for future ADOA building resources, provides office space allocations, designs and constructs office improvements, plans and directs agency relocations, designates and maintains parking areas, provides informational signage for ADOA building resources, and reviews and approves agency office lease.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,105.5	6,101.0	6,111.8
Other Appropriated Funds	746.2	787.8	863.4
Other Non Appropriated Funds	2,242.0	1,500.0	1,500.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,093.7</b>	<b>8,388.8</b>	<b>8,475.2</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>23.0</b>	<b>23.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve customer satisfaction of the facilities management services for the ADOA building system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tenant improvements completed on schedule	81%	82%	90%	92%	94%
● Space utilized	100%	99%	99%	95%	95%
● Average days for lease review	2	2	2	2	2
● Customer satisfaction rating with tenant improvement projects	N/A	N/A	6.25	6.5	6.75
● Customer satisfaction rating with relocation projects	N/A	N/A	6.0	6.25	6.5
● Customer satisfaction rating with lease review process	N/A	N/A	6.5	6.75	7.0

**ADA.14 PROGRAM SUMMARY**  
**FLEET MANAGEMENT**  
**Management Services Division**  
 Contact: Bill Hernandez, Administrator  
 Phone: 542-0100  
 A.R.S. 41-803

**Program Mission:**

To manage a fleet of vehicles designated for use by employees and officials of the State of Arizona for the purpose of conducting official state business.

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
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1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,214.0	8,360.7	10,140.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,214.0</b>	<b>8,360.7</b>	<b>10,140.7</b>
<b>FTE Positions</b>	<b>21.5</b>	<b>21.5</b>	<b>19.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide transportation to State employees and officials on State business.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Customer satisfaction rating on quarterly survey (8=high)	N/A	5.25	5.85	6.35	6.85
● Alternative fuel vehicles in the total fleet	19.5%	30.2%	40.6%	50%	60%
● Average taxi fleet utilization (all vehicle classes)	65.5	70	75	80	80

ADA.15 PROGRAM SUMMARY  
**SURPLUS PROPERTY MANAGEMENT**  
**Management Services Division**  
 Contact: Bill Hernandez, Administrator  
 Phone: 542-0100  
 A.R.S. 41-2606 (B)

**Program Mission:**

To reutilize surplus state and federal personal property through an effective and efficient distribution system 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 to 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 act 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,011.2	1,198.4	1,218.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,011.2</b>	<b>1,198.4</b>	<b>1,218.8</b>
<b>FTE Positions</b>	<b>23.8</b>	<b>23.8</b>	<b>23.8</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● On-site customers rating customer services excellent	59.4%	63.5%	66.5%	69.5%	69.5%
● In-field customers rating quality excellent	N/A	62.1%	65.2%	68.4%	72.2%
● Property pick-ups on-time	99.1%	98.4%	99%	99.4%	99.5%

ADA.16 PROGRAM SUMMARY  
**BUSINESS SERVICES**  
**Management Services**  
 Contact: Bill Hernandez, Administrator  
 Phone: 542-0100  
 A.R.S. 35-193

**Program Mission:**

To avoid costly duplication of services by providing centralized support with high quality service 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; and repair services for light office machines, including laser printers, fax machines, calculators, typewriters and dictating equipment.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	94.6	97.0	98.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,258.9	3,205.4	3,237.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,353.5</b>	<b>3,302.4</b>	<b>3,335.8</b>
<b>FTE Positions</b>	<b>40.8</b>	<b>40.8</b>	<b>40.8</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To meet the printing needs of state agencies better, more

cost efficient and faster than competitors.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating quality excellent (survey measure)	86.7%	85.3%	88.3%	90.3%	92.3%
● Average below private sector price	10%	10%	12%	12%	12%
● Customers rating turnaround time excellent (survey measure)	81.2%	80%	83%	85%	87%
● Orders delivered on schedule and to specification	95.5%	95.4%	96.4%	97.4%	98.4%

◆ Goal 2 - To collect and distribute U.S. and Interagency mail effectively and efficiently.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating quality excellent (survey measure)	58.1%	58.7%	61.7%	64.7%	67.7%
● Average days for interagency mail to be routed through the ADOA system	1.2	1.2	1.1	1.0	.99

◆ Goal 3 - To provide maintenance and repair services to state agencies which are contemporary with technology of current office equipment.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating quality excellent (survey measure)	92.4%	90%	93%	95%	97%
● Average below private sector price	8%	8%	10%	10%	10%
● Customers rating turnaround time excellent (survey measure)	86.8%	85.7%	88.7%	91.7%	93.7%
● Laser printers and fax machines on contract	358	376	413	454	500

◆ Goal 4 - To provide office supplies to state agencies better, more cost efficient and faster than competitors.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating quality excellent (survey measure)	83.6%	84%	87%	89%	91%
● Average below private sector price	8%	8%	10%	11%	12%
● Customers rating turnaround time excellent (survey measure)	88.6%	85.7%	88.7%	90.7%	92.7%

ADA.17 PROGRAM SUMMARY  
**CONSTRUCTION SERVICES**  
 General Services Division  
 Contact: Bruce Ringwald, General Manager  
 Phone: 542-6051  
 A.R.S. 41-791; 31-253

**Program Mission:**

To provide construction services to ensure safe and secure environments for state agencies, their employees, the public and wards of the State.

**Program Description:**

This program is responsible for the design, construction, and remodel services for state facilities by utilizing consultants, contractors and/or the Inmate Construction Program. Currently, there are 29 prison projects under construction for a total of \$205,543,720. The seven new large prison projects under construction in FY 1998 have appropriated funds of \$56,100,000 and additional funding of \$41,100,000 in FY 1999 and \$15,700,000 federal funds has been added.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	397.9	463.0	468.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>397.9</b>	<b>463.0</b>	<b>468.3</b>
<b>FTE Positions</b>	<b>22.5</b>	<b>36.0</b>	<b>24.0</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Projects completed on schedule	91%	84%	90%	92%	94%
● Projects completed within budget	N/A	N/A	90%	92%	94%
● Customer satisfaction rating (8=high)	N/A	N/A	6.0	6.25	6.5
● ASPC Lewis complete	N/A	N/A	60%	90%	100%

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Projects completed on schedule	90.3%	84%	90%	92%	94%
● Projects completed within budget	N/A	N/A	90%	92%	94%
● Customer satisfaction rating (8=high)	N/A	N/A	6.25	6.5	6.75

ADA.18 PROGRAM SUMMARY  
**STATE BOARDS OFFICE**  
 Management Services Division  
 Contact: Dolores DeBaca, Office Manager  
 Phone: 542-3095  
 A.R.S. 35-193

**Program Mission:**

To provide centralized general office and accounting support to small licensing agencies in a timely and cost effective manner.

**Program Description:**

The program provides services to small licensing agencies in the areas of: reception services, budgeting, personnel, financial accounting, purchasing, payroll and agency liaison among a variety of state programs.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	189.6	191.4	192.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>189.6</b>	<b>191.4</b>	<b>192.9</b>
<b>FTE Positions</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for timeliness on quarterly survey (8=high)	N/A	6.0	6.25	6.5	6.75
● Customer satisfaction rating for responsiveness on quarterly survey	N/A	6.1	6.25	6.5	6.75
● Customer satisfaction rating for quality on quarterly survey	N/A	6.2	6.4	6.6	6.75

ADA.19 PROGRAM SUMMARY  
**HUMAN RESOURCES MANAGEMENT**  
 Human Resources  
 Contact: James Matthews, Assistant Director  
 Phone: 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:**

To direct and guide the management and staff of the Human Resources Division; develop recruitment strategies to attract qualified candidates, evaluate applicants for qualifications and refer 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 resources management services and consultation to agency management and to serve as liaison between the agency and the Human Resources Division; 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,632.0	7,550.6	8,440.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,632.0</b>	<b>7,550.6</b>	<b>8,440.6</b>
<b>FTE Positions</b>	<b>119.5</b>	<b>123.0</b>	<b>124.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide qualified employment candidates in a timely manner to state service agencies so they can accomplish their missions.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average turnaround time for processing examination results	2.9	2.5	2.0	1.5	1.5
● Customer satisfaction rating based	N/A	5.08	5.8	5.9	6.0

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
on annual survey (8=high)					
● Average turnaround time for issuance of hiring lists (excluding advertised positions)	2.9	3.0	2.9	2.8	2.7
● Hiring supervisor satisfaction level with quality of candidates (5=high)	4.1	4.2	4.5	4.5	4.5

- ◆ Goal 2 - To provide efficient, timely classification and compensation services to meet our agency, employee and public customers' needs.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Class specs reviewed for current applicability	0	90	100	200	300
● Average turnaround time for establishing new covered positions	4.9	4.0	3.5	3.0	2.5
● Average turnaround time for reclass/regrade covered positions	8.1	7.0	6.5	6.0	5.0
● Average turnaround time for abolishing a covered position	N/A	1	1	1	1
● Customer satisfaction rating based on annual survey (8=high)	N/A	5.42	5.8	5.9	6.0

- ◆ Goal 3 - To provide efficient, timely customer-driven professional human resources management services to agency management and employees in order to accomplish their missions.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for Develops Personnel Rules and Policies based on annual survey (8=high)	N/A	5.67	5.8	5.9	6.0
● Customer satisfaction rating for Personnel Rule Guidance based on annual survey	N/A	6.13	6.23	6.33	6.43
● Customer satisfaction rating for Process Fourth Level Grievances based on annual survey	N/A	6.25	6.35	6.45	6.55
● Customer satisfaction rating for Assists Agencies through On-Site AHRMS Offices based on annual survey	N/A	6.42	6.52	6.62	6.72

- ◆ Goal 4 - To provide professional training services to all state employees.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Managers/supervisors trained in the mandatory managerial training program	N/A	N/A	240	90	60
● Customer satisfaction rating based on annual survey (8=high)	N/A	5.69	5.8	5.9	6.0

- ◆ Goal 5 - To provide efficient and timely business management and computer services to Human Resources' sections and units.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies brought on line to Resumix	N/A	N/A	9	4	2

ADA.20 PROGRAM SUMMARY  
**EMPLOYEE GROUP BENEFITS**  
 Human Resources  
 Contact: James Matthews, Assistant Director  
 Phone: 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:**

Administers an employer maintained plan which provides a variety of group insurance plans for employees or their beneficiaries that are principally employer paid with some costs shared by employees. Plans currently offered include: medical, dental, life, accidental death and dismemberment, supplemental life, dependent life and disability; 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	2,478.7
Other Non Appropriated Funds	208,705.3	201,752.6	208,466.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>208,705.3</b>	<b>201,752.6</b>	<b>210,945.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>21.5</b>	<b>21.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To administer, through family friendly policies and programs, a competitive benefits program at an affordable cost, within the budgetary constraints.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees attending a wellness class/screening, requested a book/tape/brochure	8,392	25,000	25,500	26,000	30,000
● Customer satisfaction rating for Provides Employee Group Benefits Plans based on annual survey (8=high)	N/A	5.45	6.0	6.2	6.4
● Customer satisfaction rating for Provides Employee Wellness Services based on annual survey	N/A	6.02	6.12	6.22	6.32
● Comparison of benefits to 20 comparable organizations	8th	8th	8th	8th	8th
● Enrollment and change forms processed by the following payday	N/A	N/A	92%	94%	96%
● Life and STD claims processed within 1 working day after receipt of completed package	N/A	N/A	85%	88%	92%
● Retiree enrollments and changes within 5 working days of receipt	N/A	N/A	85%	88%	92%

ADA.21 PROGRAM SUMMARY  
**INFORMATION TECHNICAL SERVICES**  
**Information Services Division**  
 Contact: William Parker, Assistant Director  
 Phone: 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, data and/or voice networking, all relevant security assessments, evaluation and provisioning, and consulting from throughout the program's six working sections. Services are charged back to the customer through a monthly billing process.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	934.2	0.0	0.0
Other Appropriated Funds	22,617.8	24,911.3	24,330.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>23,552.0</b>	<b>24,911.3</b>	<b>24,330.1</b>
<b>FTE Positions</b>	<b>266.3</b>	<b>211.3</b>	<b>211.3</b>

**This Program Contains the following Subprograms:**

- ▶ Information Processing Center
- ▶ Enterprise Applications
- ▶ Enterprise Network Services
- ▶ Information Security
- ▶ Finance and Planning

ADA.21.1 SUBPROGRAM SUMMARY  
**INFORMATION PROCESSING CENTER**  
 Contact: William Parker, Assistant Director  
 Phone: 542-2250  
 A.R.S. 41-702, 41-713

**Subprogram Mission:**

To provide timely, cost-effective and secure computer resources and services that support the strategic mission of the agencies of Arizona State government.

**Subprogram Description:**

The Information Processing Center (IPC) owns and operates a full spectrum of computers and peripheral equipment. All support activities are to serve the information processing needs of state agencies. The IPC operates on a cost recovery basis, billing each customer monthly for resources consumed and paying paying all operating expenses from the resulting revenue. The IPC operates 24 hours per day, 365 days per year.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,588.8	5,979.4	6,342.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,588.8</b>	<b>5,979.4</b>	<b>6,342.8</b>
FTE Positions	62.5	64.5	64.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To satisfy customer needs and expectations for host-based processing and data storage.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating for Mainframe services based on annual survey (8=high)	N/A	5.45	6.0	6.2	6.4
● Customer satisfaction rating for Mid-Range Processing services based on annual survey	N/A	5.0	6.0	6.2	6.4
● Customer requests for products and services completed as scheduled	90%	94%	97%	98%	99%
● Time facilities are available	99%	99.5%	99.5%	99.5%	99.5%

- ◆ Goal 2 - To provide comprehensive HELPDESK services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average questions answered by the Help Desk on a monthly basis	2,380	2,450	2,550	2,600	2,700
● Calls resolved on first contact with the Help Desk	94%	96%	98%	99%	100%

ADA.21.2 SUBPROGRAM SUMMARY

**ENTERPRISE APPLICATIONS**

Contact: William Parker, Assistant Director  
Phone: 542-2250

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

**Subprogram Mission:**

*To provide information technology business solutions for the Arizona Department of Administration by enabling and supporting state agencies in achieving statewide business goals and objectives in an environment where each solution affects multiple agencies.*

**Subprogram Description:**

This subprogram is responsible for defining and developing applications that are best suited to solving statewide business problems. It provides expertise to evaluate, develop and implement the proper technologies and applications that address the business problem. The subprogram also supports those applications and technologies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	934.2	0.0	0.0
Other Appropriated Funds	3,104.7	3,527.8	3,711.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,038.9</b>	<b>3,527.8</b>	<b>3,711.4</b>
FTE Positions	77.4	51.4	51.4

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all applications used to support the State of Arizona and the Department of Administration are compliant with the changes necessary to ensure Year 2000 compliance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AFIS Applications completed and upgraded to be Year 2000 Compliant	5%	40%	100%	N/A	N/A
● HRMS Applications completed and upgraded to be Year 2000 compliant	10%	65%	100%	N/A	N/A
● ADOA Division's non-legacy systems, applications, and tools upgraded or replaced to be Year 2000 complaint	50%	85%	100%	N/A	N/A

- ◆ Goal 2 - To provide the required standards, services and support for small agencies, medium agencies and boards in Information Technology necessary to ensure our customers success in meeting their business needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers upgraded to be Year 2000 compliant	N/A	30%	95%	100%	N/A
● Time priority 1 modifications/enhancements are completed correctly	N/A	92%	94%	95%	98%
● Time priority 1 modifications/enhancements are on-line of scheduled up-time	N/A	95%	97%	98%	99%
● Increase in customer satisfaction rating	N/A	N/A	Baseline	5%	5%

- ◆ Goal 3 - To provide the required standards, services and support for automated systems necessary to ensure our customers success in providing Financial services and Human Resource services to the State of Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time AFIS priority 1 modifications/enhancements are completed correctly	N/A	92%	94%	95%	98%
● Time AFIS priority 1 modifications/enhancements are on-line of scheduled up-time	N/A	95%	97%	98%	99%
● Time HRMS priority 1 modifications/enhancements are completed correctly	N/A	92%	94%	95%	98%
● Time HRMS priority 1 modifications/enhancements are on-line of scheduled up-time	N/A	95%	97%	98%	99%

- Increase in customer satisfaction rating N/A N/A Baseline 5% 5%

◆ Goal 4 - To provide the required standards, services and support for the ADOA Local Area Network (LAN) to ensure our customers success in providing financial services and human resource services to the State of Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time LAN priority 1 modifications/enhancements are completed correctly	N/A	92%	94%	95%	98%
● Time LAN priority 1 modifications/enhancements are on-line of scheduled up-time	N/A	95%	97%	98%	99%
● Increase in customer satisfaction rating	N/A	N/A	Baseline	5%	5%

**ADA.21.3 SUBPROGRAM SUMMARY**  
**ENTERPRISE NETWORK SERVICES**  
 Contact: William Parker, Assistant Director  
 Phone: 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 Enterprise Network Services program is responsible for the overall installation, management and research of common voice and data communications services and equipment. The program is specifically chartered for the Capitol Mall, the Tucson State Office complex, and other State Government locations. Fee-for-service standards-based telecommunications products and services are available including comprehensive design and consulting support.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,714.0	11,502.7	10,236.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>10,714.0</b>	<b>11,502.7</b>	<b>10,236.2</b>
<b>FTE Positions</b>	<b>68.3</b>	<b>51.9</b>	<b>51.9</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To manage the Arizona Telecommunications System (ATS) through the on-going delivery of State voice, video and data communication services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Successful completion of ATS Request for Proposals	3	2	3	2	2
● Successful completion of ATS PIJs	6	5	5	4	4
● Successful completion of ATS Blueprints	N/A	1	1	1	1
● Successful completion of ATS Projects	N/A	1	2	2	2

◆ Goal 2 - To improve the delivery of voice, video and data communications services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Voice customer service orders completed monthly	655	622	660	637	673
● Average WAN customer service orders completed monthly	2	3	5	6	8
● Average Internet customer service orders completed monthly	24.2	17.9	20	25	35
● Ratio of Voice customer service orders completed to service orders received annually	1.02	1.03	1.05	1.08	1.10
● Ratio of Internet customer service orders completed to service orders received annually	1	1.02	1.04	1.05	1.07
● Voice repair completed orders within negotiated completion period	99.8%	99.9%	100%	100%	100%
● Average customer data repair orders received monthly	110	120	140	170	210
● Customer satisfaction rating for Voice services (8=high)	6.3	6.5	6.7	6.9	7.1
● Customer satisfaction rating for WAN services	5.9	6.0	6.2	6.4	6.6
● Customer satisfaction rating for Internet services	6.0	6.2	6.5	6.6	6.7

◆ Goal 3 - To ensure high availability and accessibility to all ENS systems for all ATS customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time voice system facilities are accessible and available	99%	99.2%	99.4%	99.6%	99.8%
● Time WAN system facilities are accessible and available	98%	98.5%	98.7%	99%	99.2%
● Time Internet system facilities are accessible and available	98%	99.4%	99.5%	99.6%	99.8%

**ADA.21.4 SUBPROGRAM SUMMARY**  
**INFORMATION SECURITY**  
 Contact: William Parker, Assistant Director  
 Phone: 542-2250  
 A.R.S. 41-702, 41-713

**Subprogram Mission:**

*To provide information and physical protection to State information and technology resources.*

**Subprogram Description:**

This subprogram is responsible for protecting information stored, processed and transmitted from ADOA. The subprogram provides authorized access to internal and external data networks and prevents unauthorized access to State information networks from external sources. The subprogram also provides business continuity planning assistance to State agencies in the event of business service interruption.

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Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	759.3	878.1	899.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>759.3</b>	<b>878.1</b>	<b>899.1</b>
FTE Positions	11.1	11.3	11.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To protect State information and technology resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers trained	N/A	50%	85%	98%	99%
● Reduction in violations by customer group total	N/A	5%	10%	50%	65%
● Customer satisfaction rating (8=high)	N/A	6.0	6.5	6.7	7.0
● New user requests completed within two business days	85%	87%	90%	92%	94%

**ADA.21.5 SUBPROGRAM SUMMARY**  
**FINANCE AND PLANNING**  
 Contact: William Parker, Assistant Director  
 Phone: 542-2250  
 A.R.S. 41-702, 41-713

**Subprogram Mission:**

*To provide all financial and budgeting, charge-back billing, fixed assets, 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 creation and processing of all division accounting and budgeting procedures. It is also responsible for the accuracy and timeliness of division financial reporting to departmental and divisional management. The subprogram administers and provides administrative services such as facilities maintenance and asset tracking, employee development, strategic and 3-Year IT planning, and personnel and payroll support.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,943.1	2,930.5	3,140.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,943.1</b>	<b>2,930.5</b>	<b>3,140.6</b>
FTE Positions	26.0	32.2	32.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide the division with timely and accurate financial, management information and budgeting data.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Reduction in posted (incorrect) journal entries	20%	80%	90%	95%	100%
● Monies delinquent from previous months	14%	10%	10%	10%	10%
● YTD cost recovery	90%	95%	95%	98%	100%
● Accounting periods in arrears	3	2	1	0	0

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating (8=high)	N/A	6.4	7.0	7.2	7.3

**ADA.22 PROGRAM SUMMARY**  
**9-1-1 EMERGENCY**  
**TELECOMMUNICATIONS**  
**Information Services**  
 Contact: Bill Parker, Assistant Director  
 Phone: 542-2250  
 A.R.S. 41-704

**Program Mission:**

*To proactively support the planning, establishment, implementation and ongoing operation of 9-1-1 services throughout Arizona.*

**Program Description:**

This program is responsible for reviewing plans and annual budget requests from political subdivisions. The planning and review process is established under the authority of A.R.S. 41-704(A). Support is provided to local administrators and emergency service providers in qualifying for funding of all appropriate 9-1-1 services within their respective jurisdiction(s). Invoices are submitted for payment under the 9-1-1 funding rules and are evaluated and processed in a prompt and effective manner.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,393.3	8,501.1	9,816.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,393.3</b>	<b>8,501.1</b>	<b>9,816.2</b>
FTE Positions	2.0	2.0	2.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure in partnership with the political subdivisions that the necessary planning and budgeting occurs and all citizens of Arizona will have equal access to 9-1-1 services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Plans approved for funding	100%	100%	100%	100%	100%
● Areas where new 911 service is established	2	1	2	2	2
● Telephones that have 911 access	99.8%	100%	100%	100%	100%

- ◆ Goal 2 - To effectively and efficiently manage and administer the 9-1-1 Emergency Telecommunications Revolving Fund.



1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Annual tax recommendations completed by May 15th	100%	100%	100%	100%	100%
● Invoices processed within 15 days after receipt	100%	100%	100%	100%	100%
● Customers rating services as positive	90%	92%	95%	98%	99%



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>OFFICE OF ADMINISTRATIVE HEARINGS</b>	
Cliff Vanell, Director	HGA
Contact: Gail Ehrlich, Agency Coordinator	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	859.6	597.9	614.1
Other Appropriated Funds	416.2	732.7	753.3
Other Non Appropriated Funds	32.7	34.9	35.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,308.5	1,365.5	1,402.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,308.5	1,365.5	1,402.4
FTE Positions	22.0	22.0	22.0

**Agency/Program Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average time from hearing request to hearing scheduling (days)	12.54	10.82	9.0	8.0	7.0
● Average time from hearing scheduling to first scheduled hearing (days)	57.70	58.58	58.0	58.0	58.0
● Average time from the first scheduled hearing to the conclusion of the hearing (days)	36.7	9.38	10	10	10
● Average time from the conclusion of the hearing to transmission of the decision to the agency	17.19	13.8	15.0	15.0	15.0
● Cases calendared	2,386	2,273	2,400	2,400	2,400
● Hearings held	1,584	1,489	1,590	1,590	1,590
● New cases calendared to cases concluded	1.04:1	1.05:1	1:1	1:1	1:1

◆ Goal 2 - To increase client satisfaction.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases reheard	1.9%	1.78%	1.5%	1.5%	1.5%
● Cases appealed to Superior Court	3.9%	4.2%	4.0%	4.0%	4.0%
● Evaluations rating the ALJ excellent or good in attentiveness	98%	99%	99%	99%	99%
● Evaluations rating the ALJ excellent or good in explaining the hearing process	96.5%	97.5%	98.5%	99%	99%

● Evaluations rating the ALJ excellent or good in the use of clear and neutral language	96.4%	98%	99%	99%	99%
● Evaluations rating the ALJ excellent or good in impartiality	96%	97%	98.0	99%	99%
● Evaluations rating the ALJ excellent or good in dealing with the issues of the case	94.3%	95.2%	96.5%	97.5%	98.5%
● Evaluations rating the Office excellent or good in sufficient space	89%	91.1%	92%	93%	94%
● Evaluations rating the Office excellent or good in providing freedom from distractions	91.2%	94.1%	95.1%	96.1%	97.1%
● Evaluations rating the staff as responding promptly and completely to questions	92.4%	95%	96%	97%	98%
● Evaluations rating the staff excellent or good in courteous treatment	94.1%	97.3%	98.3%	99%	99%



<b>AGENCY SUMMARY</b>	
<b>ATTORNEY GENERAL - DEPARTMENT OF LAW</b>	
Grant Woods, Attorney General	AGA
Contact: Tom Aughterton, Chief of Administration	542-8014

**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 state 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 render written opinions upon questions of law.

To accomplish these responsibilities, the Attorney General has organized the Department of Law into five divisions. These divisions are the Civil Division, the Civil Rights Division, the Criminal Division, the Economic Security Division, and the Administration Division. Respectively, these divisions are responsible for legal services to state agencies, consumer advocacy and civil rights enforcement, criminal investigation and prosecution, legal services for selected social service offerings, and department organization and policy direction. Each division is further organized into sections, which specialize in a particular area of practice.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ CIVIL DIVISION	18,892.9	22,014.1	22,790.5
➤ CIVIL RIGHTS DIVISION	2,436.8	2,961.4	2,926.6
➤ CRIMINAL DIVISION	19,594.1	21,864.7	22,171.4
➤ ECONOMIC SECURITY DIVISION	1,379.3	2,636.2	2,200.7
➤ ADMINISTRATION DIVISION	9,106.1	9,188.2	9,561.3
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>51,409.2</b>	<b>58,664.6</b>	<b>59,650.5</b>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	23,190.9	24,406.1	24,622.9
Other Appropriated Funds	1,659.9	12,907.5	21,180.8
Other Non Appropriated Funds	22,569.8	17,485.9	10,189.6
Federal Funds	3,988.6	3,865.1	3,657.2
Operating Funds Subtotal	51,409.2	58,664.6	59,650.5
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>51,409.2</b>	<b>58,664.6</b>	<b>59,650.5</b>

FTE Positions	672.0	781.0	769.5
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**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - 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 agency.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Current data base applications transferred onto year 2000 compliant system	N/A	N/A	80%	100%	N/A
● Personal computers updated to operate year 2000 compliant applications	N/A	20%	80%	100%	N/A

- ◆ Goal 2 - To utilize information derived from updated applications to establish benchmarks for future planning.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average "chargeable" hours worked per FTE	1,060	1,160	1,250	1,250	1,250
● Average cost per "chargeable" hour worked	\$76	\$70	\$62	\$62	\$62

AGA.1  Contact: H. Leslie Hall, Division Chief Counsel Phone: 542-7775  A.R.S. 41-191	<b>PROGRAM SUMMARY</b> <b>CIVIL DIVISION</b> Civil Division  Contact: H. Leslie Hall, Division Chief Counsel Phone: 542-7775
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**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,552.2	6,988.4	7,194.7
Other Appropriated Funds	663.9	5,457.9	13,404.3
Other Non Appropriated Funds	11,676.8	9,567.8	2,191.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>18,892.9</b>	<b>22,014.1</b>	<b>22,790.5</b>
<b>FTE Positions</b>	<b>328.0</b>	<b>351.7</b>	<b>355.2</b>

**This Program Contains the following Subprograms:**

- ▶ **Administrative Law**
- ▶ **Consumer Protection and Advocacy**
- ▶

**Land and Natural Resources**

- ▶ **Licensing and Enforcement**
- ▶ **Solicitor General and Opinions**
- ▶ **Tax and Collection Enforcement**
- ▶ **Insurance Defense**
- ▶ **Transportation**
- ▶ **Antitrust Unit**

AGA.1.1 SUBPROGRAM SUMMARY  
**ADMINISTRATIVE LAW**  
 Contact: Thomas I. McClory, Section Chief Counsel  
 Phone: 542-1610  
  
 A.R.S. 41-191

**Subprogram Mission:**

*To provide general legal services to over 60 state officers and agencies in order to assist them in accomplishing their mission 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, health law, education law and procurement law. The section is divided into five units: Health services unit; Procurement and contracts unit; Education unit; Employment unit; and the General law unit. In addition, lawyers within the section may be assigned special projects, including rule review, Inter-Agency Service Agreement review, campaign finance enforcement and lobbyist reporting enforcement.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,605.8	1,941.6	1,992.1
Other Appropriated Funds	0.0	1,658.8	1,686.5
Other Non Appropriated Funds	1,212.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,818.1</b>	<b>3,600.4</b>	<b>3,678.6</b>
<b>FTE Positions</b>	<b>48.8</b>	<b>49.9</b>	<b>50.4</b>

**Subprogram Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Client planning meetings	20	20	20	20	20
● Informational meetings	60	60	60	60	60

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training sessions	2	4	4	4	4

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standard form contracts	1	1	1	1	1

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lobbyist actions initiated	0	0	10	10	10
● Campaign finance actions initiated	0	75	15	15	15
● Contracts reviewed	1,674	1,574	1,600	1,600	1,600

AGA.1.2 SUBPROGRAM SUMMARY  
**CONSUMER PROTECTION AND ADVOCACY**  
 Contact: Sydney Davis, Section Chief Counsel  
 Phone: 542-3702  
  
 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 Consumer Protection and Advocacy 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,843.2	1,939.4	2,001.9
Other Appropriated Funds	0.0	127.3	127.5
Other Non Appropriated Funds	963.9	2,029.0	2,032.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,807.1</b>	<b>4,095.7</b>	<b>4,162.0</b>
<b>FTE Positions</b>	<b>58.3</b>	<b>60.3</b>	<b>60.8</b>

**Subprogram Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CIC Complaints opened	12,000	13,700	14,300	15,000	15,750
● CIC Complaints closed	22,200	25,000	26,250	27,500	29,750
● CIC Telephone calls received	67,000	70,000	70,500	71,000	71,500

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Civil cases opened	220	286	300	315	330
● Judgments	74	81	81	81	81

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Administrative cases filed	296	218	229	240	252
● Administrative orders obtained	64	71	78	85	93

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Speaking engagements/ public presentations	150	170	178	187	197

**AGA.1.3 SUBPROGRAM SUMMARY**  
**LAND AND NATURAL RESOURCES**  
 Contact: Diane Hinton, Section Chief Counsel  
 Phone: 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 Land and Natural Resources Section provides a full range of legal services to state agencies, 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 or 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	592.4	600.5	617.1
Other Appropriated Funds	0.0	200.0	200.3
Other Non Appropriated Funds	211.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>804.1</b>	<b>800.5</b>	<b>817.4</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monies recovered, generated and/or saved (millions)	28.9	19	19	19	19
● Satisfaction rating on client survey	82%	82%	82%	82%	82%

**AGA.1.4 SUBPROGRAM SUMMARY**  
**LICENSING AND ENFORCEMENT**  
 Contact: Montgomery Lee, Section Chief Counsel  
 Phone: 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 Licensing and Enforcement 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	716.2	793.6	818.2
Other Appropriated Funds	0.0	766.1	781.8
Other Non Appropriated Funds	564.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,280.4</b>	<b>1,559.7</b>	<b>1,600.0</b>
<b>FTE Positions</b>	<b>25.3</b>	<b>27.9</b>	<b>27.9</b>

**Subprogram Goals and Performance Measures:**

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

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Client agencies served	38	38	38	38	38
● Board, Commission & Department meetings attended	420	450	460	470	480

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Administrative Hearings Conducted	518	525	550	575	600
● Briefs, motions, pleadings and other legal documents filed	595	600	625	650	675

AGA.1.5 SUBPROGRAM SUMMARY  
**SOLICITOR GENERAL AND OPINIONS**

Contact: Tim Delaney, Solicitor General  
Phone: 542-3333

A.R.S. 41-191

**Subprogram Mission:**

To ensure consistency in position and high quality in presentations by the State in civil appeals, oversee the production of accurate and timely Attorney General opinions, provide quality independent advice to state agencies, represent four state entities, provide direction on Open Meeting Law and ethics matters, and assist lawyers throughout the Office on special projects.

**Subprogram Description:**

The Solicitor General and Opinions Section: (i) manages the State's civil appellate matters by reviewing and editing briefs, conducting moot courts for related oral arguments, and overseeing the State's amicus curiae appearances; (ii) supervises the production of formal Attorney General opinions; (iii) provides independent advice to state agencies and boards in administrative proceedings in which other assistant attorneys general appear as advocates; (iv) represents the Governor's Regulatory Review Council and three appellate boards; (v) protects the public's interest and assists public officers and public bodies by directing the Attorney General's Open Meeting Law Enforcement Team and the Public Service Orientation ("ethics training") Program; and (VI) serves 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	350.7	377.7	387.7
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	350.7	377.7	387.7
FTE Positions	6.0	6.0	6.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To improve the State's presentations in civil appeals.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appellate matters handled	397	400	425	450	475

◆ Goal 2 - To decrease the time it takes to issue formal legal opinions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to respond to request for legal opinion	75	80	80	80	80

◆ Goal 3 - To provide quality legal advice to State entities needing independence.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agency hearings and advice	804	850	875	900	925

◆ Goal 4 - To increase education and enforcement efforts of select Attorney General program duties to prevent violations of law.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public Service Orientation contacts	1	2	1	2	1
● Open Meeting Law Enforcement Team contacts	100	150	125	125	125

AGA.1.6 SUBPROGRAM SUMMARY  
**TAX AND COLLECTION ENFORCEMENT**

Contact: Gale Garriott, Section Chief Counsel  
Phone: 542-1719

A.R.S. 41-191, 41-191.03

**Subprogram Mission:**

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

**Subprogram Description:**

While the Arizona Department of Revenue is considered the Tax Section's major client, other state agencies with tax collection responsibilities such as the Department of Transportation are represented as well. The section is comprised of five units: sales tax; income tax; property tax; motor carrier and fuel tax; and collections. 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. The section also provides ongoing collection services (CERF - Collection Enforcement Revolving Fund) for client agencies that seek assistance in collecting delinquent debts. This area's collections have quadrupled over a four year span. However, some leveling of collections is anticipated because the legislature has chosen not to appropriate sufficient FTEs to maintain this growth.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,287.7	1,172.9	1,211.6
Other Appropriated Funds	663.9	1,532.1	1,645.8
Other Non Appropriated Funds	111.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,062.6</b>	<b>2,705.0</b>	<b>2,857.4</b>
FTE Positions	41.6	50.6	53.1

**Subprogram Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars recovered and/or saved to various sources of State funding (in thousands)	\$102,510	\$9,000.0	\$9,000.0	\$9,000.0	\$9,000.0

- ◆ Goal 2 - To increase the collection of debts owed to the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars collected (thousands)	\$4,548.8	\$7,800.0	\$8,000.0	\$8,000.0	\$8,000.0

**AGA.1.7 SUBPROGRAM SUMMARY**  
**INSURANCE DEFENSE**  
 Contact: Tom Prose, Section Chief Counsel  
 Phone: 542-7667

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	390.0	6,331.8
Other Non Appropriated Funds	5,136.5	5,731.5	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,136.5</b>	<b>6,121.5</b>	<b>6,331.8</b>
FTE Positions	97.0	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.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average months in suit: - per tort lawsuit-AAG*	16	14	14	14	14
● Average months in suit: - per tort lawsuit-OSC**	27	25	25	22	22
● Average billable hours: - per tort lawsuit-AAG*	130	135	135	140	140
● Average billable hours: - per tort lawsuit-OSC**	1,052	800	800	800	800
● Average billable hourly: - rate per tort lawsuit-AAG*	60	60	60	60	60
● Average billable hourly: - rate per tort lawsuit-OSC**	96	95	95	100	100

**AGA.1.8 SUBPROGRAM SUMMARY**  
**TRANSPORTATION**  
 Contact: David Talamante, Section Chief Counsel  
 Phone: 542-1680

**Subprogram Mission:**

*To provide all legal services required by the Arizona Department of Transportation.*

**Subprogram Description:**

This section serves as the legal advisor of ADOT, providing legal services as the Department requires, and prosecuting and defending all actions necessary to carry out the provisions of Title 28.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	71.8	1,907.5
Other Non Appropriated Funds	1,614.6	1,648.4	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,614.6</b>	<b>1,720.2</b>	<b>1,907.5</b>
FTE Positions	27.0	27.0	27.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To have earlier involvement in the Department projects and programs and avoid claims and suits.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Projects identified as needing early involvement	11	22	31	38	45

- ◆ Goal 2 - To provide faster response and service to the customer.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days for reviewing contracts and intergovernmental agreements (days)	1 - 5	1 - 4	1 - 3	1 - 2	1

**AGA.1.9 SUBPROGRAM SUMMARY**  
**ANTITRUST UNIT**  
 Contact: Suzanne M. Dallimore, Unit Chief Counsel  
 Phone: 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 Antitrust unit is charged with enforcement of the Arizona Uniform Antitrust Act, the purpose of which is to protect free markets. The Antitrust 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 anticompetitive economic activities. The Unit participates with other states in antitrust cases involving national anticompetitive economic activities. The Antitrust 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 Antitrust 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	156.2	162.7	166.1
Other Appropriated Funds	0.0	711.8	723.1
Other Non Appropriated Funds	1,862.2	158.9	158.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,018.4</b>	<b>1,033.4</b>	<b>1,048.1</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	79	81	83	85	88
● Informal investigations	74	76	78	80	82
● Informal resolutions	64	66	68	70	72
● Formal investigations	10	13	18	23	28
● Civil cases filed	1	1	2	2	3
● Criminal cases filed	1	2	2	2	3

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Civil cases filed	1	1	2	2	3
● Judgments/decrees	3	4	2	2	3
● Voluntary settlement agreements	2	2	2	2	3
● Criminal cases filed	1	2	2	2	3
● Pleas/verdicts	1	2	2	2	3

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for information	138	142	146	150	155
● Speaking engagements	6	5	5	5	5

**AGA.2 PROGRAM SUMMARY**  
**CIVIL RIGHTS DIVISION**  
**Civil Rights Division**  
 Contact: Gloria Ybarra, Division Chief Counsel  
 Phone: 542-5263  
 A.R.S. 41-191

**Program Mission:**

*To assist in the provision of selected social service offerings, further employment opportunities, uphold civil rights, and provide legal monitoring of community relations activities for the State of Arizona*

**Program Description:**

The Civil Rights Division consists of attorneys, investigators and support staff whose principal assignments focus them on investigating and litigating charges of employment and housing discrimination, investigating and litigating public accommodations issues, providing advice and counsel to the Department of Economic Security on a variety of issues, and providing mediation services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,712.5	1,827.2	1,895.9
Other Appropriated Funds	0.0	500.8	513.2
Other Non Appropriated Funds	105.0	0.0	0.0
Federal Funds	619.3	633.4	517.5
<b>Program Total</b>	<b>2,436.8</b>	<b>2,961.4</b>	<b>2,926.6</b>
<b>FTE Positions</b>	<b>64.9</b>	<b>74.4</b>	<b>74.4</b>

**This Program Contains the following Subprograms:**

- ▶ Civil Rights
- ▶ Conflict Resolution

**AGA.2.1 SUBPROGRAM SUMMARY**  
**CIVIL RIGHTS**  
 Contact: David Bartlett, Section Chief Counsel  
 Phone: (520) 628-6500  
 A.R.S. 41-191, 41-1401

**Subprogram Mission:**

*To identify and eliminate discrimination in employment, voting, public accommodations, and housing.*

**Subprogram Description:**

The Civil Rights Section is responsible for the enforcement of state and federal statutes which prohibit discrimination in employment, voting, public accommodations, and housing. Under the mandate given to it by the Arizona Civil Rights Act, A.R.S. 41-1401 et seq., and through cooperative work sharing agreements with the federal Equal Employment Opportunity Commission and



Department of Housing and Urban Development, the Civil Rights Division accepts, investigates and, where appropriate, litigates complaints filed with the agency. The Civil Rights Section seeks to bring about voluntary compliance with civil rights laws through the timely, appropriate and efficient resolution of complaints and through public education and outreach programs. In addition, working with the Arizona Civil Rights Advisory Board, the Civil Rights Section seeks to provide policy guidance and assistance by holding public hearings and other forums dealing with matters affecting the civil rights of Arizonans, producing periodic reports, and reviewing and/or initiating legislation affecting civil rights.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,481.8	1,557.2	1,614.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	438.8	486.5	498.5
<b>Program Total</b>	<b>1,920.6</b>	<b>2,043.7</b>	<b>2,113.1</b>
<b>FTE Positions</b>	<b>53.9</b>	<b>53.9</b>	<b>53.9</b>

**Subprogram Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Excessively aged cases as a percentage of total inventory	30.5%	27.7%	22%	15%	10%
● Average cases resolved per FTE investigator	47.2	51.5	53	54.5	56
● Average days to resolve cases	383	333	305	290	270

**AGA.2.2 SUBPROGRAM SUMMARY**  
**CONFLICT RESOLUTION**  
 Contact: Bruna Pedrini, Section Chief Counsel  
 Phone: 542-4192  
  
 A.R.S. 41-191

**Subprogram Mission:**

To provide the State with effective mediation and other dispute resolution services, community information, education, and outreach.

**Subprogram Description:**

The dispute resolution services provided by the Attorney General's Office Conflict Resolution Section focus on mediations referred by state agencies and courts within Arizona. The core of the section's programs relate to child welfare mediations, civil rights mediations, and the education of regulatory and law enforcement agencies. Other mediation programs offered by the section include: (1) the Peer Mediation Program that provides communication and conflict-resolution skills training for students and staff in schools throughout the State; (2) the Truancy Mediation Program that provides a forum for students, parents, schools, and courts to work together to develop a plan of action that leads to the regular attendance of truant students; and (3) the Victim Offender Mediation Program that allows the opportunity for a face to face meeting between victims and offenders and their families to discuss the losses involved and to work out a resolution that works for everyone. In addition, the section provides community information

to increase public and agency awareness of alternative forms of dispute resolution as well as basic and advanced mediation training for volunteer community mediators. The section also offers education on bias crimes and diversity issues.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	230.7	270.0	281.3
Other Appropriated Funds	0.0	500.8	513.2
Other Non Appropriated Funds	105.0	0.0	0.0
Federal Funds	180.5	146.9	19.0
<b>Program Total</b>	<b>516.2</b>	<b>917.7</b>	<b>813.5</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>20.5</b>	<b>20.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide the citizens of Arizona and its government entities with mediation, other dispute resolution services, education, and outreach.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs	40	48	49	50	51

- ◆ Goal 2 - To provide an effective alternative to costly and time-consuming litigation for resolving government or agency related and court referred disputes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mediations held	1,337	1,363	1,393	1,423	1,453
● Agreements reached	1,047	1,068	1,089	1,110	1,131

- ◆ Goal 3 - To maintain satisfaction of all participants in the conflict resolution process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfaction rating of participants	N/A	>80%	>80%	>80%	>80%

- ◆ Goal 4 - To prevent recurrence of conflicts by providing a forum which allows participants to explore viable options and have a deciding voice in their resolution.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agreements still in effect after one year.	N/A	>90%	>90%	>90%	>90%

- ◆ Goal 5 - To establish, maintain, and train sufficient volunteers to perform high quality mediations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trainings and in-services conducted	30	35	36	37	38

- ◆ Goal 6 - To increase public and agency awareness of mediation and other alternative dispute resolution methods.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Community presentations, training, and outreach efforts	121	126	129	132	135
● People reached	2,600	3,100	3,162	3,225	3,389

**AGA.3 PROGRAM SUMMARY**  
**CRIMINAL DIVISION**  
**Criminal Division**  
 Contact: Patrick Cunningham, Division Chief Counsel  
 Phone: 542-3881  
 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 its mission.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,916.7	9,538.3	9,778.9
Other Appropriated Funds	996.0	3,739.1	3,817.2
Other Non Appropriated Funds	6,312.1	5,355.6	5,435.6
Federal Funds	3,369.3	3,231.7	3,139.7
<b>Program Total</b>	<b>19,594.1</b>	<b>21,864.7</b>	<b>22,171.4</b>
FTE Positions	209.2	235.2	235.2

**This Program Contains the following Subprograms:**

- ▶ **Criminal Appeals**
- ▶ **Criminal Trials**
- ▶ **Drug Enforcement**
- ▶ **Environmental Enforcement**
- ▶ **Organized Crime and Fraud**
- ▶ **Special Investigations**
- ▶ **State Grand Jury**
- ▶ **Office of Victim Services**

**AGA.3.1 SUBPROGRAM SUMMARY**  
**CRIMINAL APPEALS**  
 Contact: Paul McMurdie, Section Chief Counsel  
 Phone: 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 Criminal Appeals 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; at the request of the county attorneys, providing trial and research assistance; and defending the State of Arizona in

petitions for post-conviction relief filed in death penalty cases.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,494.5	2,618.1	2,691.7
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
<b>Program Total</b>	<b>2,494.5</b>	<b>2,618.1</b>	<b>2,691.7</b>
FTE Positions	41.8	44.8	44.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Death penalty cases open	130	130	130	130	130
● Death sentences carried out	3	4	5	5	5

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appellate files opened	1,858	2,044	2,248	2,473	2,720
● Responses filed	2,791	3,080	3,388	3,727	4,100
● Extensions filed	281	295	290	285	280
● Extensions filed to files opened	16	14	13	12	10

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Advice and training hours	560	616	678	746	821

**AGA.3.2 SUBPROGRAM SUMMARY**  
**CRIMINAL TRIALS**  
 Contact: F. Kenton Komadina, Section Chief Counsel  
 Phone: 542-3881  
 A.R.S. 41-191

**Subprogram Mission:**

*To assist in the reduction of violent criminal behavior in Arizona through aggressive prosecution of gang-related and other criminal offenses and the promotion of drug and gang prevention efforts statewide.*

**Subprogram Description:**

The Criminal Trials Section consists of four elements: trials, gang prosecutions, foreign prosecutions and drug and gang prevention programs. The trial and gang prosecution elements prosecute gang-related cases as well as providing prosecutorial assistance to local jurisdictions on other criminal matters. Foreign prosecutions investigates and prepares for the prosecution, in Mexico, of Mexican citizens who flee Arizona after committing major felonies. The prevention element plans, implements and evaluates drug and gang programs.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	313.1	370.0	375.2
Other Appropriated Funds	0.0	198.9	260.0
Other Non Appropriated Funds	64.9	219.3	219.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>378.0</b>	<b>788.2</b>	<b>854.5</b>
FTE Positions	5.0	9.0	9.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To aggressively prosecute gang-related and other criminal offenses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases open	255	299	299	299	299
● Cases resolved	115	115	115	115	115

- ◆ Goal 2 - To plan, implement and evaluate drug and gang prevention programs on a statewide basis.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Drug and gang prevention program collaborations	40	40	40	40	40

**AGA.3.3 SUBPROGRAM SUMMARY**  
**DRUG ENFORCEMENT**  
 Contact: Billie A. Rosen, Section Chief Counsel  
 Phone: 542-3881  
 A.R.S. 41-191

**Subprogram Mission:**

*To successfully investigate and prosecute drug traffickers, trafficking organizations, money launderers and individuals involved in criminal enterprises, and to deprive drug traffickers of profits that give them the incentive to continue operations and capitalize their drug enterprises.*

**Subprogram Description:**

The section is organized into two units that focus on the investigation and prosecution of drug-related crimes. The Drug Racketeering Unit aggressively investigates and criminally prosecutes individuals and organizations involved in drug trafficking, money laundering and other types of illegal activities. 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 Drug funding is related to Anti-racketeering and is therefore non-discretionary.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	382.9	335.8	345.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,144.1	5,110.0	5,190.0
Federal Funds	1,317.5	1,444.9	1,337.0
<b>Program Total</b>	<b>6,844.5</b>	<b>6,890.7</b>	<b>6,872.3</b>
FTE Positions	33.8	34.8	34.8

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To aggressively investigate and prosecute drug and money laundering offenses that occur in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases Open	335	335	335	335	335
● Cases Closed	150	150	150	150	150
● Defendants charged	1,536	1,536	1,536	1,536	1,536

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Financial inquiries	964	964	964	964	964
● Law enforcement training seminars	43	43	43	43	43

**AGA.3.4 SUBPROGRAM SUMMARY**  
**ENVIRONMENTAL ENFORCEMENT**  
 Contact: Patrick Cunningham, Section Chief Counsel  
 Phone: 542-3881  
 A.R.S. 41-191

**Subprogram Mission:**

*To represent the State of Arizona and to advise all state agencies on environmental matters, both civil and criminal.*

**Subprogram Description:**

The Environmental Enforcement Section represents the State of Arizona and advises all state agencies on all environmental regulation and enforcement matters. The section is organized into three units to accomplish this mission. The Civil Unit advises and represents the Department of Environmental Quality and the Department of Agriculture in all areas. It also prosecutes in administrative and civil judicial proceedings persons who have violated civil environmental statutes. The Criminal Unit prosecutes persons accused of violating criminal environmental laws, and provides specialized environmental investigative assistance to the Department of Environmental Quality and the State in general. The Water Rights Adjudication Team represents the State as a claimant in general stream adjudications, defends Arizona's water right claims on those streams and their tributaries in administrative and judicial proceedings, and represents the Game and Fish Commission in all areas. A large portion of the federal funds are from a consortium of fourteen western states and provinces which is headquartered in the Attorney General's Office and which conducts conference training for those states and provinces.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,531.6	1,693.2	1,745.6
Other Appropriated Funds	0.0	1,137.0	1,145.1
Other Non Appropriated Funds	684.0	0.0	0.0
Federal Funds	1,052.6	758.9	725.3
<b>Program Total</b>	<b>3,268.2</b>	<b>3,589.1</b>	<b>3,616.0</b>
FTE Positions	42.0	57.5	57.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide the highest quality legal advice and representation to the Departments of Environmental Quality and Agriculture.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Civil advice and litigation files open	757	772	787	803	819
● Files resolved within the year	273	278	284	289	295
● Administrative hearings set	108	110	112	115	117

- ◆ Goal 2 - To achieve fair and consistent enforcement of the criminal environmental laws of Arizona, thereby deterring future violations and enhancing compliance with environmental laws.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Criminal investigative files open	160	163	166	170	173
● Criminal files resolved within the year	62	63	64	66	67
● Criminal matters reviewed but not opened	52	53	54	55	56

- ◆ Goal 3 - To defend and preserve water rights which the State owns on behalf of its citizens, and to provide the highest quality legal advice and representation to the Game and Fish Commission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Water rights advice and litigation files open	3078	3140	3202	3266	3332
● Files resolved within the year	163	166	170	173	176
● Appellate or major trial briefs filed	8	8	8	8	9

**AGA.3.5 SUBPROGRAM SUMMARY**  
**ORGANIZED CRIME AND FRAUD**  
 Contact: Sherry K. Stephens, Section Chief Counsel  
 Phone: 542-3881  
 A.R.S. 41-191

**Subprogram Mission:**

To investigate and prosecute white-collar and organized criminal activity including, but not limited to, securities fraud, computer fraud, fraud relative to the Arizona Health Care Cost Containment System, telemarketing fraud, charity fraud, tax fraud, public corruption, insurance fraud, real estate fraud, embezzlements, and other types of financial crimes.

**Subprogram Description:**

This section resolves matters by using the civil remedies set forth in Arizona's Racketeering Act statutes and additionally handles forfeitures in connection with cases prosecuted by this section. This section includes the Victim Rights and Witness Assistance Program which provides comprehensive service-oriented programs for the purpose of promoting the interests of victims and witnesses within the criminal justice system.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,257.2	1,417.0	1,456.5
Other Appropriated Funds	0.0	284.8	285.2
Other Non Appropriated Funds	221.4	5.0	5.0
Federal Funds	956.7	973.1	1,020.9
<b>Program Total</b>	<b>2,435.3</b>	<b>2,679.9</b>	<b>2,767.6</b>
FTE Positions	45.7	46.9	46.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To investigate and prosecute financial, public corruption, and medical fraud cases.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases opened	590	649	714	785	864
● Cases resolved	400	440	484	532	586
● Matters reviewed but not opened	3,346	3,681	4,049	4,454	4,899
● Total victim losses (in thousands)	\$107,623.9	\$118,386.3	\$130,224.9	\$143,247.4	\$157,572.2

**AGA.3.6 SUBPROGRAM SUMMARY**  
**SPECIAL INVESTIGATIONS**  
 Contact: Lee Rappleyea, Section Chief  
 Phone: 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 Special Investigations 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 (11) investigative units which function primarily within the following agency sections: Consumer Protection, Organized Crime and Fraud, Drug Enforcement, 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,701.7	1,855.3	1,909.5
Other Appropriated Funds	0.0	46.3	46.4
Other Non Appropriated Funds	42.9	0.0	0.0
Federal Funds	7.5	0.0	0.0
<b>Program Total</b>	<b>1,752.1</b>	<b>1,901.6</b>	<b>1,955.9</b>
FTE Positions	34.0	34.0	34.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Open cases	942	1,010	1,050	1,075	1,100
● Matters reviewed but not opened	607	610	625	635	645

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases resolved	795	800	825	850	875

**AGA.3.7 SUBPROGRAM SUMMARY**  
**STATE GRAND JURY**  
 Contact: Patrick Cunningham, Division Chief Counsel  
 Phone: 542-3881  
 A.R.S. 21-428

**Subprogram Mission:**

*To pay the costs and expenses incurred by the Attorney General's Office arising out of the investigation, prosecution and trial of matters cognizable by a State Grand Jury.*

**Subprogram Description:**

The costs and expenses incurred by the Attorney General's Office arising out of the investigation, prosecution and trial of matters cognizable by a state grand jury are payable from monies appropriated below the line to the Attorney General's Office.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	135.6	152.8	155.8
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
<b>Program Total</b>	<b>135.6</b>	<b>152.8</b>	<b>155.8</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To subpoena information for investigation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grand Jury numbers issued	262	245	245	245	245

● Grand Juries heard	112	80	80	80	80
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**AGA.3.8 SUBPROGRAM SUMMARY**  
**OFFICE OF VICTIM SERVICES**  
 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 Unit 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 serving them.

The Unit provides statutorily-mandated services to victims and witnesses of myriad types of crimes charged by prosecutors from five sections of the Criminal Division. The Unit also provides more than twenty types of non-mandated (assistance) services to address the needs of crime victims recovering from the personal and social effects of victimization.

Additionally, the Unit 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 OVS' annual funding program and other forms of assistance that further uniformity, efficiency, and victims' rights compliance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,100.1	1,096.1	1,099.3
Other Appropriated Funds	996.0	2,072.1	2,080.5
Other Non Appropriated Funds	154.8	21.3	21.3
Federal Funds	35.0	54.8	56.5
<b>Program Total</b>	<b>2,285.9</b>	<b>3,244.3</b>	<b>3,257.6</b>
FTE Positions	7.0	8.3	8.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To foster victims' recovery from the traumatic, short and long-term effects of victimization and prepare victims to cope with the impact of criminal justice system involvement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Victims receiving lawful rights & other assistance	7,869	8,000	8,000	8,000	8,000
● Services provided to victims resulting in 100% compliance with statutory mandates	35,222	38,300	39,450	40,000	40,000
● Non-mandated assistance services provided to victims	79,083	77,700	78,000	78,000	78,000
● Responses to calls and written inquiries	1,823	1,725	1,980	1,980	1,980
● Cases monitored for restitution compliance	226	300	400	450	450

- ◆ Goal 2 - To maximize the resources available for meeting victims' needs by maintaining a team of volunteer advocates who, along with staff, provide effective delivery of quality service during all stages of criminal prosecutions.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Volunteer advocates recruited and selected/volunteer hours	39 / 7,648	40 / 6,240	40 / 6,240	40 / 6,240	40 / 6,240
● 21-24 hour training classes	7	7	7	7	7
● Victim advocate manual updates	3	3	3	3	3
● Newsletter editions printed and distributed	12	12	12	12	12
● Overall average victim rating	4.42	4.3	4.4	4.5	4.5
● Volunteer-hour cost-equivalent savings generated	108,293	103,000	103,000	103,000	103,000
● Advocate to victim ratio	1:1,069	1:1,100	1:1,000	1:1,000	1:1,000

- ◆ 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, and which is consistent with the intent of statutory requirements for disbursement of funds on the basis of adopted service performance standards.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● CJEF deposits to VRIRF disbursed to justice entities	N/A	85%	85%	85%	85%
● General Fund deposits to VRIRF disbursed to justice entities	N/A	85%	98%	98%	98%
● JPA expenditures applied	N/A	98%	98%	98%	98%
● VRIRF awards disbursed	1,000,000	2,580,000	2,600,000	2,600,000	2,600,000
	0	0	0	0	0
● Entity/funding reviews	81	86	90	94	94
● Victims' rights services reported by award recipients	2,618,563	3,037,706	3,100,000	3,100,000	3,100,000
	3	6	0	0	0
● FRIA recipients comply with annual report requirement	N/A	100%	100%	100%	100%

- ◆ Goal 4 - To further the ability of governmental entities to perform mandated victims' rights duties by establishing and administering a plan for programmatic support to entities, and which is consistent with the intent of statutory requirements for types of support that ensures statewide uniformity, efficiency and compliance.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Statewide forms distributed for use by agencies	337,400	400,000	300,000	400,000	400,000
● Agencies ordering forms	125	150	125	150	125
● Newsletter editions published	6	6	6	6	6
● Newsletter recipients per edition	640	750	750	750	750
● Sessions, visits, audits conducted	6	12	24	24	24
● Daily victims' rights entity assistance services provided	649	7,500	7,500	7,500	7,500

**AGA.4 PROGRAM SUMMARY**  
**ECONOMIC SECURITY DIVISION**  
**Economic Security Division**  
 Contact: Kirk Burtch, Division Chief Counsel  
 Phone: 542-1645

**Program Mission:**

To serve the public by providing effective, efficient, timely legal representation to the Department of Economic Security in support of the Department's mission.

**Program Description:**

The Economic Security Division of the Attorney General's Office represents all programs in the Department of Economic Security (DES). Some of the largest are: obtain dependency petitions in Child Protective Services (CPS) matters to comply with DES obligation to file legal action within 48 hours; severance actions to support the CPS program in its permanency placement goal; establish and enforce child support orders to support the Division of Child Support Enforcement in its mission to get reimbursement of Title IV-A funds and to obtain support payments under the Title IV-D program; criminal prosecution of parties who have defrauded DES; litigation of civil collections owed to the Department, as well as general advice and representation to DES in all legal matters such as employee personnel appeals, appeals from DES administrative decisions, and adult protective services cases.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	643.2	193.7
Other Appropriated Funds	0.0	1,993.0	2,007.0
Other Non Appropriated Funds	1,379.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,379.3</b>	<b>2,636.2</b>	<b>2,200.7</b>
<b>FTE Positions</b>	<b>11.9</b>	<b>48.0</b>	<b>33.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve the processing time of child support cases referred to the Attorney General's Office.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Cases received for review	13,304	13,727	14,153	14,592	15,044
● Files reviewed timely	10,370	12,217	12,738	13,425	14,141
● Reviewed timely	78%	89%	90%	92%	94%

- ◆ Goal 2 - To achieve permanency for children within statutory timeframes.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Dependency dispositions required	N/A	2,200	2,400	2,680	3,000
● Dependency dispositions	N/A	2,200	2,400	2,680	3,000

- ◆ Goal 3 - To improve statewide prosecution of fraud committed against DES in order to deter fraud.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Fraud cases filed	362	481	480	480	480
● Cases filed outside Maricopa County	58	121	120	120	120

**AGA.5 PROGRAM SUMMARY**  
**ADMINISTRATION DIVISION**  
 Contact: Tom Aughterton, Chief of Administration  
 Phone: 542-4266  
 A.R.S. 41-191

**Program Mission:**

To provide overall executive policy direction and implementation for the Department of Law and to provide administrative support for the agency.

**Program Description:**

The Attorney General and his 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 division also responds to general inquiries from the public, constituent requests from state legislators, and specific research requests by the Arizona Legislature and its staff. In addition, the Administration division is divided into five major overhead functions including facility management, financial accounting and reporting, computer operations, library usage, and human resources. Capital Center rent and the Criminal Justice Enhancement Fund are also included in this program.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,009.5	5,409.0	5,559.7
Other Appropriated Funds	0.0	1,216.7	1,439.1
Other Non Appropriated Funds	3,096.6	2,562.5	2,562.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,106.1</b>	<b>9,188.2</b>	<b>9,561.3</b>
<b>FTE Positions</b>	<b>58.0</b>	<b>71.7</b>	<b>71.7</b>

**Program 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims received and processed	39,970	43,080	46,430	50,030	53,930

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Help desk service requests responded to	4,249	5,311	6,639	7,302	8,033

- ◆ 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research requests	1,284	1,350	1,420	1,490	1,560



AGENCY/PROGRAM SUMMARY

**OFFICE OF THE AUDITOR GENERAL**

Douglas R. Norton, Auditor General AUA  
 Contact: Debbie Davenport, Deputy Auditor 553-0333  
 General

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 audit financial transactions, determine compliance with applicable federal and Arizona laws, and express an opinion on the financial statements of audited entities. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,282.5	9,883.9	10,112.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,071.0	1,145.3	1,145.3
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	10,353.5	11,029.2	11,258.0
Capital Funds	0.0	0.0	0.0
Agency Total	10,353.5	11,029.2	11,258.0
FTE Positions	196.0	201.0	205.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To provide timely information while maintaining a high level of quality.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cognizant agency acceptance of reports	100%	100%	100%	100%	100%
● Imposed deadlines met	89%	90%	90%	90%	90%
● Peer review in a clean opinion	N/A	N/A	Yes	N/A	N/A

◆ Goal 2 - To increase the impact of our products.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Administrative recommendations implemented or adopted within two years	N/A	80%	80%	80%	80%
● Legislative recommendations implemented or adopted within three years	N/A	60%	60%	60%	60%

◆ Goal 3 - To improve employee productivity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff time charged to a project	75%	75%	75%	75%	75%
● Average hours per audit - Performance Audit Division	2,554	3,000	3,000	3,000	3,000



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF COMMERCE</b>	
Jackie Vieh, Director	EPA
Contact: Dale Sagebiel, Strategic Planning & Budget Coordinator	280-1435

**Agency Mission:**

*To lead and promote economic 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; provides rural areas with economic support; 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	4,269.1	3,382.9	2,937.1
➤ ECONOMIC DEVELOPMENT	41,259.7	73,357.4	53,283.7
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>45,528.8</b>	<b>76,740.3</b>	<b>56,220.8</b>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,548.8	11,917.4	12,703.6
Other Appropriated Funds	3,304.8	2,569.3	2,991.8
Other Non Appropriated Funds	12,950.3	28,531.3	16,820.4
Federal Funds	19,724.9	33,722.3	23,705.0
<b>Operating Funds Subtotal</b>	<b>45,528.8</b>	<b>76,740.3</b>	<b>56,220.8</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>45,528.8</b>	<b>76,740.3</b>	<b>56,220.8</b>
FTE Positions	87.5	89.5	136.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To assist companies in relocating or expanding in Arizona.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Company locates, expansions	63	60	60	60	60
● Jobs created	13,379	12,100	13,200	13,800	13,800
● Average hourly wage rate per job	\$15.06	\$12	\$12	\$12	\$12
● Company capital investment (millions)	\$686	\$500	\$500	\$500	\$500

- ◆ Goal 2 - To assist companies to sell internationally.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Export sales (millions)	\$33	\$35	\$37	\$39	\$41
● Export information packets distributed	2,450	2,700	2,900	3,100	3,100
● Counselling sessions	2,570	2,600	3,000	3,200	3,400

<b>EPA.1</b>	<b>PROGRAM SUMMARY</b>
<b>ADMINISTRATION</b>	
Contact: Carol Sanger, Deputy Director	
Phone: 280-1308	
A.R.S. 41-1504, et. seq.	

**Program Mission:**

*To provide timely and effective administrative services for the Department of Commerce programs and its customers.*

**Program Description:**

Administration supports the planning and operational needs of the Department by providing administrative guidance, services and technical assistance to executive management and to all Department divisions. This includes fiscal services and accounting, budgeting, personnel, purchasing, management information systems, communications, research, strategic planning, the state clearinghouse and general administrative oversight.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	844.7	2,731.6	2,226.7
Other Appropriated Funds	967.2	250.0	250.0
Other Non Appropriated Funds	2,457.2	401.3	460.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,269.1</b>	<b>3,382.9</b>	<b>2,937.1</b>
FTE Positions	14.5	14.5	32.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely and accurate financial information in compliance with state and federal rules and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating	87%	89%	90%	91%	92%
● Financial transactions processed	74,000	76,000	77,000	78,000	79,000
● Program cost accounts & ledgers maintained	335	335	340	340	340

- ◆ Goal 2 - To provide professional and efficient personnel, purchasing and central support services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating	89%	90%	91%	92%	93%
● Personnel hired	30	36	40	42	43
● Personnel transactions	5,500	5,600	5,600	5,600	5,600
● Personnel terminated	22	22	25	25	25
● Payroll transactions	12,185	14,000	14,500	15,000	15,500

- ◆ Goal 3 - To improve the Departments's efficiency through effective utilization of automation and available technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating	N/A	95%	97%	98%	98%
● Help desk calls	1,650	1,200	800	500	500

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workstations maintained	145	152	154	155	155
● Network servers maintained	7	9	9	9	9

◆ Goal 4 - To coordinate and review Federal and State grant activities in Arizona.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Comment Letters Generated	1,500	1,500	1,500	1,500	1,500
● Grant information responses distributed	3,000	3,000	3,000	3,000	3,000
● Grant applications received for review	1,500	1,500	1,500	1,500	1,500
● Bi-Weekly Reviewer Subscribers	10,800	11,000	11,000	11,000	11,000
● Grant workshops/meetings hosted, assisted or attended	30	31	32	33	34

**EPA.2 PROGRAM SUMMARY**  
**ECONOMIC DEVELOPMENT**  
 Contact: Carol Sanger, Deputy Director  
 Phone: 280-1308  
 A.R.S. 41-1504,et. seq.

**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 Department 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. This program contains the following subprograms, which are identified as follows: 1) GSPED-Office of Workforce Development 2) Arizona Business Assistance Center 3) National Marketing 4) Community Assistance Services 5) High Technology Development 6) Arizona Energy Office 7) Financial Services 8) Housing and Infrastructure Development 9) International Trade and Investment 10) Motion Picture Development 11) Sports Development 12) Office of Senior Living 13) Communications, Policy and Publications.

<b>Funding and FTE Amounts:</b>	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,704.1	9,185.8	10,476.9
Other Appropriated Funds	2,337.6	2,319.3	2,741.8
Other Non Appropriated Funds	10,493.1	28,130.0	16,360.0
Federal Funds	19,724.9	33,722.3	23,705.0
<b>Program Total</b>	<b>41,259.7</b>	<b>73,357.4</b>	<b>53,283.7</b>
<b>FTE Positions</b>	<b>73.0</b>	<b>75.0</b>	<b>104.0</b>

**This Program Contains the following Subprograms:**

- ▶ GSPED/Office of Workforce Development
- ▶ Arizona Business Assistance Center

- ▶ National Marketing
- ▶ Community Assistance Services
- ▶ High Technology Development
- ▶ Arizona Energy Office
- ▶ Financial Services
- ▶ Housing and Infrastructure Development
- ▶ International Trade and Investment
- ▶ Motion Picture Development
- ▶ Sports Development
- ▶ Office of Senior Living
- ▶ Communications, Policy & Publications

**EPA.2.1 SUBPROGRAM SUMMARY**  
**GSPED/OFFICE OF WORKFORCE DEVELOPMENT**  
 Contact: C. Diane Bishop, Director  
 Phone: 280-8138  
 A.R.S. 41-1504

**Subprogram Mission:**

To coordinate the economic growth and/or expansion of existing Arizona businesses through the cluster concept.

**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.

<b>Funding and FTE Amounts:</b>	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	105.1	105.5	76.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	234.0	0.0
Federal Funds	0.0	5,801.0	0.0
<b>Program Total</b>	<b>105.1</b>	<b>6,140.5</b>	<b>76.5</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To support the development of the GSPED clusters through the establishment of an organized cluster structure and facilitating the networking and cooperative efforts of businesses within the cluster system linked to the GSPED clusters.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Member companies in the	N/A	10%	20%	20%	20%

GSPED clusters

● Clusters with established organizational structures	N/A	6	8	10	12
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◆ Goal 2 - Support and enhance the economic development of the state through the establishment of a comprehensive workforce development system linked to the GSPED clusters.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in public awareness of GSPED	N/A	5%	5%	5%	5%
● Increase in public awareness of School to Work	N/A	5%	5%	5%	5%

**EPA.2.2 SUBPROGRAM SUMMARY  
ARIZONA BUSINESS ASSISTANCE CENTER**

Contact: Joe Dean, Small Business Advocate  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	256.7	259.1	270.9
Other Appropriated Funds	203.1	219.2	224.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>459.8</b>	<b>478.3</b>	<b>495.8</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To serve as the primary source of information to accommodate small business growth.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Surveys marked "good or better" in all categories	99%	99%	99%	99%	99%
● Surveys marked "excellent" in all categories	69%	70%	70%	70%	70%
● Surveys returned	4%	10%	10%	10%	10%
● Customer satisfaction surveys distributed	5,543	9,625	10,625	11,687	12,750
● Responses to inquiries	35,000	38,500	42,500	46,750	51,000

**EPA.2.3 SUBPROGRAM SUMMARY  
NATIONAL MARKETING**

Contact: Jack Haenichen, Director  
Phone: 280-1331

A.R.S. 41-1504 et. seq.

**Subprogram Mission:**

*To support a globally-competitive Arizona by attracting new or expanding businesses that will create quality jobs.*

**Subprogram Description:**

The program aggressively targets Governor's Strategic Partnership for Economic Development (GSPED) cluster industry companies for the location or expansion of facilities in Arizona. National Marketing 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 locating 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. Business is becoming increasingly a global affair, and we are fortunate to have an international division with five foreign trade offices. National Marketing is aggressively using this resource to attract foreign investment to Arizona.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	327.2	487.8	502.9
Other Appropriated Funds	573.7	694.4	699.9
Other Non Appropriated Funds	94.0	101.3	52.5
Federal Funds	43.2	29.6	0.0
<b>Program Total</b>	<b>1,038.1</b>	<b>1,313.1</b>	<b>1,255.3</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>11.0</b>	<b>12.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To assist companies in relocating or expanding in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rural locates	15	15	15	15	15
● Cluster locates	57%	65%	65%	65%	65%
● Company capital investment (millions)	686	500	500	500	500
● Average hourly wage rate per job	15.06	12.00	12.00	12.00	12.00
● Job creation	9,775	8,000	8,000	8,000	8,000
● Company locations, expansions	63	60	60	60	60

**EPA.2.4 SUBPROGRAM SUMMARY  
COMMUNITY ASSISTANCE SERVICES**

Contact: Pat Schroeder, Director  
Phone: 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. Sustainable economies require community participation, leadership development and self-investment. Staff provides training for councils, boards and commissions, workshops for community capacity building, assistance in downtown revitalization, research on specific community planning and zoning or economic development issues, strategic planning retreats for community organizations and councils, white papers on technical issues, and grants to aid communities in their efforts to attract new residents and businesses to improve the community quality of life. Additionally, staff are regularly invited to speak at meetings and conferences to provide leadership and guidance on pertinent issues. Programs within the Division are: Community Planning, Main Street, Rural Economic Development Initiative (REDI), Business Retention and Expansion, and Tourism Development.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	632.4	663.4	696.7
Other Appropriated Funds	276.6	279.0	279.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	62.7	19.4	159.5
<b>Program Total</b>	<b>971.7</b>	<b>961.8</b>	<b>1,135.2</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To equip local leaders with the necessary knowledge and training needed to respond to a changing environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workshop/ seminar participants indicating information was responsive to their needs	90%	90%	90%	90%	90%
● Workshops facilitated/ coordinated	115	115	115	115	115
● Communities formally participating in Division programs	45	52	55	60	65

- ◆ Goal 2 - To develop effective partnerships to ensure that committed communities are prepared to take full advantage of local and global opportunities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies participating in joint efforts	30	35	37	40	43
● Entities receiving service	140	145	145	145	145
● Involvement on local task forces or teams addressing economic development issues	25	25	25	25	25

- ◆ Goal 3 - To develop a dynamic range of resources to ensure that Arizona communities have access to information, resources, and professional assistance to achieve their local goals.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Resources available to community leaders in solving community problems	24	28	30	35	35
● Trends identified and considered (new)	N/A	6	6	8	8
● Ways customer input is gathered (new)	N/A	6	8	10	12

**EPA.2.5 SUBPROGRAM SUMMARY  
HIGH TECHNOLOGY DEVELOPMENT**

Contact: Jeff Jowett, Manager  
Phone: 280-1335

A.R.S. 41-1504 et. seq.

**Subprogram Mission:**

*To lead Arizona to global economic competitiveness through technology, business expansion, and relocation assistance.*

**Subprogram Description:**

The Office of High Technology was established to enhance the technology business segment of the Arizona economy. This includes coordination of pertinent state and federal financial and technical assistance programs, assistance regarding legislative efforts, and private industry/university partnerships and technology related economic development efforts.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	73.2	90.5	88.0
Other Non Appropriated Funds	0.0	0.0	400.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>73.2</b>	<b>90.5</b>	<b>488.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To enhance economic development efforts through assistance programs that facilitate commercialization of new technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Commerce high tech company investment	\$100M	\$200M	\$200M	\$200M	\$200M
● Commerce high tech company expansions/locates	21	25	25	25	25
● SBIR/STTR/ATP federal grant dollars received	\$15.6M	\$17.2M	\$18.8M	\$19.8M	\$20.8M
● Total SBIR/STTR/ATP awards	100	110	121	130	135
● High tech employee increase	4%	4%	3%	3%	3%

**EPA.2.6 SUBPROGRAM SUMMARY**  
**ARIZONA ENERGY OFFICE**  
 Contact: Amanda Ormond, Director  
 Phone: 280-1402  
 A.R.S. 41-1504 et. seq.

**Subprogram Mission:**

*To promote and coordinate the efficient development and utilization of energy in the State.*

**Subprogram Description:**

The Energy Office has the responsibility to administer various U.S. Department of Energy federal funds, the federal energy conservation programs, oil overcharge restitution funds, and the Health and Human Services Weatherization Assistance funds. This is accomplished through four program operating components: Energy Engineering Programs, Energy Policy and Data Programs, Energy Conservation Programs and Community Energy Programs. A program management administration section provides assistance in the areas of program planning and budgeting, contract management, federal grants management, and personnel support to assure compliance with state and federal regulations. The Energy Office is the lead agency for implementing alternative fuel plans for transportation, local government, commercial and residential energy conservation and renewable energy programs. Energy conservation, cost effective, reliable energy technologies and products are promoted by the office. Staff direct programs relating to energy engineering, energy planning and policy, energy conservation and education and training all of which compliment the Department's economic development efforts.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	1,000.0
Other Appropriated Funds	100.9	127.2	37.2
Other Non Appropriated Funds	229.8	10,764.8	7,840.8
Federal Funds	5,427.0	7,689.0	7,560.7
<b>Program Total</b>	<b>5,757.7</b>	<b>18,581.0</b>	<b>16,438.7</b>
FTE Positions	2.0	2.0	19.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide technical assistance and facilitate technology transfer in order to improve energy efficiency in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Homes weatherized	2,163	2,000	2,200	2,400	2,600
● Energy efficient buildings	\$86K	\$0.5M	\$0.5M	\$ .14M	\$ .14M
● Alternative fuel development	\$1.6M	\$5.0M	\$5.0M	\$5.0M	\$5.0M
● Workshop/training attendance	910	1,000	1,000	1,000	1,000

- ◆ Goal 2 - To provide public education designed to foster better choices regarding energy use to improve the quality of life in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Education materials distributed	9,800	10,000	10,000	10,000	10,000

● Teacher/Student materials distributed	2,650	2,500	2,500	2,500	2,500
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- ◆ Goal 3 - To promote affordable, diverse energy resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Emergency plan updates	1	1	1	1	1
● Publish statewide gasoline prices	16	16	16	16	16

**EPA.2.7 SUBPROGRAM SUMMARY**  
**FINANCIAL SERVICES**  
 Contact: Dee McKemy, Director  
 Phone: 280-1369  
 A.R.S. 41-1504, et. seq.

**Subprogram Mission:**

*To create and manage financial resources to stimulate economic development statewide that will create quality jobs.*

**Subprogram Description:**

The Financial Services Division offers a variety of loans, loan guaranties and grants in addition to other types of financial assistance to small businesses, lending institutions and community development organizations throughout Arizona. This includes the Export Finance, Private Activity Bond, Economic Strength Project, Revolving Energy Loans for Arizona, CEDC, Capital Markets and Workforce Recruitment and Job Training activities. The Strategic Finance Division's separate functions or activities are, for the purposes of the strategic plan, organized into three subprograms: 1) Loan and Grant Programs 2) Regional Development 3) Economic Analysis/Private Activity Bonds.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,720.1	4,743.4	5,095.6
Other Appropriated Funds	426.1	406.3	403.4
Other Non Appropriated Funds	6,081.8	10,250.0	11,030.5
Federal Funds	7.1	0.0	0.0
<b>Program Total</b>	<b>11,235.1</b>	<b>15,399.7</b>	<b>16,529.5</b>
FTE Positions	10.5	10.5	8.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - In partnership with the private sector, provide loans and grants in support of projects that increase job creation and tax revenue generation throughout the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Application turnaround (days)	63	61	58	56	56
● Problem loans/grants	8	8	9	10	10
● Applications	142	135	159	165	165
● Capital investment leveraged	\$111,280	\$119,200	\$131,500	\$155,000	\$155,000
● Taxes	\$85,220	\$76,660	\$76,372	\$100,000	\$100,000
● Total jobs	13,679	12,100	13,200	13,800	13,800

◆ Goal 2 - To promote regional economic development by attracting investment into targeted areas (Enterprise Zones).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Application turnaround (days)	21	20	18	18	18
● Capital investment leveraged	42,000	70,000	65,000	60,000	60,000
● Total jobs	1,503	1,400	1,300	1,200	1,100

◆ Goal 3 - To provide quality information, analysis and technical support to other units within the Agency to promote economic development statewide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days turnaround for EIA only	15	5	5	5	5
● GIS projects	3	6	6	6	6
● Improved tools	1	2	1	1	1
● Infrastructure analyses	N/A	4	8	12	16
● Major special research projects/reports	13	15	16	17	18
● Information requests	1,100	750	750	750	750
● Economic impact analyses	36	47	50	50	50

◆ Goal 4 - To continue to administer the Private Activity Bonds program on a fair and consistent basis.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Problems, complaints	0	1	0	0	0
● Total allocated in millions	\$221.4	\$227.8	\$235.0	\$238.0	\$240.0

**EPA.2.8 SUBPROGRAM SUMMARY**  
**HOUSING AND INFRASTRUCTURE DEVELOPMENT**  
 Contact: Steve Capobres, Director  
 Phone: 280-1360  
 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 subprograms that provide approximately \$30 million in federal and state housing and community development funds annually.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	144.6	204.9	223.0
Other Appropriated Funds	156.2	214.8	719.3
Other Non Appropriated Funds	4,087.5	6,779.9	4,376.0
Federal Funds	14,184.9	20,183.2	15,984.8
<b>Program Total</b>	<b>18,573.2</b>	<b>27,382.8</b>	<b>21,303.1</b>
<b>FTE Positions</b>	<b>4.5</b>	<b>5.5</b>	<b>24.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To meet Arizona's affordable housing and infrastructure needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funding applications received	320	300	325	325	325
● Infrastructure (people) reviewed	123,754	130,000	130,000	130,000	130,000
● Households served	4,098	4,200	6,000	6,000	6,000
● Other funding leveraged (millions)	\$103.1	\$106.0	\$140.0	\$140.0	\$140.0
● Funding secured (millions)	\$30.2	\$31.7	\$35.0	\$35.0	\$35.0

**EPA.2.9 SUBPROGRAM SUMMARY**  
**INTERNATIONAL TRADE AND INVESTMENT**

Contact: Dorothy Bigg, Director  
 Phone: 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:**

Helps Arizona businesses market their products and services in international markets by offering export counseling, trade finance guarantees, and written and electronic data for market research and by organizing and subsidizing trade show participation by local companies outside the United States. It promotes job-producing inward investment from outside the United States by marketing efforts in target markets, including trade shows and direct calling efforts.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,603.0	1,714.7	1,705.0
Other Appropriated Funds	218.2	57.0	57.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,821.2</b>	<b>1,771.7</b>	<b>1,762.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>8.0</b>	<b>7.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To assist companies to sell internationally.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Export sales (millions)	\$33	\$35	\$37	\$39	\$41
● Counselling sessions	2,570	2,600	3,000	3,200	3,400
● Companies counselled	1,019	1,050	1,200	1,250	1,300
● Trade events	14	15	18	20	22
● Companies participating in trade events	127	80	100	115	115
● Export information packets	2,450	2,700	2,900	3,100	3,100
● Directory of Arizona Exporters distributed	525	600	650	700	750

◆ Goal 2 - To promote foreign investment in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accommodate site visits to Arizona by potential foreign investors	29	25	30	40	50

◆ Goal 3 - To encourage the development of the international service infrastructure in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Export workshops/seminars	16	20	24	24	24
● International trade service provider meetings	179	185	200	210	220

**EPA.2.10 SUBPROGRAM SUMMARY**  
**MOTION PICTURE DEVELOPMENT**  
 Contact: Linda Peterson Warren, Director  
 Phone: 280-1380  
 A.R.S. 41-1504, et. seq.

**Subprogram Mission:**

*To generate economic growth by attracting film and television production and film-related business to Arizona 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	592.4	618.6	629.6
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
<b>Program Total</b>	<b>592.4</b>	<b>618.6</b>	<b>629.6</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To increase visibility and stature for Arizona as a location destination and production center.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Projects facilitated	1,212	1,000	1,000	1,000	1,000
● Success rate	28%	30%	30%	30%	30%

◆ Goal 2 - To increase film and television production in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Film projects shot in Arizona	170	250	250	250	250
● Production days	1,697	1,650	1,650	1,650	1,650

**EPA.2.11 SUBPROGRAM SUMMARY**  
**SPORTS DEVELOPMENT**  
 Contact: Lanny Van Eman, Director  
 Phone: 280-1326  
 A.R.S. 41-1504, et. seq.

**Subprogram Mission:**

*To complement economic development in Arizona by facilitating the growth of the increasingly lucrative sports industry.*

**Subprogram Description:**

The office provides a central point of coordination for sports development statewide. It works with counties, cities and private interests to bring teams and events to Arizona; serves as a contact point for sports related businesses seeking to relocate; promotes teams, events, organizations and facilities in the state; represents sports issues in state government and to the press; serves as an information source for the public on sporting activities; represents the state with national and international sport bodies; and, by executive order, serves as sole staff for the Arizona Baseball Commission, the mission of which is to enhance the baseball industry and monitor the needs of the Cactus League.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	75.7	76.7
Other Appropriated Funds	116.1	31.2	31.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>116.1</b>	<b>106.9</b>	<b>107.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To expand the baseball industry and its economic impact within the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teams and organizations contacted/consulted	N/A	30	40	40	45
● Teams, organizations or events successfully recruited	N/A	2	4	7	9

◆ Goal 2 - To facilitate and assist in the development of sports activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sporting activities facilitated or assisted	24	30	32	35	38

◆ Goal 3 - To promote interest in Arizona as a premiere national and international sports location.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Publications or promotional materials produced (fully or partially)	1	2	2	2	2

◆ Goal 4 - To make available information necessary to direct sound public policy decisions effecting sports related economic development and to make available sports-related information to citizens, organizations and the press to promote sports in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Information provided in response to industry, public, and press inquiries	N/A	320	360	400	440
● Economic studies or reports developed or commissioned	N/A	2	2	2	2

**EPA.2.12 SUBPROGRAM SUMMARY**  
**OFFICE OF SENIOR LIVING**  
 Contact: Cindy Willey, Director  
 Phone: 280-8186  
  
 A.R.S. 41-1504, et. seq.

**Subprogram Mission:**

*To provide leadership in promoting the economic vitality of the retirement industry throughout Arizona.*

**Subprogram Description:**

Strategies of the office is devoted to increasing the number of retirees moving to Arizona and strengthening and expanding the senior industry businesses and services. Responsible for outreach marketing, which includes developing collateral materials, publicity, promotion and advertising for the purpose of positioning Arizona as the premiere state for retirement. The office also provides retirement industry economic development information and guidance to Arizona communities, chambers of commerce and economic development groups. Special emphasis is placed on assisting rural communities with planning for retirement in-migration and business growth opportunities related to retiree attraction.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	200.0
Other Appropriated Funds	193.7	199.7	201.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>193.7</b>	<b>199.7</b>	<b>401.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To increase retirement-aged relocations

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Retiree households assisted: phone-ins	792	11,000	13,000	16,000	18,000

● Retiree households assisted: write-ins	10,280	3,000	4,500	6,500	8,500
● Retiree households assisted: information sent	10,665	14,000	17,500	22,500	27,500
● Known retiree household relocations	38	50	70	85	100

◆ Goal 2 - To strengthen and expand GSPED Senior Living Cluster industries throughout Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Businesses assisted	43	50	60	75	90
● Businesses referred to communities	3	10	20	30	40

◆ Goal 3 - To assist communities and pursue retiree attraction & retirement development strategies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Communities assisted: info packets sent	90	5	8	10	12
● Communities assisted: presentations/meetings held	30	35	40	45	45
● Communities assisted: retiree referrals to communities	415	1,000	1,500	2,000	2,500
● Communities formally assisted	3	1	2	2	2

◆ Goal 4 - To establish Senior Living Office as a vital information resource for its customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● "Arizona Living" magazines distributed	25,000	75,000	85,000	95,000	105,000
● "rack brochures" distributed	30,000	45,000	55,000	60,000	65,000
● Research projects completed	2	2	1	0	0
● Media placements	75	25	25	25	25

**EPA.2.13 SUBPROGRAM SUMMARY**  
**COMMUNICATIONS, POLICY & PUBLICATIONS**  
 Contact: Don Harris, Director  
 Phone: 280-1460  
  
 A.R.S. 41-1504 , et seq.

**Subprogram Mission:**

*To help assure the success of the economic development programs operated at the Department of Commerce by providing high quality communications, marketing and policy/planning support services.*

**Subprogram Description:**

This unit consists of the department's external and internal communications and publications; media relations; public information; graphic design; marketing and advertising support; event coordination; and policy/planning coordination.



Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	322.6	312.7	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
<b>Program Total</b>	<b>322.6</b>	<b>312.7</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To meet the communications and publications needs of the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Publish or support publication of marketing materials and other program/service publications	14	15	15	16	16
● Develop new publications-informational and promotional	5	5	5	5	5
● Conduct major news conferences	5	6	6	6	6
● Develop news releases, reporting economic development activities	109	110	115	115	115
● Publish revised/enhanced community and county profiles	158	160	160	160	160
● Reconstruct and upgrade/maintain Internet Website (# Pages Revised/Added)	700	800	900	1,000	1,100

◆ Goal 2 - To support communications-related activities that strengthen the Department's economic development programs or provide assistance to citizens and customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Co-sponsor events that bolster economic development	4	4	4	4	4
● Handle information requests	3,000	3,000	3,000	3,000	3,000

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**AGENCY/PROGRAM SUMMARY**  
**GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY**

Michael Moreno, Executive Director AFA  
 Contact: Sonia England, Office Manager 542-3711

**Agency/Program Mission:**

*To coordinate alternative dispute resolution through mediation, in an effort to reduce State costs related to conflict on the job, and to create working relationships with Native American Tribes.*

**Agency/Program Description:**

The Governor's Office of Equal Opportunity coordinates mediation sessions between agency management and employees; monitors agency affirmative action plans; provides leadership, technical assistance, program evaluations, and management assessments to Arizona State agencies to comply with Federal and State employment laws; and assists state agencies in their recruitment of Native Americans into state services.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	230.9	248.4	255.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	58.1	60.5	58.1
Operating Funds Subtotal	289.0	308.9	313.3
Capital Funds	0.0	0.0	0.0
Agency Total	289.0	308.9	313.3
FTE Positions	5.0	5.0	5.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To avoid/reduce the State's exposure to employment related disputes and law suits through mediation and training State supervisors on the principles of mediation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for mediation	75	144	360	360	360
● Successful mediations	7	108	216	216	216
● Supervisors trained by GOEO on principles of mediation	200	200	200	200	200
● State employees trained and certified by GOEO as mediators	85	105	135	135	135
● Referrals from Federal EEOC	30	125	200	250	250
● Agency Denials for Mediation	51	14	36	36	36
● Requests Resolved Prior to Mediation	17	36	90	90	90
● EEO Liaisons contacted	85	85	85	85	85

- ◆ Goal 2 - To ensure that State agencies are following State and federal employment laws and guidelines through monitoring and educating state employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monitoring employment related complaints	110	144	380	380	380
● Agency equal opportunity plans developed	90	90	90	90	90
● Presentations and training	25	30	35	35	35

sessions/month

- ◆ Goal 3 - To contact Native American tribes and educate them on the opportunities within State Government.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contact with tribes and tribal members /month	12	18	23	25	25
● Native American in State service.	2.7%	2.8%	2.9%	3.0%	3.2%
● Web Site Trainings	N/A	6	11	21	21
● Agency Intergovernmental agreements	7	8	21	21	21
● Processed Native American Applications for employment	N/A	96	100	105	110



AGENCY/PROGRAM SUMMARY  
**STATE BOARD OF EQUALIZATION**  
 David Schweikert, Chairperson EQA  
 Contact: David Schweikert, Chairperson 253-7800 EX  
26  
 A.R.S. 42-148 and Laws 1995, Chapter 249

**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. Jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under A.R.S. § 42-221.01 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	581.9	694.6	706.5
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	581.9	694.6	706.5
Capital Funds	0.0	0.0	0.0
Agency Total	581.9	694.6	706.5
FTE Positions	10.0	10.0	10.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To reduce the cost attributed to petitions and hearings.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cost per petition/hearing	\$32	\$30	\$29	\$25	\$25

◆ Goal 2 - To annually transmit a statement of changes made to the valuation of any property in Maricopa or Pima county.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● On line filing	N/A	300	2,000	5,000	7,000



AGENCY/PROGRAM SUMMARY  
**OFFICE FOR EXCELLENCE IN  
 GOVERNMENT**

Vacant, Director OEG  
 Contact: Kathy Peckardt, Executive Consultant 542-5675



**Agency/Program Mission:**

*To serve the Governor and the people of Arizona by facilitating proactive change aimed at agency and enterprise-wide improvements to the delivery, cost, and quality of state government services.*

**Agency/Program Description:**

The Office for Excellence in Government (OEG) serves as the "in-house" management consulting resource for the executive branch of State government. The OEG employs an array of business solutions to assist agencies with resolving management and/or operational issues. OEG provides strategic management and leadership development training to the State's executive and management workforce. OEG assists agencies by providing training and assistance with implementation of the Competitive Government process. Also, promotes and annually recognizes excellence in State government through the Governor's "A Spirit of Excellence" Award Program.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,251.1	1,433.7	1,471.3
Other Appropriated Funds	69.2	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	1,320.3	1,933.7	1,971.3
Capital Funds	0.0	0.0	0.0
Agency Total	1,320.3	1,933.7	1,971.3
FTE Positions	19.0	19.0	19.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To facilitate a continuous process improvement environment in State government.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies with initial process improvement projects	65%	75%	85%	95%	100%
● Agencies with mature process improvement systems	0%	05%	25%	50%	65%
● Customers satisfied with OEG services	N/A	N/A	85%	95%	98%
● Increase of Governor's award winners to total applicants	35%	40%	45%	50%	55%

- ◆ Goal 2 - To provide affordable curricula that instills solid business methods and management practices in State government

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student satisfactory rating with OEG training services	98.3%	99%	99%	100%	100%
● Supervisors satisfied w/employee's learning transference	N/A	N/A	65%	70%	75%
● Reduction in Institute direct cost	16%	20%	25%	30%	33%

**AGENCY SUMMARY**  
**EXPOSITION AND STATE FAIR BOARD**

Gary Montgomery, Executive Director CLA  
 Contact: Wanell Skinner, Special Projects Manager 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. AESF is appropriated 100% of its revenues and receives no monies from the general fund.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ INTERIM EVENTS	1,951.1	2,158.4	2,216.7
➤ STATE FAIR	9,722.2	11,091.5	10,049.8
Capital Funds	304.3	400.0	400.0
Agency Total	11,977.6	13,649.9	12,666.5

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,673.3	13,249.9	12,266.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	11,673.3	13,249.9	12,266.5
Capital Funds	304.3	400.0	400.0
Agency Total	11,977.6	13,649.9	12,666.5
FTE Positions	199.0	175.0	199.0

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To maximize the use of existing space.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Events held on grounds	55	58	62	65	68
● Facilities used per year	35%	36%	36.5%	37%	37.5%
● People coming onto grounds (000)	1,290.0	1,310.0	1,330.0	2,030.0	2,180.0

◆ Goal 2 - To maximize guest satisfaction.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Guest survey ratings above average	N/A	75%	85%	90%	92%

**CLA.1 PROGRAM SUMMARY**  
**INTERIM EVENTS**

Contact: Wanell Skinner, Special Projects Manager  
 Phone: 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. Currently a wide variety of activities are held at the facility including: Antique Markets, Gun Shows, Livestock Shows, Youth Activities, Sporting Events and Community Activities.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,951.1	2,158.4	2,216.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,951.1	2,158.4	2,216.7
FTE Positions	100.0	88.0	100.0

**Program Goals and Performance Measures:**

◆ Goal 1 - To Increase the number of non-fair rental days.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Non-fair rental days over previous year.	-5	2	1	3	5
● Increase in rental revenue over previous year.	N/A	4%	2%	5%	8%
● New promoters requesting space	N/A	N/A	24	36	48
● Increase in rental space	N/A	N/A	N/A	N/A	1
● Repeat promoters annually	21	22	24	26	36
● Facilities used per year	35%	36%	36.5%	37%	37.5%
● Promoters contacted	5	5	5	200	200
● Rental packets requested	40	40	40	300	300

◆ Goal 2 - To maximize the use of existing parking space.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Parking lot rentals	9	12	14	16	18
● Promoters contacted	N/A	N/A	5	5	5
● Rental packets requested	N/A	N/A	7	7	7
● New strategic partners	N/A	1	1	2	2

◆ Goal 3 - To create new parking space to satisfy the demand for parking space.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● New spaces created	N/A	N/A	N/A	N/A	N/A

CLA.2                      PROGRAM SUMMARY <p style="text-align: center;"><b>STATE FAIR</b></p> Contact: Wanell Skinner, Special Projects Manager Phone: 252-6771  A.R.S. 3-1003 TO 3-1013, 11-258
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**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. This event 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,722.2	11,091.5	10,049.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,722.2</b>	<b>11,091.5</b>	<b>10,049.8</b>
<b>FTE Positions</b>	<b>99.0</b>	<b>87.0</b>	<b>99.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To develop partnerships with business, industry, community and volunteer groups.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New partners aquired	N/A	N/A	1	2	2
● Exhibit space used by partners for business showcase	N/A	N/A	5,000	5,500	6,050
● Partners submitting satisfaction surveys above average	N/A	N/A	75%	80%	90%

◆ Goal 2 - To maximize all fair revenue sources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New revenue streams identified	N/A	1	1	1	1
● New revenue received from alternative revenue sources	N/A	50,000	77,500	23,250	15,550
● Increase in income.	N/A	N/A	2%	5%	4%
● Increase in per capita receipts	8.57	8.17	8.54	8.85	9.00

◆ Goal 3 - To increase midweek fair attendance.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in Monday & Wednesday attendance.	-21,900	-11,800	0	11,000	11,000
● Increase in midweek admission revenues.	N/A	1%	1%	2%	2%

◆ Goal 4 - To maximize the satisfaction of fair guests.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Guest Service contacts.	N/A	1,173	1,500	1,700	1,800
● Improvements implemented.	N/A	1	5	3	3
● Guest comment forms satisfactorily resolved.	N/A	80%	90%	93%	95%

**AGENCY/PROGRAM SUMMARY**  
**GOVERNMENT INFORMATION**  
**TECHNOLOGY AGENCY**

John Kelly, Director GTA  
 Contact: John McDowell, Deputy Director 340-8538  
ARS 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. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	10,100.0	11,000.0
Other Appropriated Funds	0.0	9,308.1	6,891.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	0.0	19,408.1	17,891.9
Capital Funds	0.0	0.0	0.0
Agency Total	0.0	19,408.1	17,891.9
FTE Positions	0.0	17.0	17.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Technical, coordination and security standards	N/A	N/A	12	24	36
● PIJs reviewed within 30 workdays	N/A	N/A	85%	95%	100%
● Budget units connected to a statewide EMail system	N/A	N/A	25%	50%	75%
● State personal computers within state refresh standard [approximately three years]	N/A	N/A	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Budget units with IT budgets over \$100,000 receiving consulting assistance for IT activities [e.g. planning, projects and business continuity]	N/A	N/A	100%	100%	100%
● Budget units with IT budgets under \$100,000 receiving consulting assistance for IT activities [e.g. planning, projects and business continuity]	N/A	N/A	60%	70%	80%
● Stakeholders satisfied with IT research	N/A	N/A	Baseline	50%	70%
● Improvement over base year of major or critical projects completed on time and within budget	N/A	Baseline	10%	15%	25%

- ◆ Goal 3 - To facilitate a strategic Year 2000 planning process and assist agencies in their compliance efforts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies assessed for progress toward Y2K compliance	N/A	Baseline	100%	100%	100%
● Mission critical applications, interfaces and equipment Y2K compliant	N/A	50%	75%	90%	100%



**AGENCY/PROGRAM SUMMARY**  
**OFFICE OF THE GOVERNOR**

Jane Dee Hull, Governor GVA  
 Contact: Rick Collins, Chief of Staff 542-1371

**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 for Telecommunications Policy, and the Office for Community and Family Programs, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,552.3	5,505.1	5,337.9
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
<b>Operating Funds Subtotal</b>	<b>4,552.3</b>	<b>5,505.1</b>	<b>5,337.9</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>4,552.3</b>	<b>5,505.1</b>	<b>5,337.9</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Legislation signed by the Governor	309	312	300	300	300
● Legislation outlined in Governor's State of the State Address enacted (%)	80%	80%	80%	80%	80%

- ◆ Goal 2 - To effectively communicate the Governor's message to the citizens of Arizona through direct methods of communication (i.e., public issue forums, fax newsletters, and newsmedia opportunities).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Constituents on newfax network	N/A	200	200	200	200

- ◆ Goal 3 - To respond to requests for information and assistance

from citizens and other jurisdictions in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citizen requests by mail responded to within 30 days (%)	N/A	N/A	80%	80%	85%

- ◆ Goal 4 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appointments made within judiciary, executive branch and boards and commissions	556	595	600	600	600





**AGENCY/PROGRAM SUMMARY**

**GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING**

Thomas Betlach, Director OMB  
 Contact: Rebecca L. Derr, Strategic Management 542-5392  
 Analyst

**Agency/Program Mission:**

*To facilitate the effective and efficient allocation of resources in accordance with fiscally sound strategic planning 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 and is responsible for fulfilling constitutionally and legislatively mandated reporting requirements related to the state budget. The office also coordinates the process of defining state government programs, developing strategic plans, and measuring program performance to achieve desired results. Finally, the office is responsible for the development and updating of all strategic planning and performance measurement curriculum, the state's strategic planning Managing for Results Handbook, and the biennial publication of the Master List of State Government Programs.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,675.9	1,789.7	1,837.6
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
<b>Operating Funds Subtotal</b>	<b>1,675.9</b>	<b>1,789.7</b>	<b>1,837.6</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>1,675.9</b>	<b>1,789.7</b>	<b>1,837.6</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consecutive years without statewide mid-year reductions	5	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State agencies loading budgets into AFIS	N/A	69.5%	90.0%	95%	99%
● Non-technical supplemental	0.2%	1%	.5%	.5%	.5%

appropriations compared to original appropriations

- ◆ Goal 3 - To improve the efficiency and effectiveness of the state strategic planning and budgeting processes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average agency satisfaction rating (5-point scale) on planning and budgeting training and guidelines	N/A	4.0	4.3	4.3	4.3
● Agencies submitting biennial budgets electronically	0	0	55%	N/A	87%
● Agencies submitting biennial Master List information electronically	N/A	100%	N/A	100%	N/A
● Hours required to complete forms and compile budgets (agencies)	N/A	N/A	Baseline	N/A	N/A
● Hours required to complete forms and compile Master List (agencies)	N/A	N/A	Baseline	N/A	N/A



**AGENCY/PROGRAM SUMMARY**  
**HOUSE OF REPRESENTATIVES**

Representative Jeff Groscoat, Speaker of the House HOA  
 Contact: Jimmy Jayne, Chief of Staff 542-3145  
 Constitution Art. 4, Part 1, Section 1

**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.

Note: Mission, Description, Goals and Performance Measures are based upon 1996-1997 Master List Submittal.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,143.9	8,931.9	9,612.7
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	8,143.9	8,931.9	9,612.7
Capital Funds	0.0	0.0	0.0
Agency Total	8,143.9	8,931.9	9,612.7
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 meaningful 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meaningful legislation adopted for all high priority issues identified in the majority program	N/A	N/A	N/A	N/A	N/A
● Weekly schedule of meetings distributed to the media	N/A	N/A	N/A	N/A	N/A
● Limit the use of strike-everything amendments	N/A	N/A	N/A	N/A	N/A
● Free conference committees holding public meetings (%)	N/A	N/A	N/A	N/A	N/A

◆ Goal 2 - To conduct legislative business in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days in a regular session	N/A	N/A	N/A	N/A	N/A
● Special sessions	N/A	N/A	N/A	N/A	N/A
● Days in a special session	N/A	N/A	N/A	N/A	N/A
● Days to adopt a balanced budget	N/A	N/A	N/A	N/A	N/A

◆ Goal 3 - To provide information and assistance to constituents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals assisted through the Constituent Services Offices	N/A	N/A	N/A	N/A	N/A



AGENCY SUMMARY  
**JOINT LEGISLATIVE BUDGET  
 COMMITTEE**  
 Richard Stavneak, Director JLA  
 Contact: Richard Stavneak, Director 542-5491

JLA.1.1 SUBPROGRAM SUMMARY  
**FISCAL ANALYSIS AND RESEARCH**  
 Contact: Richard Stavneak, Director  
 Phone: 542-5491  
 A.R.S. 41-1272

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ JOINT LEGISLATIVE BUDGET COMMITTEE	2,022.4	2,165.9	2,223.6
Capital Funds	0.0	0.0	0.0
Agency Total	2,022.4	2,165.9	2,223.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,022.4	2,165.9	2,223.6
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	2,022.4	2,165.9	2,223.6
Capital Funds	0.0	0.0	0.0
Agency Total	2,022.4	2,165.9	2,223.6
FTE Positions	34.0	34.0	34.0

JLA.1 PROGRAM SUMMARY  
**JOINT LEGISLATIVE BUDGET COMMITTEE**  
 Contact: Richard Stavneak, Director  
 Phone: 542-5491  
 A.R.S. 41-1272

**This Program Contains the following Subprograms:**

- Fiscal Analysis and Research**
- Tax Analysis and Forecasting**

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,617.9	1,732.7	1,778.9
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	1,617.9	1,732.7	1,778.9
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Survey of legislator satisfaction (4=high): other members	3.05	3.2	3.2	3.2	3.2
● Survey of legislator satisfaction (4=high): Appropriations and JLBC Members	3.53	3.55	3.55	3.55	3.55

- ◆ Goal 2 - To produce error-free General Appropriation Act, Omnibus Reconciliation Bills (ORB's) and other budget-related legislation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Errors	1	0	0	0	0

- ◆ Goal 3 - To prepare timely fiscal notes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to transmit fiscal notes	14.9	14	14	14	14

JLA.1.2 SUBPROGRAM SUMMARY  
**TAX ANALYSIS AND FORECASTING**  
 Contact: Richard Stavneak, Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	404.5	433.2	444.7
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>404.5</u>	<u>433.2</u>	<u>444.7</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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Actual revenues exceed forecasted revenues	9.7%	3%	3%	3%	3%

◆ Goal 2 - To prepare timely fiscal notes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to transmit a fiscal note	15.9	14	14	14	14

◆ ◆ ◆ ◆ ◆ ◆

<b>AGENCY SUMMARY</b>	
<b>JUDICIARY</b>	
Thomas A. Zlaket, Chief Justice	SPA
Contact: Marge Cawley, Strategic Planner	542-9768

**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, 36.5 %; counties, 49.5 %; local government, 13.5 %; and federal/private, 0.5 %.

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ SUPREME COURT	3,114.3	3,141.0	3,687.1
➤ COMMISSION ON JUDICIAL CONDUCT	254.8	312.9	364.9
➤ COURT ADMINISTRATION	6,603.1	7,224.5	7,245.8
➤ DEPENDENT CHILDREN'S SERVICES DIVISION	3,241.6	3,516.9	4,056.8
➤ JUDICIAL ASSISTANCE	63.2	87.4	87.4
➤ JUDICIAL EDUCATION	240.0	242.7	242.7

➤ JUDICIAL NOMINATIONS AND REVIEW	310.8	347.3	352.3
➤ STATE GRAND JURY	432.0	576.3	440.0
➤ DOMESTIC RELATIONS	1,020.3	974.6	987.0
➤ CASE PROCESSING ASSISTANCE	1,601.0	2,184.7	2,303.4
➤ ALTERNATIVE DISPUTE RESOLUTION	204.6	216.0	216.0
➤ JUDICIAL COLLECTION ENHANCEMENT	6,328.9	6,458.2	9,457.8
➤ DEFENSIVE DRIVING SCHOOL	3,270.2	3,250.1	3,301.9
➤ ADULT COMMUNITY CORRECTIONS	42,477.3	51,399.9	55,989.6
➤ JUVENILE JUSTICE SERVICES	45,824.4	60,070.9	66,127.4
➤ SUPERIOR COURT JUDGES	9,256.3	8,980.7	9,339.7
➤ COURT OF APPEALS	9,100.0	9,557.9	9,842.8
➤ CONFIDENTIAL INTERMEDIARY	160.4	153.8	192.2
➤ PRIVATE FIDUCIARY CERTIFICATION	0.0	50.0	50.0
➤ POST CONVICTION RELIEF (PCR)	0.0	150.0	150.0
Capital Funds	0.0	0.0	0.0
Agency Total	133,503.2	158,895.8	174,434.8

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	115,471.9	134,833.0	146,704.0
Other Appropriated Funds	1,400.5	14,503.3	21,421.4
Other Non Appropriated Funds	16,052.5	9,002.9	5,752.8
Federal Funds	578.3	556.6	556.6
Operating Funds Subtotal	133,503.2	158,895.8	174,434.8
Capital Funds	0.0	0.0	0.0
Agency Total	133,503.2	158,895.8	174,434.8
FTE Positions	560.0	567.0	573.0

**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. Meeting measures 4 to 7 contingent upon funding.)

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Implement Pima County Pilot	Done	On going	On going	On going
● Evaluate Pima County Pilot	N/A	Done	On going	N/A	N/A
● Legislation for statewide implementation is introduced and adopted	N/A	Intro	N/A	N/A	N/A

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Counties implementing preliminary protective hearing	7%	7%	93%	100%	100%
● Counties implementing prehearing conferences	7%	7%	93%	100%	100%
● Cases whose length of time to adjudicate occurs within 50 days (target 90%)	N/A	N/A	Baseline	N/A	N/A
● Children in out-of-home placement longer than 2 years (Model Court target is yet to be determined)	45	45	Baseline	N/A	N/A

◆ 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. Meeting measures 3 to 5 contingent upon funding.)

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Yavapai and Coconino Counties Superior Court pilot reengineering of criminal case management	Done	On going	On going	On going	On going
● Data gathered from reengineering pilots to establish baselines	Done	Done	On going	On going	On going
● Legislation to provide new, ongoing state funding, require reengineering and accountability introduced and adopted	N/A	Intro	N/A	N/A	N/A
● Counties conducting reengineering activities	N/A	N/A	50%	100%	100%
● Counties' criminal cases processed within the 100 day target	N/A	N/A	N/A	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Adult intensive probationers ordered to pay restitution who are making payments	55%	70%	70%	75%	80%
● Adult intensive probationers ordered to pay probation fees who are making payments	N/A	60%	70%	75%	80%
● Adult standard probationers ordered to pay restitution who are making payments	N/A	Baseline	N/A	N/A	N/A
● Adult standard probationers ordered to pay probation fees who are making payments	N/A	Baseline	N/A	N/A	N/A
● Juvenile intensive probationers ordered to pay restitution who are making payments	45%	55%	60%	70%	70%
● Juvenile intensive probationers ordered to pay probation fees who are making payments	40%	55%	60%	75%	75%

● Juvenile standard probationers ordered to pay restitution who are making payments	45%	55%	60%	70%	70%
● Juvenile standard probationers ordered to pay probation fees who are making payments	40%	55%	60%	75%	75%

◆ Goal 4 - To determine if a "family court model" would improve judicial services for Arizona's families.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Committee established to investigate	N/A	Done	N/A	N/A	N/A
● Committee issues draft report	N/A	Done	N/A	N/A	N/A
● Committee issues final report	N/A	N/A	Done	N/A	N/A

◆ Goal 5 - To assist counties with providing safe and secure juvenile detention. (Meeting measures beyond FY 98 contingent upon funding.)

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Legislature adopted funding for Phase I	Done	N/A	N/A	N/A	N/A
● Legislation introduced for funding Phase II	N/A	Done	N/A	N/A	N/A
● Legislation introduced for funding Phase III	N/A	N/A	Done	N/A	N/A
● Develop Master Plan for determining county juvenile detention needs	Done	N/A	N/A	N/A	N/A
● County applications received	N/A	9	4	2	2
● Counties awarded aid based on applications	N/A	8	4	2	2
● Monitor through expenditure report of county projects status	N/A	1	1	1	1
● New detention beds built	N/A	0	114	104	104
● Detention beds renovated	N/A	0	0	86	86

◆ Goal 6 - To provide easier access to dispute resolution litigants without lawyers (pro se litigants).

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Review and assess pro se assistance programs throughout the country	N/A	Done	N/A	N/A	N/A
● Form statewide work group focusing on Superior Court implementation	N/A	Done	On going	N/A	N/A
● Superior Court work group identifies and prioritizes the various pro se assistance programs for implementation	N/A	N/A	Done	N/A	N/A
● Implementation by counties of pro se self service activities	N/A	N/A	Begin	On going	On going

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● Form statewide work group focusing on limited jurisdiction courts implementation	N/A	N/A	Done	On going	N/A
● Limited jurisdiction work group identifies and prioritizes the various pro se assistance programs for implementation	N/A	N/A	N/A	Done	N/A
● Implementation by limited jurisdiction courts of pro se self service activities	N/A	N/A	N/A	Begin	On going

◆ Goal 7 - To increase citizenry input into the court planning process.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Statewide citizen survey conducted	Done	N/A	N/A	N/A	N/A
● Survey results shared with court community	Begun	On going	On going	N/A	N/A
● Conduct citizen summits	N/A	Begun	On going	N/A	N/A
● Share citizen input at National Public Trust and Confidence Conference	N/A	N/A	Done	N/A	N/A
● Gather citizen's input as part of judicial branch strategic planning	N/A	Begun	On going	On going	On going

**SPA.1 PROGRAM SUMMARY**  
**SUPREME COURT**  
 Contact: Mike DiMarco, Budget Director  
 Phone: 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: 1) may choose to review decisions of the intermediate appellate courts when a petition for review is filed; 2) hears direct criminal appeals in cases with a death sentence imposed; 3) hears direct appeals in election cases; 4) may accept direct special actions brought in the Supreme Court against state officials; 5) regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; 6) reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; 7) serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; 8) adopts rules of procedures for all courts of the state; 9) provides administrative supervision over all courts of the state; and 10) chairs the Commissions on Appellate and Trial Court Appointments.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,114.3	3,141.0	3,687.1
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	3,114.3	3,141.0	3,687.1
FTE Positions	45.5	45.5	46.5

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide fair and expeditious determination of cases. (Court activity is difficult to project; estimates based on average annual growth since FY 89 for which data are available.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case filings	1,499	1,541	1,583	1,625	1,667
● Case terminations	1,592	1,650	1,708	1,766	1,681
● Cases pending at end of year	389	280	155	14	0
● State bar matters	101	110	118	127	135
● State bar activity reports	1,294	1,402	1,511	1,620	1,728
● All other cases	45	48	51	54	57

**SPA.2 PROGRAM SUMMARY**  
**COMMISSION ON JUDICIAL CONDUCT**  
 Contact: Keith Stott, Executive Director  
 Phone: 542-5200  
 AZ Constitution, Article VI.I

**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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	254.8	312.9	364.9
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	254.8	312.9	364.9

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FTE Positions 4.0 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 difficult to predict; estimates based on average annual growth from 1989 - 1997 calendar years.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inquiries	891	954	1,016	1,079	1,142
● Complaints	254	272	291	309	327
● Formal and Informal Actions	35	40	43	46	49

**SPA.3 PROGRAM SUMMARY**  
**COURT ADMINISTRATION**  
 Contact: Dave Byers, Administrative Director  
 Phone: 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 1) Administrative Services; 2) Court Services; 3) Human Resources; 4) Education Services; 5) Information Technology; 6) Adult Services; 7) Juvenile Justice Services; 8) Dependent Children's Services; and 9) Domestic Relations. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,603.1	7,086.5	7,245.8
Other Appropriated Funds	0.0	138.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,603.1</b>	<b>7,224.5</b>	<b>7,245.8</b>

FTE Positions 74.5 75.5 77.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Operational reviews completed	12	12	12	12	12
● Average cost per major operational problems and judicial	\$18,851	\$18,851	\$18,851	\$18,851	\$18,851

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
conduct and/or criminal violations					
● Average cost per major operational problems-full review	\$14,822	\$14,822	\$14,822	\$14,822	\$14,822
● Average cost per major financial problems-full financial review	\$10,738	\$10,738	\$10,738	\$10,738	\$10,738
● Average cost per moderate problems-full review	\$6,244	\$6,244	\$6,244	\$6,244	\$6,244
● Average cost per no/minor problems-full review	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585
● Average cost per partial review only-moderate, minor/no problems	\$2,926	\$2,926	\$2,926	\$2,926	\$2,926
● Average days to complete an operational review report of a major operational problems and judicial conduct and/or criminal violations	45	45	45	45	45
● Average days to complete an operational review report of a major operational problems-full review	38	38	38	38	38
● Average days to complete an operational review report of a major financial problems-full financial review	30	30	30	30	30
● Average days to complete an operational review report of a moderate problems-full review	20	20	20	20	20
● Average days to complete an operational review report of a no problems/minor problems only-full review	15	15	15	15	15
● Average days to complete an operational review report of a partial review only-moderate, minor/no problems	10	10	10	10	10
● Average reviews per specialist	4	4	4	4	4
● Courts receiving on-site training	18	18	18	18	18
● Seminars provided	5	5	5	5	5
● Average rating of training or seminars on a 5.0 scale, 1-not satisfied to 5-very satisfied	4.1	4.1	4.1	4.1	4.1

- ◆ Goal 2 - To ensure that automation services are provided that support statewide programs and systems.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supreme Court and external agency users connected to the operations unit	3,470	3,813	4,875	N/A	N/A
● Operating budget to operations unit operating budget at level consistent with industry standards	1.6%	1.5%	N/A	N/A	N/A
● Cost per user	\$519	\$499	\$505	N/A	N/A
● Uptime of operations unit during normal operating hours	93.2%	96.5%	97%	N/A	N/A
● Average days to resolve a Severity 1 (goal is 1 day)	2.03	.86	1.0	1.0	1.0
● Average days to resolve a Severity 2 (goal is 2 days)	5.46	6.94	2.0	2.0	2.0

- ◆ Goal 3 - To provide accurate, prompt, and professional responses to questions concerning court operations and procedures through Court Answer Line.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Questions received	1,058	1,100	1,100	1,100	1,100
● Questions resolved within 48 hours	96%	96%	96%	96%	96%
● Cost per question	\$55	\$55	\$55	\$55	\$55



**SPA.4 PROGRAM SUMMARY**  
**DEPENDENT CHILDREN'S SERVICES**  
**DIVISION**  
 Contact: Mary Lou Henley, Director  
 Phone: 542-9408

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,664.0	1,758.4	2,205.0
Other Appropriated Funds	1,400.5	1,581.4	1,674.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	177.1	177.1	177.1
<b>Program Total</b>	<b>3,241.6</b>	<b>3,516.9</b>	<b>4,056.8</b>
FTE Positions	43.0	43.0	45.0

**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: 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 79 boards comprised of 395 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,472.6	1,544.7	1,985.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	177.1	177.1	177.1
<b>Program Total</b>	<b>1,649.7</b>	<b>1,721.8</b>	<b>2,162.9</b>
FTE Positions	31.3	31.3	33.3

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To ensure that each child has a plan for permanent placement.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children eligible for review (point in time)	5,794	6,490	7,186	7,882	8,578
● Children with plan for permanent placement	5,794	6,490	7,186	7,882	8,578
● Children reviewed	100%	100%	100%	100%	100%
● Permanent placements achieved	77%	77%	77%	77%	77%

- ◆ **Goal 2 - To establish, maintain and train sufficient volunteers to perform high quality case reviews.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Volunteers	365	390	415	460	500
● FTEs to support volunteers	28.5	28.5	30.5	31.5	32.5
● Volunteers trained	107	190	163	198	207
● Volunteers meeting 6 hours of required training	100%	100%	100%	100%	100%
● Cases reviewed meeting the minimum quality standard	9%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Recommendations made by State Board	2	8	5	5	5
● State Board recommendations followed by the Supreme Court, Legislature and Governor, or other entities	50%	50%	50%	50%	50%

**SPA.4.2 SUBPROGRAM SUMMARY**  
**COURT-APPOINTED SPECIAL ADVOCATE (CASA)**  
 Contact: Linda Castaneda, Program Manager  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,400.5	1,581.4	1,674.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,400.5</b>	<b>1,581.4</b>	<b>1,674.7</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain an active partnership between the State Program Office and County Juvenile Courts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County staff and judges indicating very satisfied or satisfied with our services	100%	100%	100%	100%	100%

- ◆ Goal 2 - To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children not served	69%	74%	79%	84%	89%
● Increase in children who are eligible for CASA assignment	13%	15%	15%	15%	15%
● Increase in children with CASA assigned	31%	26%	21%	16%	11%

● Certified volunteers	778	794	810	826	843
● Volunteers completing required six hours of training (calendar year)	52%	85%	95%	100%	100%
● Average number of in-service training hours volunteers receive (calendar year)	8.61	8.61	8.61	8.61	8.61

- ◆ Goal 3 - To ensure compliance by monitoring county program activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Volunteer files reviewed (sample)	192	196	200	204	208
● Volunteer files reviewed found to be in compliance	69%	71%	73%	75%	77%
● Children's cases reviewed	160	163	166	169	172
● Cases reviewed found to be in compliance	54%	N/A	N/A	N/A	N/A
● Cases with required number of contact logs/journals	N/A	20%	22%	24%	26%

**SPA.4.3 SUBPROGRAM SUMMARY**  
**PARENT ASSISTANCE**  
 Contact: Linda Castaneda, Program Manager  
 Phone: 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 Program was established pursuant to A.R.S. § 8-546.09. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	191.4	213.7	219.2
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
<b>Program Total</b>	<b>191.4</b>	<b>213.7</b>	<b>219.2</b>
FTE Positions	4.7	4.7	4.7

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide accurate information to families, in a caring and respectful manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hotline calls	3,877	4,000	4,200	4,250	4,400
● Calls reviewed by peers	364	400	420	425	440
● Calls reviewed rated satisfactory or better	75%	75%	75%	75%	75%

- ◆ Goal 2 - To increase public and agency awareness of the Parent Assistance Hotline.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Yellow Pages referrals	479	489	499	509	519
● Agency referrals	291	1,400	1,000	1,000	1,000
● Calls attributable to: - Brochures (DES)	404	380	388	396	404
● Calls attributable to: - other advertising	622	1,200	1,000	1,000	1,000

**SPA.5 PROGRAM SUMMARY**  
**JUDICIAL ASSISTANCE**  
 Contact: Mike DiMarco, Budget Director  
 Phone: 542-9328  
 AZ Const., Art. VI, Sec. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	63.2	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
<b>Program Total</b>	<b>63.2</b>	<b>87.4</b>	<b>87.4</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reimbursement provided	\$63,200	\$87,400	\$87,400	\$87,400	\$87,400

**SPA.6 PROGRAM SUMMARY**  
**JUDICIAL EDUCATION**  
 Contact: Karen Thorson, Division Director  
 Phone: 542-9431  
 Administrative Order 93-59

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	240.0	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
<b>Program Total</b>	<b>240.0</b>	<b>242.7</b>	<b>242.7</b>
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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identified education needs of judges addressed	97%	97%	97%	97%	97%
● Identified education needs of probation officers addressed	100%	100%	100%	100%	100%
● Identified education needs of other staff addressed	59%	59%	59%	59%	59%
● Judges' evaluations indicating applicability of information	76%	76%	76%	76%	76%
● Probation officers' evaluations indicating applicability of information	98%	98%	98%	98%	98%
● Staff's evaluations indicating applicability of information	79%	79%	79%	79%	79%

◆ Goal 2 - To assure a comprehensive system of judicial education for all categories of personnel.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Judges' participation	100%	100%	100%	100%	100%
● Probation officers' participation	100%	100%	100%	100%	100%
● Other staff's participation	45%	45%	45%	45%	45%
● Judges satisfied with training	91%	91%	91%	91%	91%
● Probation officers satisfied with training	95%	95%	95%	95%	95%
● Other staff satisfied with training	78%	78%	78%	78%	78%

◆ Goal 3 - To assure adequate resources to support a comprehensive system of judicial education.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Personnel trained as faculty and/or volunteering to serve as faculty, on committees, etc.	9%	8%	8%	8%	8%
● Program budget expended in resource development	3%	4%	4%	4%	4%
● Faculty satisfaction with teaching/learning resources provided	98%	98%	98%	98%	98%

◆ Goal 4 - To assure the accessibility of judicial education program through various delivery mechanisms, including seminars/workshops, conferences, residential programs, and broadcasts.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● All types of delivery mechanisms used	80%	80%	80%	80%	80%
● Judges satisfied per mechanism	89%	89%	89%	89%	89%
● Probation officers satisfied per mechanism	96%	96%	96%	96%	96%
● Other staff satisfied per mechanism	84%	84%	84%	84%	84%

**SPA.7 PROGRAM SUMMARY**  
**JUDICIAL NOMINATIONS AND REVIEW**  
 Contact: Nancy Scheffel, Division Director  
 Phone: 542-9306

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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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	310.8	347.3	352.3
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
<b>Program Total</b>	<b>310.8</b>	<b>347.3</b>	<b>352.3</b>
FTE Positions	5.4	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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received from minorities and women as a percent of all applications	41	40	40	40	40
● Nominations of minorities and women as a percent of all nominations	38	30	30	30	30
● Nomination lists submitted to the Governor within the 60 day constitutionally set time line	100%	100%	100%	100%	100%

◆ Goal 2 - To efficiently meet their constitutional duties.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cost per appellate court vacancy	\$2,250	\$2,250	\$2,250	\$2,360	\$2,360
● Cost per trial court vacancy	\$700	\$700	\$700	\$700	\$700

◆ Goal 3 - To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Survey forms distributed	0	30,000	5,000	30,000	5,000
● Survey forms returned	0	25,000	3,000	25,000	5,000

◆ Goal 4 - To widely disseminate the results of the survey and review process.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Pamphlets distributed	0	500,000	0	500,000	0
● Distribution sites	0	100	0	100	0
● Public Service Announcements	0	100	0	100	0
● Requests on 1-800 number for Judicial Performance Review information	0	500	0	500	0

**SPA.8 PROGRAM SUMMARY**  
**STATE GRAND JURY**  
 Contact: Mike DiMarco, Administrative Officer  
 Phone: 542-9328  
 A.R.S. 21-428B

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	432.0	576.3	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
<b>Program Total</b>	<b>432.0</b>	<b>576.3</b>	<b>440.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims processed	4	4	4	4	4

**SPA.9 PROGRAM SUMMARY**  
**DOMESTIC RELATIONS**  
 Contact: Alice Rose Thatch, Director  
 Phone: 542-9250  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	910.7	974.6	987.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	87.9	0.0	0.0
Federal Funds	21.7	0.0	0.0
<b>Program Total</b>	<b>1,020.3</b>	<b>974.6</b>	<b>987.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

**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: Alice Rose Thatch, Director  
 Phone: 542-9250  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	853.5	911.5	917.4
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
<b>Program Total</b>	<b>853.5</b>	<b>911.5</b>	<b>917.4</b>
<b>FTE Positions</b>	<b>9.7</b>	<b>9.7</b>	<b>9.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely, effective administrative and technical support to the legislative cochair and subcommittee members.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Subcommittee members rating administrative support as meeting or exceeding expectations	95%	95%	96%	97%	98%
● Quarterly subcommittee and annual committee reports completed on schedule	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating administrative support as meeting or exceeding expectations	95%	95%	96%	97%	98%
● Completion of reviewing and revising as necessary education program minimum standards	100%	100%	100%	100%	100%
● On-site monitoring of providers of domestic relations education on children's issues programs for satisfactory compliance with Supreme Court minimum standards	100%	75%	85%	95%	99%
● Providers monitored in compliance with domestic relations education on children's issues minimum standards	93%	95%	95%	95%	95%

- ◆ Goal 3 - To disseminate changes in domestic relations laws, rules, forms, and procedures to the court community in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers rating dissemination procedures as meeting or exceeding expectations	98%	98%	98%	98%	98%
● Average days between effective date of change in laws, rules, forms and procedures and actual dissemination	30	30	30	30	30

**SPA.9.2 SUBPROGRAM SUMMARY**  
**DOMESTIC VIOLENCE**

Contact: Alice Rose Thatch, Director  
Phone: 542-9250

Law 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	57.2	63.1	69.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	87.9	0.0	0.0
Federal Funds	21.7	0.0	0.0
<b>Program Total</b>	<b>166.8</b>	<b>63.1</b>	<b>69.6</b>
<b>FTE Positions</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to disseminate changes in domestic violence laws, rules, order of protection and injunction against harassment forms, and procedures to the court community in a timely manner	30	30	30	30	30
● Court personnel rating staff support as meeting or exceeding expectations	95%	95%	98%	98%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State and local courts monitored and evaluated for proceedings and services	N/A	80%	90%	95%	95%
● Counties monitored and	60%	60%	75%	85%	98%

determined to be in compliance with standardized procedures that assure the safety of victims of domestic violence

● Counties surveyed and determined to be using mandated order of protection and injunction against harassment forms	93%	100%	100%	100%	100%
● Counties surveyed who responded	50%	53%	75%	85%	95%
● Counties surveyed that responded and answered they were using the mandated forms	50%	48%	75%	80%	100%

◆ Goal 3 - To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Update of bi-annual Bench Book for Orders of Protection and Injunctions Against Harassment in Domestic Violence Cases and related court policies	100%	100%	100%	100%	100%
● Completion of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	100%	N/A	100%	N/A	100%
● Judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	50%	75%	90%	95%	98%
● Judicial officers and court personnel responding to survey 90 days after teleconference and individual training or receipt of the bench book	33%	N/A	66%	75%	85%
● Judicial officers and court personnel, surveyed 90 days after training that indicate they continue to use the policies and procedures learned in the teleconference and training	93%	N/A	95%	98%	98%
● Judicial officers and court personnel, surveyed 90 days after receipt of the bench book that indicate they continue to use the bench book as reference	66%	N/A	75%	85%	95%
● Judicial officers and court personnel indicating training program objectives meet or exceed expectations	95%	95%	95%	95%	95%
● Advocates to end domestic violence, e.g., ACADV, PDV Task Force, stating victims surveyed indicate court programs meet their needs	75%	75%	80%	90%	95%

<p>SPA.10 PROGRAM SUMMARY</p> <p><b>CASE PROCESSING ASSISTANCE</b></p> <p>Contact: Dennis Metrick, Program Manager Phone: 542-9358</p> <p>A.R.S. 41-2401.D(8)</p>
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**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	2,184.7	2,303.4
Other Non Appropriated Funds	1,601.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,601.0</b>	<b>2,184.7</b>	<b>2,303.4</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Growth in filings	14%	5%	5%	5%	5%
● Clearance rate (dispositions/filings) of 1.00 or greater annually	.98	1.0	1.0	1.0	1.0
● Months for disposition of pending cases	2.8	3	3	3	3

◆ Goal 2 - To enhance the ability of the courts to process criminal cases.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Growth in filings	2%	5%	5%	5%	5%
● Clearance rate (dispositions/filings) of 1.00 or greater annually	.95	1.00	1.00	1.00	1.00
● Months for disposition of pending cases	10.9	11	11	11	11

◆ Goal 3 - To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	35	30	30	30	30
● Grant management budget as percent of total budget	7.8%	8%	8%	8%	8%

<p>SPA.11 PROGRAM SUMMARY</p> <p><b>ALTERNATIVE DISPUTE RESOLUTION</b></p> <p>Contact: Dennis Metrick, Program Manager Phone: 542-9358</p> <p>A.R.S. 12-135</p>
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**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	204.6	216.0	216.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>204.6</b>	<b>216.0</b>	<b>216.0</b>
<b>FTE Positions</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Settlement rate of cases referred to ADR	78%	70%	70%	70%	70%
● Participant satisfaction rate	73%	70%	70%	70%	70%

◆ Goal 2 - To expedite the processing of grant requests in a cost-effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	32	30	30	30	30
● Grant management budget as percent of total budget	12%	10%	10%	10%	10%

**SPA.12 PROGRAM SUMMARY  
JUDICIAL COLLECTION ENHANCEMENT**

Contact: Dennis Metrick, Program Manager  
Phone: 542-9358

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
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General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	6,458.2	9,457.8
Other Non Appropriated Funds	6,328.9	0.0	0.0
Federal Funds	0.0	0.0	0.0

Program Total 6,328.9 6,458.2 9,457.8

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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual increase in court revenue	10%	5%	5%	5%	5%
● Annual increase in collection rates in participant courts	24%	20%	20%	20%	20%

◆ Goal 2 - To fund court automation projects likely to improve case processing or the administration of justice.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Insure that all of the courts have automated case and cash management systems	50%	60%	70%	80%	90%
● Annual increase in overall court dispositions at all court levels	2%	3%	3%	3%	3%
● Clearance rate (dispositions/filings) for all cases at all court levels	.96	1.00	1.00	1.00	1.00

◆ Goal 3 - To expedite the processing of grant requests in a cost-effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mean cycle days receipt of request to court notification of approval/denial	35	30	30	30	30
● Grant management budget as percent of total budget	7%	7%	7%	7%	7%

**SPA.13 PROGRAM SUMMARY  
DEFENSIVE DRIVING SCHOOL**

Contact: Bob Schaller, Program Manager  
Phone: 542-9362

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)

	FY1997	FY1998	FY1999
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1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	3,301.9
Other Non Appropriated Funds	3,270.2	3,250.1	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,270.2</b>	<b>3,250.1</b>	<b>3,301.9</b>
<b>FTE Positions</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools reviewed	N/A	N/A	2	6	6
● Instructors rated	100%	100%	100%	100%	100%
● Average cost per instructor rating	\$212	\$212	\$215	\$215	\$215

- ◆ Goal 2 - To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Normal hours database was available	99%	99%	99%	99%	99%
● Average days to complete error change requests	N/A	5	5	5	5
● Completions reported on time	N/A	95%	95%	95%	95%
● Court information change requests processed	N/A	100	100	100	100

- ◆ Goal 3 - To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Instructors completing training	N/A	95%	95%	95%	95%
● Instructors indicating training programs are responsive to their needs	N/A	70%	70%	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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Bi-monthly school reports/fee payments reconciled monthly	N/A	95%	95%	95%	95%

<p><b>SPA.14 PROGRAM SUMMARY</b></p> <p><b>ADULT COMMUNITY CORRECTIONS</b></p> <p>Contact: Barbara Broderick, Division Director Phone: 542-9468</p>
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**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	40,121.8	45,326.7	49,916.4
Other Appropriated Funds	0.0	536.4	536.4
Other Non Appropriated Funds	2,355.5	5,536.8	5,536.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>42,477.3</b>	<b>51,399.9</b>	<b>55,989.6</b>
<b>FTE Positions</b>	<b>31.5</b>	<b>31.5</b>	<b>31.5</b>

**This Program Contains the following Subprograms:**

- ▶ Adult Intensive Probation Services
- ▶ Adult Standard Probation
- ▶ Community Punishment
- ▶ Drug Treatment and Education
- ▶ Drug Enforcement
- ▶ Interstate Compact (ISC)

<p>SPA.14.1 SUBPROGRAM SUMMARY</p> <p><b>ADULT INTENSIVE PROBATION SERVICES</b></p> <p>Contact: Barbara A. Broderick, Division Director Phone: 542-9468</p> <p>A.R.S. 13-913 et seq.</p>
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**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: 1) maintain employment or full-time student status or perform community service at least six days per week; 2) pay restitution and monthly probation fees; 3) establish residency at a place approved by the probation team; 4) remain at their place of residence except when attending approved activities; 5) allow the administration of drug and alcohol tests; 6) perform at least forty hours of community service work each month except for full-time students, who may be exempted or required to perform fewer hours; and 7) meet any other conditions set by the court.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	17,063.0	19,962.9	20,468.8
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
<b>Program Total</b>	<b>17,063.0</b>	<b>19,962.9</b>	<b>20,468.8</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-compliance issues completed within prescribed time frame (120 days)	100%	100%	100%	100%	100%
● Budget modifications under \$25,000 processed within ten days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within twenty days from receipt	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligible IPS probationers participating in an education program	62%	60%	65%	70%	75%
● Eligible IPS probationers participating in a treatment program	58%	60%	65%	70%	75%
● IPS probationers maintaining full-time employment	70%	75%	80%	80%	85%
● IPS probationers not convicted of a new crime while on IPS	89%	75%	75%	80%	80%
● IPS probationers paying court-ordered restitution	55%	70%	70%	75%	80%
● IPS probationers paying court-ordered probation fees	N/A	60%	70%	75%	80%
● IPS probationers not testing	64%	65%	70%	75%	75%

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
positive for prohibited substance use					
● Eligible IPS probationers completing required community service	71%	75%	80%	80%	85%
● IPS cases receiving appropriate contacts	93%	95%	95%	95%	95%
● IPS probationers not committed to DOC	79%	70%	70%	70%	70%
● Special conditions addressed	84%	90%	90%	90%	95%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Probation departments in compliance with statutorily prescribed caseload	100%	100%	100%	100%	100%
● Probation departments provided sufficient operating motor vehicles	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IPS institutes conducted	3	4	4	4	4
● IPS officers completing the institute	95%	97%	99%	99%	100%

**SPA.14.2 SUBPROGRAM SUMMARY**

**ADULT STANDARD PROBATION**

Contact: Barbara A. Broderick, Division Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	18,542.7	20,548.4	24,316.6
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
<b>Program Total</b>	<b>18,542.7</b>	<b>20,548.4</b>	<b>24,316.6</b>
<b>FTE Positions</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-compliance issues completed within prescribed time frame (120 days)	100%	100%	100%	100%	100%
● Budget modifications under \$25,000 processed within ten days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within twenty days from receipt	90%	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standard probationers paying court-ordered restitution	N/A	Baseline	N/A	N/A	N/A
● Standard probationers paying court-ordered probation fees	N/A	Baseline	N/A	N/A	N/A
● Standard probationers not convicted of a new crime while on probation	N/A	Baseline	N/A	N/A	N/A
● Standard probationers not committed to DOC	89%	85%	85%	90%	90%
● Standard cases receiving appropriate contacts	95%	95%	95%	95%	95%
● Special conditions addressed	86%	70%	70%	75%	75%
● Outstanding warrants addressed	N/A	Baseline	N/A	N/A	N/A

◆ Goal 3 - To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Certification Academies conducted	4	4	4	4	4
● Regional training events	5	5	6	7	8
● Probation personnel in compliance with COJET requirements	100%	100%	100%	100%	100%
● Officers hired after July 1, 1995 who attended the Certification Academy within first year of employment	94%	90%	95%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Probation departments in compliance with 60:1 mandate	93%	100%	100%	100%	100%

● Probation departments whose funding is primarily used for payment of probation officer salaries 100% 100% 100% 100% 100%

**SPA.14.3 SUBPROGRAM SUMMARY**  
**COMMUNITY PUNISHMENT**

Contact: Barbara A. Broderick, Division Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,456.0	3,681.0	3,747.4
Other Appropriated Funds	0.0	536.4	536.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,456.0</b>	<b>4,217.4</b>	<b>4,283.8</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-compliance issues completed within prescribed time frame (120 days)	100%	100%	100%	100%	100%
● Budget modifications under \$25,000 processed within ten days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within twenty days from receipt	90%	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Offenders receiving CPP funded services	1,899	1,800	1,800	1,800	1,800
● Prison diversions	522	408	408	408	408
● Jail diversions	177	140	150	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CPP probationers participating in an educational program	N/A	Baseline	N/A	N/A	N/A
● CPP probationers participating in a treatment program	N/A	Baseline	N/A	N/A	N/A

SPA.14.4 SUBPROGRAM SUMMARY  
**DRUG TREATMENT AND EDUCATION**  
 Contact: Barbara A. Broderick, Division Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.4	3,192.7	3,192.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2.4</b>	<b>3,192.7</b>	<b>3,192.7</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-	100%	100%	100%	100%	100%

compliance issues completed within prescribed time frame (120 days)

● Budget modifications under \$25,000 processed within 10 days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within 20 days from receipt	90%	90%	90%	90%	90%

◆ Goal 2 - To assess substance abusing probationers to determine an appropriate level of care to be recommended.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligible probationers receiving DTEF funded treatment	N/A	Baseline	N/A	N/A	N/A
● Eligible probationers successfully completing treatment	N/A	Baseline	N/A	N/A	N/A
● Average days in successful treatment	N/A	Baseline	N/A	N/A	N/A
● Average days in unsuccessful treatment	N/A	Baseline	N/A	N/A	N/A
● Probationers receiving recommended treatment	N/A	Baseline	N/A	N/A	N/A

◆ Goal 3 - To assist substance abusing probationers in reducing their involvement in criminal activity by providing treatment and supervision services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DTEF probationers arrested for new felony while on probation	N/A	Baseline	N/A	N/A	N/A
● DTEF probationers arrested for new misdemeanor while on probation	N/A	Baseline	N/A	N/A	N/A
● Average days prior to arrest for new charge	N/A	Baseline	N/A	N/A	N/A
● Committed to DOC as a result of new charge	N/A	Baseline	N/A	N/A	N/A
● Incarcerated in jail as a result of new charge	N/A	Baseline	N/A	N/A	N/A
● Receiving additional probation grant as result of new charge	N/A	Baseline	N/A	N/A	N/A
● New felony charges for personal possession or use of controlled substance	N/A	Baseline	N/A	N/A	N/A
● New felony charges for all other offenses	N/A	Baseline	N/A	N/A	N/A
● New misdemeanor drug-related charges	N/A	Baseline	N/A	N/A	N/A
● New misdemeanor charges for all other offenses	N/A	Baseline	N/A	N/A	N/A

SPA.14.5 SUBPROGRAM SUMMARY  
**DRUG ENFORCEMENT**  
 Contact: Debra Hall, Program Manager  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,353.1	2,344.1	2,344.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,353.1</b>	<b>2,344.1</b>	<b>2,344.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Subgrantee financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-compliance issues completed within prescribed time frame (120 days)	100%	100%	100%	100%	100%
● Budget modifications under \$25,000 processed within ten days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within twenty days from receipt	90%	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days drug case processing	214	215	205	200	200
● Urinalysis test funded by DEA	119,411	48,000	48,000	48,800	48,800
● Quarterly financial and progress reports submitted according to schedule	14%	45%	50%	55%	55%
● Cases that are over 361 days to disposition	2,186	2,000	2,000	2,000	1,900
● Community service hours completed	163,116	128,000	129,000	129,000	130,000

SPA.14.6 SUBPROGRAM SUMMARY  
**INTERSTATE COMPACT (ISC)**  
 Contact: Dan Moroney, Program Specialist  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,065.1	1,134.4	1,383.6
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
<b>Program Total</b>	<b>1,065.1</b>	<b>1,134.4</b>	<b>1,383.6</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County financial reports and/or budgetary plans reviewed	100%	100%	100%	100%	100%
● Operational reviews conducted	6	3	4	4	3
● Operational reviews completed within prescribed time frame	17%	100%	100%	100%	100%
● Follow-up reviews on non-compliance issues completed within prescribed time frame (120 days)	100%	100%	100%	100%	100%
● Budget modifications under \$25,000 processed within ten days from receipt	90%	90%	90%	90%	90%
● Budget modifications over \$25,000 processed within twenty days from receipt	90%	90%	90%	90%	90%

- ◆ Goal 2 - To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Incoming cases processed within three days of receipt, as required	68%	70%	75%	80%	85%
● Transfer investigation requests completed within forty-five days of receipt, as required	68%	70%	75%	80%	85%
● Outgoing cases processed within five days of receipt, as required	73%	75%	80%	85%	90%
● Reports completed on time (initial, annual and where applicable, violation and discharge)	N/A	Baseline	N/A	N/A	N/A
● Victim assistance fund	37%	50%	60%	70%	80%

payments collected

SPA.15	PROGRAM SUMMARY
<b>JUVENILE JUSTICE SERVICES</b>	
Contact: Frank Carmen, Director	
Phone: 542-9450	

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	43,400.9	56,290.6	61,842.9
Other Appropriated Funds	0.0	3,400.8	3,905.0
Other Non Appropriated Funds	2,044.0	0.0	0.0
Federal Funds	379.5	379.5	379.5
<b>Program Total</b>	<b>45,824.4</b>	<b>60,070.9</b>	<b>66,127.4</b>
<b>FTE Positions</b>	<b>37.5</b>	<b>38.5</b>	<b>38.5</b>

**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
<b>JUVENILE INTENSIVE PROBATION (JIPS)</b>	
Contact: Paul Kosierowski, Program Manager	
Phone: 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: 1) to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; 2) if able, to pay required court-ordered fees; 3) to remain at a place of residence, except as allowed and approved by the supervising probation officer; 4) to allow administration of drug and alcohol tests; and 5) to meet other conditions set by the court.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,454.2	12,237.3	13,337.2
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
<b>Program Total</b>	<b>9,454.2</b>	<b>12,237.3</b>	<b>13,337.2</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To ensure the proper level of intensive supervision of high risk probationers .**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● JIPS case load monthly reports reviewed	50%	100%	100%	100%	100%
● Juvenile probation departments (15) visited	100%	100%	100%	100%	100%
● County JIPS programs (15) receiving informal on site monitoring reports	20%	25%	25%	25%	25%
● Departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	70%	95%	97%	98%	98%

- ◆ **Goal 2 - To ensure that JIPS officers are trained and meet established standards.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● JIPS officers passing initial academy testing	95%	95%	98%	99%	99%

- ◆ **Goal 3 - To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Budget modifications reviewed and processed within two weeks of receipt	85%	90%	100%	100%	100%
● Juvenile courts (15) whose plans and budgets are reviewed and approved	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Biennial Longitudinal study of JIPS effort conducted	0	1	0	1	0
● Percentage of JIPS youth who complete JIPS without a referral, i.e.. successful completion	60.9	62.5	64.8	66	67

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Of the juvenile intensive probationers ordered to pay restitution, the percentage who are making payments	45	55	60	70	70
● Of the juvenile intensive probationers ordered to pay probation fees, the percentage who are making payments	40	55	60	75	75

**SPA.15.2 SUBPROGRAM SUMMARY**  
**JUVENILE TREATMENT SERVICES**  
 Contact: Donna Noriega, Program Manager  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	28,564.0	22,845.0	23,692.3
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
<b>Program Total</b>	<b>28,564.0</b>	<b>22,845.0</b>	<b>23,692.3</b>
<b>FTE Positions</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Service contractors audited for compliance with program standards	90	90	90	100	100
● Contractors monitored in satisfactory compliance with established program standards (70%+)	80%	90%	90%	90%	90%
● Average cost per contract to audit	\$389	\$385	\$380	\$380	\$380
● Average hours per contract to audit and write report	17	16	16	16	16

- ◆ Goal 2 - To provide a comprehensive array of services and interventions for youth on probation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Youth served	22,892	24,400	25,600	25,600	25,600
● Youth provided out of home services	1,240	1,200	1,200	1,200	1,200
● Youth provided day support services	844	1,000	1,200	1,200	1,200
● Youth provided counseling intervention	8,729	9,000	10,000	10,000	10,000
● Youth provided drug testing	8,398	9,000	9,000	9,000	9,000
● Youth provided evaluations and other services	2,742	3,000	3,000	3,000	3,000
● Youth provided educational and vocational services	939	1,200	1,200	1,200	1,200
● Youth successfully completing program.	N/A	90%	90%	90%	90%
● Youth who don't re-offend within 6 months of program completion	N/A	78%	78%	78%	78%

**SPA.15.3 SUBPROGRAM SUMMARY**  
**FAMILY COUNSELING**  
 Contact: Sonya Pierce-Johnson, Program Specialist  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	537.3	583.3	610.7
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
<b>Program Total</b>	<b>537.3</b>	<b>583.3</b>	<b>610.7</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juvenile courts assisted in the development of approved family plans	15	15	15	15	15
● Families served	3,300	3,500	3,700	3,900	4,000
● Average cost per family	\$130	\$130	\$130	\$130	\$130
● Average age of youth participating in program	14.9	14.9	14.9	14.9	14.9
● Average sessions per family	5	5	5	5	5

**SPA.15.4 SUBPROGRAM SUMMARY  
JUVENILE STANDARD PROBATION**

Contact: Paul Kosierowski, Program Manager  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,845.4	5,764.3	8,089.4
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
<b>Program Total</b>	<b>4,845.4</b>	<b>5,764.3</b>	<b>8,089.4</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juvenile probation departments in compliance with mandated case load ratios of 35:1	70%	100%	100%	100%	100%
● Youth who complete their term	60%	65%	68%	71%	75%

of probation without a referral, i.e. successful completion

● Juvenile probation departments (15) undergoing on-site visits	20%	40%	100%	100%	100%
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- ◆ Goal 2 - To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Budget modifications reviewed and approved within two weeks	85%	90%	100%	100%	100%
● Juvenile courts (15) whose plans are reviewed and approved	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juvenile probationers ordered to pay restitution, who pay	45%	55%	60%	70%	70%
● Juveniles ordered to pay probation fees, who pay	40%	55%	60%	75%	75%

**SPA.15.5 SUBPROGRAM SUMMARY  
JUVENILE CRIME REDUCTION (JCRF)**

Contact: Lynn Wiletsky, Program Manager  
Phone: 542-9309

A.R.S. 41-2401 (D5)

**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 home detention. 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) and LEARN labs (Literacy, Education, and Reading Network computer-assisted learn centers).

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 1999 and education services will then be provided locally to those county youth.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	3,400.8	3,905.0
Other Non Appropriated Funds	2,044.0	0.0	0.0
Federal Funds	379.5	379.5	379.5
<b>Program Total</b>	<b>2,423.5</b>	<b>3,780.3</b>	<b>4,284.5</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To manage and monitor the distribution of JCRF grant funds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● On-site monitoring visits conducted (non-random sample)	85%	85%	95%	99%	99%
● Programs in compliance with financial requirements	85%	90%	95%	99%	99%
● Programs in compliance with program requirements	85%	90%	95%	99%	99%

- ◆ Goal 2 - To identify and replicate promising community-based programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Local programs funded	56	42	40	40	40
● Youth served in local programs	N/A	21,191	23,100	24,255	25,000
● Formal evaluations conducted (non-random sample)	0	4	5	6	6
● LEARN labs	29	35	38	42	42
● Replication of community-based alternatives to diversion	2	3	5	7	7
● Replication of academic mentoring programs	9	14	19	22	22

- ◆ Goal 3 - To oversee the distribution of federal education monies to the counties for juvenile detention education services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Counties receiving funds	12	13	14	14	14
● Juveniles served	10,520	10,835	11,160	11,494	11,600
● On-site fiscal and program audits conducted	0	33%	66%	100%	100%
● Programs audited in compliance	N/A	33%	66%	100%	100%

**SPA.15.6 SUBPROGRAM SUMMARY**  
**PROGRESSIVELY INCREASING CONSEQUENCES (DIVERSION)**

Contact: Donna Noriega, Program Manager  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	9,409.4	9,513.3
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
<b>Program Total</b>	<b>0.0</b>	<b>9,409.4</b>	<b>9,513.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	N/A	45%	55%	70%	80%

- ◆ Goal 2 - To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Diversion youth assessed restitution, who pay	N/A	40%	50%	60%	60%
● Parents of diversion youth assessed one-time parental assessment fee, who paid	N/A	70%	80%	80%	90%

- ◆ Goal 3 - To ensure consequences are successfully completed.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Successful completion of Community Work Service of total case closures	N/A	75%	80%	85%	85%
● Successful completion of Counseling of total case closures	N/A	70%	75%	80%	85%
● Successful completion of Delinquency Prevention Education of total case closures	N/A	75%	80%	85%	85%
● Successful completion of Substance Abuse Education of total case closures	N/A	75%	80%	85%	85%
● Successful completion of Non-Residential Rehabilitation or Supervision of total case closures	N/A	75%	80%	85%	85%

**SPA.15.7 SUBPROGRAM SUMMARY**  
**STATE AID FOR DETENTION**  
 Contact: Lynn Wiletsky, Program Manager  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	5,451.3	6,600.0
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
<b>Program Total</b>	<b>0.0</b>	<b>5,451.3</b>	<b>6,600.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	N/A	9	4	2	2
● Applications funded	N/A	8	4	2	2
● Annual expenditure report produced showing status of projects	N/A	1	1	1	1

- ◆ Goal 2 - To increase the availability of juvenile detention beds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New detention beds built (counties which received construction funds)	N/A	0	114	104	N/A
● Detention beds renovated	N/A	0	0	86	N/A

**SPA.16 PROGRAM SUMMARY**  
**SUPERIOR COURT JUDGES**  
 Contact: Mike DiMarco, Budget Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,256.3	8,980.7	9,339.7
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
<b>Program Total</b>	<b>9,256.3</b>	<b>8,980.7</b>	<b>9,339.7</b>
<b>FTE Positions</b>	<b>133.0</b>	<b>136.0</b>	<b>136.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide fair and expeditious determination of cases. (Court activity is difficult to project; filings and determinations are based on average annual growth from FY 89 - FY 97; estimate for hearings/other proceedings represents the baseline year of FY 97.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case filings	180,930	185,712	190,494	195,277	200,059
● Case terminations	174,861	178,826	182,790	186,755	190,719
● Hearings/other proceedings	22,669	22,669	22,669	22,669	22,669
● Cases pending	170,551	177,437	185,141	193,663	203,003

**SPA.17 PROGRAM SUMMARY**  
**COURT OF APPEALS**  
 Contact: Glen Clark, Clerk of the Court  
 Phone: 542-4821  
 Contact: Joyce Goldsmith, Clerk of the Court  
 Phone: (520) 628-6954  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,100.0	9,557.9	9,842.8
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

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Program Total	9,100.0	9,557.9	9,842.8
FTE Positions	137.0	137.5	138.5

**This Program Contains the following Subprograms:**

- ▶ **Division I**
- ▶ **Division II**

SPA.17.1	SUBPROGRAM SUMMARY
<b>DIVISION I</b>	
Contact: Glen Clark, Clerk of the Court	
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,141.4	6,479.5	6,715.6
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
<b>Program Total</b>	<b>6,141.4</b>	<b>6,479.5</b>	<b>6,715.6</b>
FTE Positions	101.0	101.5	102.5

**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 the average annual growth from FY 89 - FY 97.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case filings	2,669	2,671	2,672	2,674	2,675
● Case terminations	2,752	2,811	2,869	2,927	2,985
● Cases pending at end of year	1,918	1,778	1,581	1,328	1,018

SPA.17.2	SUBPROGRAM SUMMARY
<b>DIVISION II</b>	
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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,958.6	3,078.4	3,127.2
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
<b>Program Total</b>	<b>2,958.6</b>	<b>3,078.4</b>	<b>3,127.2</b>
FTE Positions	36.0	36.0	36.0

**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 the average annual growth from FY 89 - FY 97.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case filings	1,156	1,167	1,177	1,187	1,198
● Case terminations	1,361	1,376	1,391	1,406	1,421
● Cases pending	1,195	986	772	553	330

SPA.18	PROGRAM SUMMARY
<b>CONFIDENTIAL INTERMEDIARY</b>	
Contact: Torin Scott, Program Manager	
Phone: 542-9583	
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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	153.8	192.2
Other Non Appropriated Funds	160.4	0.0	0.0
Federal Funds	0.0	0.0	0.0

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Program Total	160.4	153.8	192.2
FTE Positions	3.5	3.5	3.5

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To recruit, train, certify, and retain experienced confidential intermediaries.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average years in service	2	3	3	3	3
● Counties with adoption records lacking CI coverage	0	0	0	0	0
● CIs annually certified/recertified through training	57	50	55	55	55
● CIs certified (end of year)	63	55	60	60	60

- ◆ Goal 2 - To assist CIs to provide high quality service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases opened	246	250	250	255	255
● Cases closed	164	165	165	170	170
● Average cost of a search	\$195	\$195	\$195	\$195	\$195
● Average hours per search	7.6	7.6	7.6	7.6	7.6
● Customers that rate CI service as professional	N/A	95%	95%	95%	95%

- ◆ Goal 3 - To increase public awareness of the program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appointments made	168	173	178	180	180
● Inquiries by persons seeking program information	1,075	1,100	1,125	1,130	1,130

SPA.19	PROGRAM SUMMARY
<b>PRIVATE FIDUCIARY CERTIFICATION</b>	
Contact: Catherine Robbins, Program Manager	
Phone: 542-9358	
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 professional fiduciaries who are appointed by the Superior Court be certified by the Supreme Court. This program trains and certifies business entities and individuals who will be 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 continuing training, fingerprinting and background checks, maintenance and distribution of registry, receiving and screening complaints, conducting investigations, coordinating disciplinary proceedings, and enforcing sanctions. Operations are governed by administrative rules and statutes.

Funding first became available for this program during FY 1998. A program coordinator was hired and the program rules and policies are being drafted and approved. Fiduciaries are expected to begin registering in late FY 1998 or early FY 1999. Estimates of expected performance measures are not available because the size of the population to be registered will depend on the final form of the rules which are not yet adopted.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	50.0	50.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	0.0	50.0	50.0
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contact hours of training	N/A	N/A	Baseline	N/A	N/A
● Rating training "above average" or "better"	N/A	N/A	Baseline	N/A	N/A
● Perform statewide training needs assessment	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 2 - To promptly process and review certification applications and reports for issuance, renewal or denial of certification.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	N/A	N/A	Baseline	N/A	N/A
● Certifications issued	N/A	N/A	Baseline	N/A	N/A
● Denied certifications	N/A	N/A	Baseline	N/A	N/A
● Average days to process certification	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 3 - To process complaints and conduct impartial investigations of allegations which result in corrective actions or sanctions for the enforcement of statutes, rules, and the Code of Conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	N/A	N/A	Baseline	N/A	N/A
● Investigations	N/A	N/A	Baseline	N/A	N/A
● Disciplinary actions	N/A	N/A	Baseline	N/A	N/A
● Average days to case disposition	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 4 - To maintain and distribute a current registry.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from certification or renewal until update is sent to the presiding judges	N/A	N/A	Baseline	N/A	N/A

SPA.20	PROGRAM SUMMARY
<b>POST CONVICTION RELIEF (PCR)</b>	
Contact: Mike DiMarco, Budget Director	
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	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
<b>Program Total</b>	<b>0.0</b>	<b>150.0</b>	<b>150.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide for reimbursement of valid post-conviction relief proceedings.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Claims processed	0	10	20	20	20



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>LEGISLATIVE COUNCIL</b>	
Michael Braun, Executive Director	LCA
Contact: Michael Braun, Executive Director	542-4236
A.R.S. 41-1301 - 1307	

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,085.3	3,703.5	3,686.8
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
<b>Operating Funds Subtotal</b>	<b>3,085.3</b>	<b>3,703.5</b>	<b>3,686.8</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>3,085.3</b>	<b>3,703.5</b>	<b>3,686.8</b>
FTE Positions	34.0	36.0	37.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase survey response rates of stakeholders and customers external to the organization.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Surveys distributed to: - legislators	90	90	90	90	90
● Surveys distributed to: - legislative research staff	31	31	31	31	31
● Surveys distributed to: - lobbyists	33	33	33	33	33
● Surveys distributed to: - agency liaisons	35	35	35	35	35
● Surveys returned from: - legislators	17	22	26	31	35
● Surveys returned from: - legislative research staff	18	20	21	23	24
● Surveys returned from: - lobbyists	21	23	24	26	28
● Surveys returned from: - agency liaisons	23	25	26	28	30
● Legislators completing survey	19%	24%	29%	34%	39%
● Legislative research staff completing survey	58%	63%	68%	73%	78%
● Lobbyists completing survey	64%	69%	74%	79%	84%
● Agency liaisons completing survey	66%	71%	76%	81%	86%
● Increase of stakeholders completing survey	5%	5%	5%	5%	5%

- ◆ Goal 2 - To provide accurate, timely, expert, and objective service and research to stakeholders.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Stakeholders responding strongly agree: - to accuracy of service and research	34%	N/A	N/A	N/A	N/A
● Stakeholders responding strongly agree: - to timeliness of service and research	38.9%	N/A	N/A	N/A	N/A
● Stakeholders responding strongly agree: - to expertise of service and research	32.6%	N/A	N/A	N/A	N/A
● Stakeholders responding strongly agree: - to objectivity of service and research	37.4%	N/A	N/A	N/A	N/A

- ◆ Goal 3 - To improve the timely delivery of bill drafts, memorials, resolutions, and research by identifying the barriers that hinder this process.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Stakeholders responding strongly agree to the timely completion of drafting bills, memorials, and resolutions	57.2%	N/A	N/A	N/A	N/A
● Increase in the timely delivery of bill drafts, memorials, resolutions, and research	48.9%	50.4%	51.9%	53.4%	54.9%

- ◆ Goal 4 - To consistently provide accurate and timely expertise in the delivery of computer services functions to all stakeholders and Legislative Council staff.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Stakeholders responding strongly agree: - to the timeliness of staff planning to meet users current and future computer needs	19.5%	N/A	N/A	N/A	N/A
● Stakeholders responding strongly agree: - to the expertise of staff planning to meet users current and future computer needs	23.4%	N/A	N/A		
● Increase in strongly agree: - responses to staff planning timeliness	30.3%	31.2%	32.1%	33%	33.9%
● Increase in strongly agree: - responses to staff planning expertise	33.8%	34.8%	35.8%	36.8%	37.8%



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>DEPARTMENT OF LIBRARY, ARCHIVES AND PUBLIC RECORDS</b>	
Gladys Ann Wells, Director	LAA
Contact: Mary Johnson, Deputy Director	542-4035
A.R.S. 41-1331, et. seq.	

**Agency/Program Mission:**

*To serve the Arizona Legislature and Arizonans by 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 Arizonia. 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 Department's divisions: Archives, Braille and Talking Book Library, Library Extension, Museum, Records Management, Research Library, and State Law Library.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,646.3	6,194.2	6,546.3
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
Operating Funds Subtotal	<u>5,646.3</u>	<u>6,194.2</u>	<u>6,546.3</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>5,646.3</u>	<u>6,194.2</u>	<u>6,546.3</u>
FTE Positions	<u>119.1</u>	<u>120.1</u>	<u>122.1</u>

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To provide Legislative and public access to public information.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collections online	N/A	0	4	6	8
● Braille & Talking Book items circulated	446,940	448,000	455,000	460,000	470,000
● Citizens served	82,368	91,500	94,920	101,036	106,036
● Requests per Employee	686	762.5	778	828	868
● Patrons satisfied	N/A	80%	85%	90%	95%

◆ Goal 2 - To preserve Arizona materials.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rolls of Film -- Records Division	345	100	400	600	800
● Rolls of Film -- Archives Division	N/A	368	382	396	400
● Requests filled	15,855	15,300	16,000	17,000	18,000
● Lon Megargee paintings treated (16 in collection)	0	1	2	2	2
● Lon Megargee collection treated	22%	27%	38%	50%	60%
● Rolls imaged per day	1.6	.5	1.8	2.7	3.6
● Customers Satisfied	N/A	80%	85%	90%	95%
● Materials Meeting Standards	100%	100%	100%	100%	100%

◆ Goal 3 - To promote collaboration.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Institutions Participating in Convocation	N/A	N/A	100	125	150
● Attendance at Events	N/A	1,000	1,300	1,500	1,800
● Legislative Analysts Contacted	N/A	N/A	80%	90%	90%
● Consultations with Records Management Center Staff	589	530	550	550	550
● Use of ERS	N/A	457	502	552	607
● Arizona Reading Program Statewide Participants	85,000	96,000	97,000	98,000	100,000
● Increase in ERS Use	N/A	10%	10%	10%	10%
● Customer Satisfaction	N/A	80%	85%	90%	95%



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>LOTTERY</b>	
Geoffrey Gonsler, Executive Director	LOA
Contact: Pam Scharon, Budget Administrator	921-4489
	A.R.S. 5-501

**Agency/Program Mission:**

*To maximize revenue through innovative and entertaining lottery products in order to support Arizona programs for the public benefit.*

**Agency/Program Description:**

The Arizona Lottery was established to maximize revenue dedicated to various funding sources 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 marketing techniques to encourage players to participate in innovative, entertaining and rewarding games.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	41,008.7	52,201.4	54,410.0
Other Non Appropriated Funds	132,254.5	128,100.0	130,880.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	173,263.2	180,301.4	185,290.0
Capital Funds	17.6	21.6	0.0
Agency Total	173,280.8	180,323.0	185,290.0
FTE Positions	121.0	121.0	121.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To maximize monies returned to the State.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Instant ticket sales (in thousands)	105,591	106,000	108,800	114,200	119,900
● On-line sales (in thousands)	144,212	129,000	131,200	137,800	144,700
● Sales all games (in millions-\$)	249.8	235.0	240.0	252.0	264.6
● Total dollars returned to the State (in thousands)	78,995.7	65,545.0	66,896.0	70,244.0	73,757.0
● Change in dollars returned to the State over previous year	-4.1%	-17.0%	2.1%	5.0%	5.0%
● Sales put into prizes	52.9%	54.5%	54.5%	54.5%	54.5%
● Total Instant Ticket Vending Machine (ITVM) sales (in thousands)	15,695.9	17,385.7	18,500.0	19,425.0	20,007.8
● Average sales per ITVM (in thousands)	71.0	78.7	83.7	87.9	90.5
● ITVM sales as a percentage of instant ticket sales	14.9%	16.4%	17%	17%	16.7%

◆ Goal 2 - To monitor and improve licensing and collection procedures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Retailers with delinquent accounts	11.1%	10.6%	5.5%	4.5%	3.5%
● Value of delinquent accounts (\$)	751,291	707,218	370,000	225,000	150,000
● Total NSF's (non-sufficient funds) collected (\$)	253,490	260,000	400,000	200,000	100,000
● Average days to process license applications	10	10	10	10	10

● Retailers licenses revoked 1.4% 2.0% 2.0% 2.0% 2.0%

◆ Goal 3 - To improve agency communication methods.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average "hits" per month on the Internet website	N/A	1,102,57	1,200,00	1,400,00	1,600,00
● Press releases sent out per year	60	66	72	78	84
● Average calls received per month on automated winning numbers line	277,541	293,092	307,700	323,100	339,300

◆ Goal 4 - To improve agency efficiency through automation and technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time on-line game system operates without error	99.0%	99.1%	99.3%	99.4%	99.5%
● Time instant ticket validation system operates without error	98.0%	98.1%	98.2%	98.3%	98.4%





**AGENCY/PROGRAM SUMMARY**  
**OFFICE OF THE OMBUDSMAN-CITIZEN AIDE**

Patrick Shannahan, Ombudsman-Citizens' Aide OBS  
 Contact: Patrick Shannahan, Ombudsman-Citizens' Aide 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 complaints about the administrative acts of state agencies from citizens and state employees. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	187.9	316.0	350.2
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	187.9	316.0	350.2
Capital Funds	0.0	0.0	0.0
Agency Total	187.9	316.0	350.2
FTE Positions	3.0	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals assisted	392	1,200	2,00	2,500	3,000

- ◆ Goal 2 - To respond to citizen complainants in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Initial responses to requests for information made within two business days	97%	97%	97%	97%	97%
● Investigation notices to complainants within 30 days	100%	100%	100%	100%	100%
● Investigation completed within three months	74.5%	75%	75%	75%	75%

- ◆ Goal 3 - Prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Recommendations accepted by agencies.	96%	95%	95%	95%	95%

- ◆ Goal 4 - To provide courteous, accurate, timely and impartial service to citizens.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citizens responding "agree" or "strongly agree" to courtesy question on survey.	N/A	50%	55%	60%	60%
● Citizens responding "agree" or "strongly agree" to accuracy question on survey.	N/A	50%	55%	60%	60%
● Citizens responding "agree" or "strongly agree" to timeliness question on survey.	N/A	50%	55%	60%	60%
● Citizens responding "agree" or "strongly agree" to impartiality question on survey.	N/A	50%	55%	60%	60%



**AGENCY/PROGRAM SUMMARY**  
**STATE PERSONNEL BOARD**

Judy Henkel, Executive Director PBA  
 Contact: Judy Henkel, Executive Director 542-3888  
A.R.S. 41-782, 41-785, 38-531, et. seq.

**Agency/Program Mission:**

*To hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals as 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. The board is responsible for setting a hearing before a hearing officer to determine the facts. A verbatim transcript of hearings is produced and made available for the hearing officer, board members, and parties to the appeal. Board members are subsequently provided with case information so they may determine proper discipline. The board also provides statistical information on appeals and complaints.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	295.2	385.8	359.1
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
Operating Funds Subtotal	295.2	385.8	359.1
Capital Funds	0.0	0.0	0.0
Agency Total	295.2	385.8	359.1
FTE Positions	3.0	3.0	3.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appeals filed	118	110	125	130	130
● Days of hearings	137	184	208	216	216
● Average days from receipt of an appeal/complaint until the board issues a final order	178	224	160	150	145
● Average cost of an appeal/complaint	853	1,035	1,087	1,142	1,200



**AGENCY SUMMARY**  
**STATE RETIREMENT SYSTEM**

LeRoy Gilbertson, Director RTA  
Contact: Anthony Guarino, Deputy Director 240-2077

**Agency Mission:**

*To contribute toward members' long-term financial security by providing retirement, health insurance, disability, and survivor benefits through prudent investment management, efficient benefit administration, and exceptional counseling, education and communication services.*

**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, 1997, the ASRS has approximately 164,390 active (working and contributing) members, 49,779 inactive members, 49,743 retired members and 2,773 disabled retirees. The Arizona Retirement Fund has a market value of approximately \$17 billion.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ MEMBER SERVICES	2,110.0	4,435.0	4,510.0
➤ ADMINISTRATION AND SUPPORT	1,292.0	5,322.2	4,250.7
➤ INVESTMENT MANAGEMENT	18,397.2	16,727.0	16,874.7
Capital Funds	0.0	0.0	0.0
Agency Total	<u>21,799.2</u>	<u>26,484.2</u>	<u>25,635.4</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,626.8	10,071.7	9,085.7
Other Non Appropriated Funds	18,172.4	16,412.5	16,549.7
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>21,799.2</u>	<u>26,484.2</u>	<u>25,635.4</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>21,799.2</u>	<u>26,484.2</u>	<u>25,635.4</u>
FTE Positions	<u>121.0</u>	<u>130.0</u>	<u>131.0</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To exceed customer expectations for benefit administration, counseling, education, information, and communication services through efficient and effective administration.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Members satisfied with the quality and timeliness of benefit estimate transactions	80 %	80 %	85 %	90 %

● Members satisfied with the quality and timeliness of the retirement process.	85 %	85 %	85 %	90 %	95 %
● Members satisfied with the quality and timeliness of pre-retirement counseling and seminars	90 %	90 %	90 %	95 %	95 %
● Members satisfied with the quality and timeliness of service purchase transactions	65 %	75 %	85 %	90 %	90 %
● Members who find annual member statements useful and informative	75 %	75 %	80 %	85 %	90 %
● Members who read, and find the ASRS newsletter useful and informative	50 %	50 %	55 %	60 %	62 %
● Members who have a member handbook, and find it useful and informative.	45 %	45 %	50 %	60 %	65 %
● Members satisfied with benefit payment services	85 %	85 %	90 %	90 %	95 %
● Members satisfied with the quality and timeliness of administrative services for the health insurance program.	80 %	80 %	85 %	85 %	90 %
● Members satisfied with the timeliness and quality of administrative services for the long term disability program.	80 %	80 %	85 %	85 %	85 %
● Members satisfied with the quality of assistance provided by their employers.	80 %	80 %	85 %	85 %	85 %
● Members who consider the telephone services timely, accessible, convenient and responsive.	60 %	70 %	85 %	90 %	95 %

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Actuarial investment return	8 %	8 %	8 %	8 %
● Funded status	100 %	100 %	100 %	100 %	100 %
● Excess earnings cost of living adjustment	Yes	Yes	Yes	Yes	Yes
● Increase in contribution rate	< .5 %	< .5 %	< .5 %	< .5 %	< .5 %

**RTA.1 PROGRAM SUMMARY**  
**MEMBER SERVICES**

Contact: Donna Buelow, Assistant Director  
Phone: 240-2158

A.R.S. 38-755

**Program Mission:**

*To serve members through retirement, health insurance and 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,110.0	4,435.0	4,510.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,110.0</b>	<b>4,435.0</b>	<b>4,510.0</b>
<b>FTE Positions</b>	<b>51.0</b>	<b>50.0</b>	<b>50.0</b>

**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: 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, survivors', and refunds. Approximately 2,500 members retire annually, and an additional 9,000 apply for survivors' or withdrawal benefits.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	655.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>655.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify and exceed member expectations timely and quality benefits payable services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Initial retirement benefit checks distributed within 30 days	95%	95%	95%	95%	95%

RTA.1.2 SUBPROGRAM SUMMARY  
**ADVISORY SERVICES**

Contact: Donna Buelow, Assistant Director  
 Phone: 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 and 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 retirement officers 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. Retirement officers regularly travel throughout the state to serve locations that are convenient for the membership. Retirement officers also 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,248.6	1,284.5	1,314.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,248.6</b>	<b>1,284.5</b>	<b>1,314.5</b>
<b>FTE Positions</b>	<b>28.0</b>	<b>33.0</b>	<b>33.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Response time to telephone inquiries	45 seconds	45 seconds	45 seconds	45 seconds	45 seconds
● Business days to acknowledge service requests	5	5	5	5	5
● Time scheduled service commitments are met	60%	60%	80%	90%	100%

RTA.1.3 SUBPROGRAM SUMMARY  
**HEALTH INSURANCE**

Contact: Donna Buelow, Assistant Director  
 Phone: 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 insurance coverage for retired and disabled members of the several state retirement plans. The Health Insurance subprogram is designed to provide coverage both that is coordinated and not coordinated with Medicare.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	306.3	458.8	458.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>306.3</b>	<b>458.8</b>	<b>458.8</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To extend the availability of both managed care and freedom of choice options.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Counties where managed care is available	4	6	10	10	12

**RTA.1.4 SUBPROGRAM SUMMARY**  
**LONG-TERM DISABILITY**  
 Contact: Donna Buelow, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	765.6	846.8	846.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>765.6</b>	<b>846.8</b>	<b>846.8</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify and exceed member requirements for timely and quality LTD services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time needed to determine eligibility	6 months	6 months	6 months	6 months	6 months

**RTA.1.5 SUBPROGRAM SUMMARY**  
**EXTERNAL AFFAIRS**  
 Contact: Don Rohan, Assistant Director  
 Phone: 240-2022  
  
 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 approximately 375 employers, its nearly 250,000 employee members, other constituent groups, the state legislature and other outside entities. The services provided by the External Affairs Division include: 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, annual member benefit statement and the annual ASRS financial statement; cooperative relations - coordination between the ASRS and its constituent groups; legislative agenda and regulatory - federal and state lobbying activities; legislative and regulatory review for compliance.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	684.0	564.1	454.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>684.0</b>	<b>564.1</b>	<b>454.7</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify and exceed user requirements for timely and quality publication services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timeliness in printing and distributing the quarterly member newsletter	yes	yes	yes	yes	yes

**RTA.2 PROGRAM SUMMARY**  
**ADMINISTRATION AND SUPPORT**  
 Contact: Anthony Guarino, Deputy Director  
 Phone: 240-2114  
  
 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 and Investment Advisory Council.

**Program Description:**

The Administration & Support Program contains the various support functions needed to fulfill the Retirement System's statutory responsibilities: the director's office, human resources, budget, accounting, data processing, internal audit, and legal.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,292.0	5,322.2	4,250.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,292.0</b>	<b>5,322.2</b>	<b>4,250.7</b>
<b>FTE Positions</b>	<b>66.0</b>	<b>75.0</b>	<b>76.0</b>

**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: 240-2114  
  
 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 and Investment Advisory Council directives.*

**Subprogram Description:**

This program 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, & procurement.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,387.6	2,340.8	2,488.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,387.6</b>	<b>2,340.8</b>	<b>2,488.9</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External audit findings addressed	N/A	100%	100%	100%	100%

● Completion of annual risk assessment	No	No	Yes	Yes	Yes
● Completion of annual audit work plan based on the risk assessment	N/A	Yes	Yes	Yes	Yes
● Completion of annual audits	Yes	Yes	Yes	Yes	Yes

RTA.2.2 SUBPROGRAM SUMMARY  
**FINANCIAL SERVICES**  
 Contact: Rich Beissel, Assistant Director  
 Phone: 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 approximately 375 employers and 160,000 active employees; support and validation of ASRS investment activities; payables, and staff payroll.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,052.9	2,217.4	2,186.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,052.9</b>	<b>2,217.4</b>	<b>2,186.7</b>
<b>FTE Positions</b>	<b>31.0</b>	<b>38.0</b>	<b>39.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify and exceed user requirements for timely and quality comptroller services

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to pay liabilities	3	3	3	3	3
● Complete annual reconciliation of cash by August 31	Yes	Yes	Yes	Yes	Yes

- ◆ Goal 2 - To identify and exceed expectations for timely and quality membership accounting

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Business days to post contributions	5	5	5	5	5

RTA.2.3 SUBPROGRAM SUMMARY  
**INFORMATION SERVICES**  
 Contact: Kent Smith  
  
 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 several hundred thousand mailings, including monthly pension checks, are distributed.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,954.2	1,997.3	1,110.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,954.2</b>	<b>1,997.3</b>	<b>1,110.5</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>25.0</b>	<b>25.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Respond to business application development requests within scheduled commitment	N/A	90%	90%	90%	90%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meet scheduled commitment to respond to requests for PC support	N/A	yes	yes	yes	yes

RTA.3 PROGRAM SUMMARY  
**INVESTMENT MANAGEMENT**  
 Contact: Paul Matson, Senior Investment Manager  
 Phone: 240-2101  
 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 Investment Advisory Council and 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 \$17 billion. 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 economically targeted investments in Arizona. ARS also permits up to ten percent of the assets to be invested internally, by the ASRS Staff. The ASRS historically has

relied on external investment managers to manage Retirement Fund assets. The ASRS is in the process of converting ten percent of the portfolio to internal investment management.

The expenditure information for the subprograms is not available.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	224.8	314.5	325.0
Other Non Appropriated Funds	18,172.4	16,412.5	16,549.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>18,397.2</b>	<b>16,727.0</b>	<b>16,874.7</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

**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: 240-2101  
 A.R.S. 38-718

**Subprogram Mission:**

To manage the internal ASRS portfolio so as to achieve designated investment performance levels at minimal cost.

**Subprogram Description:**

Arizona Revised Statutes authorize the ASRS to invest up to ten percent of its assets internally. 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 is phasing in an internal investment program. The investments made through this program will be consistent with an indexed portfolio, in which all 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 the S&P 500), but at a much lower cost. The ASRS expects to maintain its internal investment program for less than one-fourth the cost of the externally managed portfolio.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To generate investment returns that are consistent with

the relevant benchmark.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Achievement of annual investment returns within fifty basis points of benchmark	N/A	N/A	Yes	Yes	Yes

**RTA.3.2 SUBPROGRAM SUMMARY**  
**EXTERNAL MANAGEMENT**  
 Contact: Paul Matson, Senior Investment Manager  
 Phone: 240-2101  
 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 compliance and performance of the nine 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 Investment Advisory Council and Retirement Board for external managers.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To generate investment returns that are consistent with the relevant benchmark.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Managers achieving relevant benchmark	N/A	N/A	100%	100%	100%

**RTA.3.3 SUBPROGRAM SUMMARY**  
**ASSET ALLOCATION**  
 Contact: Paul Matson, Senior Investment Manager  
 Phone: 240-2101  
 A.R.S. 38-755 et seq.

**Subprogram Mission:**

*To ensure the Retirement Fund investment portfolio 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 bonds, and 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	35.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>35.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To review and implement the ASRS asset allocation.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Completion/implementation of asset mix review	No	Yes	No	Yes	No





**AGENCY SUMMARY**  
**DEPARTMENT OF REVENUE**

Mark W. Killian, Director RVA  
Contact: Chris Montano, Strategic Planner 542-3062

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ DIRECTOR'S OFFICE	3,858.4	4,168.0	4,277.4
➤ ADMINISTRATIVE SERVICES	11,388.1	11,564.3	12,080.4
➤ INFORMATION TECHNOLOGY	7,086.6	10,283.9	10,511.7
➤ DATA MANAGEMENT	4,405.7	4,855.3	5,097.3
➤ PROPERTY VALUATION AND EQUALIZATION	3,051.0	3,086.2	3,169.7
➤ COMPLIANCE	7,330.5	8,260.5	8,618.8
➤ TAXPAYER SUPPORT	3,740.7	3,509.3	3,624.6
➤ TAXATION	6,078.1	7,315.6	6,242.6
➤ TRANSACTION PRIVILEGE TAX	5,960.8	5,898.1	6,091.1
Capital Funds	0.0	0.0	0.0
Agency Total	52,899.9	58,941.2	59,713.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	51,274.0	55,352.1	56,722.0
Other Appropriated Funds	303.9	1,387.5	1,405.7
Other Non Appropriated Funds	1,322.0	2,201.6	1,585.9
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	52,899.9	58,941.2	59,713.6
Capital Funds	0.0	0.0	0.0
Agency Total	52,899.9	58,941.2	59,713.6
FTE Positions	1,259.0	1,237.0	1,237.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To make quality service a FACT (fair, accurate, courteous, and timely).

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Private taxpayer rulings completed within 45 days of receipt	100%	90%	95%	95%	95%
● Collections initial contact within 30 days of assignment	93.9%	90%	90%	90%	90%
● Taxpayers served by Taxpayer Information Services - Walk-ins	22,297	23,400	23,500	23,600	23,700
● Taxpayers served by Taxpayer Information Services - Correspondence	32,737	33,000	33,200	33,300	33,400
● Taxpayers served by Taxpayer Information Services - Telephone calls	446,498	450,000	420,000	421,000	422,000

- ◆ Goal 2 - To efficiently process the state tax revenues.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Income tax refunds processed (in millions)	1.2	1.3	1.5	1.6	1.8
● Average calendar days to refund income tax	12.8	13	13	13	13
● Income tax returns processed per calendar year	3.3	3.4	3.6	3.8	4.0
● Documents processed in Tax Processing (in millions)	5.7	6.0	6.3	6.6	6.9
● Average days to deposit taxpayer remittances	2	2	2	2	2

- ◆ Goal 3 - To help each taxpayer comply with Arizona Tax laws.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Business tax license applications processed	46,299	52,000	53,000	54,000	55,000
● Business tax license application turnaround days	2.9	3.0	3.0	3.0	3.0
● Non-audit revenue to total revenue (ratio of DOR revenues less audit sub-program impact/total revenue collected by department)	97.7	96.4	96.6	96.8	97
● Property valuation guidelines and updates issued	18	33	24	24	24
● Tax Research & Analysis information letters issued	1,537	1,550	1,600	1,650	1,700
● Offers in compromise closed within 60 days	N/A	80%	80%	80%	80%
● Business tax license compliance checks conducted	251,522	230,000	230,000	230,000	230,000

- ◆ Goal 4 - To provide employees with tools and working environment to perform their job with integrity, pride and satisfaction.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trainee hours of service received per year	25,682	26,200	26,700	27,200	27,700
● Average cost per trainee hour per course	13.45	13.75	14.00	14.25	14.50
● Property appraisers certified at provisional level	41	20	40	60	60
● Property appraisers certified at Level 1	59	20	40	60	60
● Property appraisers certified at Level 2	40	20	30	40	40

◆ Goal 5 - To use technology and other resources effectively.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DP 156 requests completed	35	150	150	150	150
● Scheduled activity completed to upgrade LAN/WAN, operating systems and hardware	N/A	100%	100%	100%	100%

RVA.1 PROGRAM SUMMARY  
**DIRECTOR'S OFFICE**  
Contact: Mark W. Killian, Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,675.9	3,960.1	4,064.6
Other Appropriated Funds	182.5	207.9	212.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,858.4</b>	<b>4,168.0</b>	<b>4,277.4</b>
FTE Positions	93.0	96.0	96.0

**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 Montañó, Strategic Planner  
Phone: 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.*

**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; 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,449.2	1,473.4	1,502.8
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
<b>Program Total</b>	<b>1,449.2</b>	<b>1,473.4</b>	<b>1,502.8</b>
FTE Positions	28.0	27.0	29.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To demonstrate leadership in accountability and responsiveness to the taxpayer.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Change in complaint letters	N/A	- 2%	- 2%	- 2%	- 2%
● Change in complimentary letters	N/A	+ 3%	+ 3%	+ 3%	+ 3%
● Director decisions issued	232	155	450	175	175
● Cases resolved through Taxpayer Assistance Office	630	700	750	750	750

- ◆ Goal 2 - To maximize the potential and job satisfaction of each employee.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trainee hours received	25,682	26,200	26,700	27,200	27,700
● Curriculum hours developed	344	250	260	270	280
● Average score on DOR survey (scale 1-5, 5 being high)	2.93	3.10	3.20	3.30	3.40

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● Average cost/trainee hour/course	13.45	13.75	14.00	14.25	14.50
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◆ Goal 3 - To set and hear cases and issue hearing officer decisions in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Cases set for hearing within 10 days of receipt	340	385	1,640	460	360
● Cases set for hearing within 10 days of receipt	100%	100%	100%	100%	100%
● Decisions issued	302	350	1,520	415	325
● Decisions issued within 90 days	100%	100%	100%	100%	100%

**RVA.1.2 SUBPROGRAM SUMMARY  
SPECIAL MANDATED PROGRAMS**

Contact: Chris Montañó, Strategic Planner  
Phone: 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 a) allow the county assessors access to the information; b) enable the Department and county assessors to identify property that has escaped assessment; and c) 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)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	188.1	171.0	177.5
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
<b>Program Total</b>	<b>188.1</b>	<b>171.0</b>	<b>177.5</b>
FTE Positions	7.0	6.0	6.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To report to the Legislature on the effectiveness of legislatively mandated programs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Reports submitted timely	N/A	100%	100%	100%	100%

**RVA.1.3 SUBPROGRAM SUMMARY  
TAX POLICY AND LEGAL SUPPORT**

Contact: Leigh Cheatham, Chief Tax Policy Officer  
Phone: 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; prepare and oversee 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; coordinate the analysis and research of pending tax legislation and represent the Department before the Legislature in all testimony.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,647.2	1,951.7	2,010.0
Other Appropriated Funds	182.5	207.9	212.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,829.7</b>	<b>2,159.6</b>	<b>2,222.8</b>
FTE Positions	44.0	53.0	53.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To timely respond to customer inquiries.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Legislative constituent requests	177	200	200	200	200
● Legislative constituent request handled within prescribed timeframes	85%	85%	85%	85%	85%
● Tax Research & Analysis information letters issued	1,537	1,550	1,600	1,650	1,700
● Information letters completed within 30 days of receipt	95%	90%	90%	90%	90%

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- Private taxpayer rulings issued 10 15 20 25 25
- Private taxpayer rulings completed within 45 days of receipt 100% 90% 95% 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tobacco retailer inspected	1,724	1,300	900	1,000	1,200
● Inspections netting contraband	2%	5%	3%	3%	3%
● Retailers in compliance	95%	93%	95%	95%	95%

◆ Goal 3 - To provide legal representation to the Department while treating taxpayers, administrative judges and departmental employees with courtesy and professionalism.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average survey score ( scale 1-5)	5	3.8	4	4	4

◆ Goal 4 - To review requests for relief under Taxpayer Bill of Rights and coordinate taxpayer responses and other activities with internal and external resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to respond to taxpayer requests for relief	NA	30	20	17	15

**RVA.1.4 SUBPROGRAM SUMMARY**  
**SPECIAL SUPPORT**  
 Contact: Lisa Cross, Special Support Executive  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	391.4	364.0	374.3
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
<b>Program Total</b>	<b>391.4</b>	<b>364.0</b>	<b>374.3</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>10.0</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To improve communication and maintain integrity within the agency through employee relations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Affirmative action complaints received	43	40	40	40	40
● Complaints resolved internally	88%	85%	85%	85%	85%
● Requests for personnel (AD100) processed	532	460	500	500	500
● Requests (AD100) processed within prescribed timeframes	100%	98%	97%	97%	97%

**RVA.2 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**  
 Contact: Lynette States, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,289.8	10,384.7	10,887.5
Other Appropriated Funds	121.4	1,179.6	1,192.9
Other Non Appropriated Funds	976.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>11,388.1</b>	<b>11,564.3</b>	<b>12,080.4</b>
<b>FTE Positions</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>

**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: 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 all 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,587.0	8,480.4	8,775.6
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
<b>Program Total</b>	<b>8,587.0</b>	<b>8,480.4</b>	<b>8,775.6</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	98.25%	100%	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DOR industrial injuries reported	30	30	25	25	25

**RVA.2.2 SUBPROGRAM SUMMARY  
FINANCIAL SERVICES AND SPECIAL TAXES**

Contact: Lynette States, Assistant Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,086.7	1,155.6	1,336.0
Other Appropriated Funds	121.4	1,179.6	1,192.9
Other Non Appropriated Funds	976.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,185.0</b>	<b>2,335.2</b>	<b>2,528.9</b>
<b>FTE Positions</b>	<b>53.0</b>	<b>50.0</b>	<b>50.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure efficient collection and processing of estate taxes and returns.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to process an estate tax return or report	32	30	30	30	30

- ◆ Goal 2 - To continuously improve the quality of services we provide to Arizona taxpayers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to process unclaimed property claims	42	30	30	30	30
● Average days to process a purchase requisition	3	5	4	3	3
● Average days to process a deposit	1	1	1	1	1
● Average days to process a refund warrant	2	4	4	4	4
● Refund warrants researched for better address	9,724	10,000	10,000	10,000	10,000

- ◆ Goal 3 - To improve each taxpayer's ability to voluntarily comply with Arizona tax laws by providing clear and accurate information.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Distributors due for audit who were audited	100%	100%	100%	100%	100%
● Referrals received who were followed through to disposition	100%	100%	100%	100%	100%

**RVA.2.3 SUBPROGRAM SUMMARY  
FACILITIES AND RECORDS MANAGEMENT**

Contact: Lynette States, Assistant Director  
Phone: 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	616.1	748.7	775.8
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
<b>Program Total</b>	<b>616.1</b>	<b>748.7</b>	<b>775.8</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>26.0</b>	<b>26.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continuously improve the quality of services we provide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to complete requests for warehouse orders	5	5	5	5	5
● Average days to fill all file pull requests from Library and Archives	2	2	2	2	2
● Average days to fill file pull requests from warehouse	2	2	2	2	2
● Individual tax documents filmed (in millions)	1.9	2.1	2.3	2.5	2.7
● Corporate tax documents filmed	175,625	180,000	185,000	190,000	195,000
● Batches refilmed	2%	2%	2%	2%	2%

- ◆ Goal 2 - To achieve and maintain accurate central supply inventory.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to fill central supply requisitions	1	2	2	2	2
● Discrepancy in physical inventory (% monthly)	0	0	0	0	0

**RVA.3 PROGRAM SUMMARY**  
**INFORMATION TECHNOLOGY**  
 Contact: Sharon Wilson, Assistant Director  
 Phone: 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,086.6	8,523.9	9,371.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	1,760.0	1,140.0
Federal Funds	0.0	0.0	0.0

Program Total	7,086.6	10,283.9	10,511.7
FTE Positions	120.0	121.0	121.0

**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: 542-3141

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	258.8	325.3	332.5
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
<b>Program Total</b>	<b>258.8</b>	<b>325.3</b>	<b>332.5</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>7.0</b>	<b>7.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	100%	100%	100%	100%	100%

**RVA.3.2 SUBPROGRAM SUMMARY**  
**APPLICATIONS/OPERATIONS SUPPORT AND PLANNING**  
 Contact: Sharon Wilson, Assistant Director  
 Phone: 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. Responsible for processing, security and integrity of agency and divisional level information and taxpayer data.

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Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	6,827.8	8,198.6	9,039.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	1,760.0	1,140.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,827.8</b>	<b>9,958.6</b>	<b>10,179.2</b>
<b>FTE Positions</b>	<b>116.0</b>	<b>114.0</b>	<b>114.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To maintain sufficient mainframe computer service levels for DOR customers' needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Daily batch runs completed on- time	95%	98.5%	99%	99%	99%
● CPU response time (in seconds)	.2704	.30	.30	.30	.30
● Time system is available (actual vs. planned up time)	99.92%	99%	99%	99%	99%
● User accounts established within 3 days of request	N/A	100%	100%	100%	100%

◆ Goal 2 - To provide Information Technology customers with mainframe programming for development, enhancement and support of automated tax systems.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Request for Services (RFS) received/completed to provide for the change in year	16/16	20/20	20/20	20/20	20/20
● RFSs received/completed for program enhancements	173/98	100/57	150/85	150/100	150/100
● RFSs received/completed for internally requested program changes	88/35	25/10	50/20	50/20	50/20
● RFSs received/completed for legislative changes	48/39	50/41	50/41	50/41	50/41
● RFSs received/completed for system problems	350/225	300/193	275/177	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to complete DP 156 requests	91.7	75	80	85	90
● DP 156 requests received   completed	69   35	150   150	150   150	150   150	150   150
● Time server is available (actual vs. planned up time for LAN)	99.96%	99.3%	99.3%	99.3%	99.3%
● Network user accounts established within 3 days of request	N/A	100%	100%	100%	100%

◆ Goal 4 - To bring all system and software into Y2K compliance by October 1999.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scheduled activity completed for the upgrade third party and in-house mainframe utility software	N/A	100%	100%	N/A	N/A

● Scheduled activity completed for the upgrade of Adabase operating system and application software	N/A	100%	100%	100%	N/A
● Scheduled activity completed for the upgrade of VSAM applications	N/A	100%	100%	100%	N/A
● Scheduled activity completed to upgrade LAN/WAN, operating systems and hardware	N/A	100%	100%	100%	N/A
● Scheduled activity completed to upgrade desktop software	N/A	100%	100%	100%	N/A
● Scheduled activity completed to upgrade facilities (e.g. security system, elevators, telephones, etc.)	N/A	100%	100%	100%	N/A
● Scheduled activity completed for yearly enhancements to Fed/State and on-line filing of individual and business income tax returns	100%	100%	100%	100%	100%
● Scheduled activity completed to replace remittance/data entry system	N/A	100%	N/A	N/A	N/A

**RVA.4 PROGRAM SUMMARY**  
**DATA MANAGEMENT**  
 Contact: Jere Fredenburgh, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,405.7	4,855.3	5,097.3
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
<b>Program Total</b>	<b>4,405.7</b>	<b>4,855.3</b>	<b>5,097.3</b>
<b>FTE Positions</b>	<b>147.0</b>	<b>143.0</b>	<b>143.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Administrative/Management**
- ▶ **Tax Processing**

**RVA.4.1 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE/MANAGEMENT**  
 Contact: Jere Fredenburgh, Assistant Director  
 Phone: 542-3141  
 A.R.S. 42-102, 42-111, 42-133

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	205.5	192.4	195.6
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
<b>Program Total</b>	<b>205.5</b>	<b>192.4</b>	<b>195.6</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	100%	100%	100%	100%	100%

RVA.4.2 SUBPROGRAM SUMMARY

**TAX PROCESSING**

Contact: Jere Fredenburgh, Assistant Director  
Phone: 542-3141

A.R.S. 42-102, 42-111, 42-133

**Subprogram Mission:**

To process all incoming tax documents and associated revenues, 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,200.2	4,662.9	4,901.7
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
<b>Program Total</b>	<b>4,200.2</b>	<b>4,662.9</b>	<b>4,901.7</b>
<b>FTE Positions</b>	<b>142.0</b>	<b>140.0</b>	<b>140.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to turnaround refund	12.8	13	13	13	13
● Refunds processed (in millions)	1.2	1.3	1.5	1.6	1.8
● Income tax returns processed per calendar year (in millions)	1.90	2	2	2	2

- ◆ Goal 2 - To maximize the state's revenues by minimizing deposit turnaround times through the use of more efficient technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Remittance documents processed (in millions)	3.3	3.4	3.6	3.8	4.0
● Average turnaround days for deposits	2.0	2.0	2.0	2.0	2.0
● Date by which all income tax revenues postmarked by 4/15 are deposited	4/30	4/30	4/30	4/28	4/30
● Documents processed (in millions)	5.7	6.0	6.3	6.6	6.9

- ◆ Goal 3 - To efficiently process Transaction Privilege Tax (TPT) documents and remittances to ensure distribution to General Fund cities and counties.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● TPT documents processed (in millions)	1.66	1.73	1.80	1.87	1.94

- ◆ Goal 4 - To complete monthly mail out of TPT-1 forms in time for taxpayer timely preparation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Months mailing completed within established timeframes	12	12	12	12	12

RVA.5 PROGRAM SUMMARY

**PROPERTY VALUATION AND EQUALIZATION**

Contact: Steve Partridge, Assistant Director  
Phone: 542-3529

A.R.S. 42-104, 42-141

**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)		
FY1997 Actual	FY1998 Estimate	FY1999 Estimate



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General Funds	3,051.0	3,086.2	3,169.7
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
<b>Program Total</b>	<b>3,051.0</b>	<b>3,086.2</b>	<b>3,169.7</b>
<b>FTE Positions</b>	<b>80.0</b>	<b>76.0</b>	<b>76.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Administrative/Management**
- ▶ **Property Valuation**
- ▶ **Assessment Standards And Equalization**

RVA.5.1	SUBPROGRAM SUMMARY
	<b>ADMINISTRATIVE/MANAGEMENT</b>
	Contact: Steve Partridge, Assistant Director
	Phone: 542-3529
	A.R.S. 42-104, 42-141

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	205.2	209.7	214.9
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
<b>Program Total</b>	<b>205.2</b>	<b>209.7</b>	<b>214.9</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	100%	100%	100%	100%	100%

RVA.5.2	SUBPROGRAM SUMMARY
	<b>PROPERTY VALUATION</b>
	Contact: Steve Partridge, Assistant Director
	Phone: 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,757.2	1,735.7	1,782.7
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
<b>Program Total</b>	<b>1,757.2</b>	<b>1,735.7</b>	<b>1,782.7</b>
<b>FTE Positions</b>	<b>43.0</b>	<b>41.0</b>	<b>41.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CVP taxpayers valued	828	828	845	861	879
● Site visits	17	15	14	14	14
● Corrections to allocated values after 8/31	2	2	5	5	5
● Full cash value (in billions)	21.3	21.3	21.4	21.8	22.3

- ◆ Goal 2 - To ensure fair and accurate values of locally assessed properties.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Guidelines drafted	6	6	6	6	6
● County Assessor properties reviewed	300	360	360	360	360
● Visits to County Assessor offices	30	36	36	36	36
● Workshops conducted	8	8	8	8	8
● Appraisal tools developed	3	2	2	2	2

- ◆ Goal 3 - To ensure compliance with county contractual agreements and all statutory responsibilities assigned.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requested & scheduled computer tasks	3,590	3,600	3,800	3,800	3,800
● School district tax reduction rates/amount figured	231	235	235	235	235
● Analysis of property annexation resulting in adjusted tax distribution to taxing authorities	924	1,200	1,200	1,200	1,200

**RVA.5.3 SUBPROGRAM SUMMARY**  
**ASSESSMENT STANDARDS AND EQUALIZATION**

Contact: Steve Partridge, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,088.6	1,140.8	1,172.1
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
<b>Program Total</b>	<b>1,088.6</b>	<b>1,140.8</b>	<b>1,172.1</b>
<b>FTE Positions</b>	<b>32.0</b>	<b>30.0</b>	<b>30.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain fair and equal sales ratios statewide for each property type.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sales Ratio: (Assessor's values divided by sales prices) - Residential	75.0	77.0	77.0	77.0	77.0
● Sales Ratio: (Assessor's values divided by sales prices) - Commercial	76.0	78.0	78.0	78.0	78.0
● Sales Ratio: (Assessor's values divided by sales prices) - Vacant Land	68.4	70.0	70.0	70.0	70.0
● Coefficient of Dispersion (COD) (Measures of uniformity or consistency of sales ratio) - Residential	12.7	13.0	13.0	13.0	13.0
● Coefficient of Dispersion - Commercial	29.6	28.0	28.0	28.0	28.0
● Coefficient of Dispersion - Vacant Land	32.2	30.0	30.0	30.0	30.0

- ◆ Goal 2 - To provide training and appraisal certification courses to county and state appraisal staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Courses conducted	30	9	18	27	27
● Students	469	160	290	420	420
● Appraisers certified at: Provisional Level	41	20	40	60	60

- Appraisers certified at: Level 1 59 20 40 60 60
- Appraisers certified at: Level 2 40 20 30 40 40

- ◆ Goal 3 - To provide current information and appraisal methodology to appraisal staff and the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Manuals maintained	6	7	7	7	7
● Subscribers	2,300	2,345	2,400	2,400	2,400
● Guidelines and updates issued	18	33	24	24	24

- ◆ Goal 4 - To ensure properties are placed on the tax rolls in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Building permits processed	180,000	175,000	175,000	175,000	175,000
● Processing error rate	< 1%	< 1%	< 1%	< 1%	< 1%

**RVA.6 PROGRAM SUMMARY**  
**COMPLIANCE**

Contact: Richard Milanese, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,330.5	8,260.5	8,618.8
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
<b>Program Total</b>	<b>7,330.5</b>	<b>8,260.5</b>	<b>8,618.8</b>
<b>FTE Positions</b>	<b>264.0</b>	<b>275.0</b>	<b>275.0</b>

**This Program Contains the following Subprograms:**

- ▶ Administrative/Management
- ▶ Compliance and Receivables

**RVA.6.1 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE/MANAGEMENT**

Contact: Richard Milanese, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	197.4	325.4	330.6
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
<b>Program Total</b>	<b>197.4</b>	<b>325.4</b>	<b>330.6</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To meet taxpayer expectations in our compliance efforts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction (scale of 1-5, 5 being high)	3.92	4	4	4	4

- ◆ Goal 2 - To establish objectives for the subprograms and provide on-going measures for each.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	100%	100%	100%	100%	100%

RVA.6.2 SUBPROGRAM SUMMARY  
**COMPLIANCE AND RECEIVABLES**  
 Contact: Richard Milanese, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,133.1	7,935.1	8,288.2
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
<b>Program Total</b>	<b>7,133.1</b>	<b>7,935.1</b>	<b>8,288.2</b>
<b>FTE Positions</b>	<b>259.0</b>	<b>270.0</b>	<b>270.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To fairly and efficiently manage accounts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Taxpayers contacted within 30 days of assignment to a collector work list	93.9%	90%	90%	90%	90%
● Accounts closed	197,975	190,000	190,000	190,000	190,000
● Offers in compromise accepted	257	250	250	250	250
● Offers in compromise closed within 60 days	N/A	80%	80%	80%	80%

- ◆ Goal 2 - To ensure business compliance with licensing requirements through careful monitoring of businesses' activity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Compliance licenses issued	5,437	5,000	5,000	5,000	5,000
● Compliance checks conducted	251,522	230,000	230,000	230,000	230,000
● Number of events attended	48	48	48	48	48

- ◆ Goal 3 - To maintain the Department's automated accounts receivable system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Maintenance (e.g. penalty abatements, audit adjustments, billing corrections)	95,189	63,000	63,000	63,000	63,000
● Days to turn around maintenance	1	1	1	1	1
● Error rate on maintenance	0.2%	0.2%	0.2%	0.2%	0.2%

RVA.7 PROGRAM SUMMARY  
**TAXPAYER SUPPORT**  
 Contact: Marquetta White, Assistant Director  
 Phone: 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,395.6	3,067.7	3,178.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	345.1	441.6	445.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,740.7</b>	<b>3,509.3</b>	<b>3,624.6</b>
<b>FTE Positions</b>	<b>132.0</b>	<b>115.0</b>	<b>115.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Administrative/Management**
- ▶ **Licensing**
- ▶ **Taxpayer Services**

RVA.7.1 SUBPROGRAM SUMMARY	
ADMINISTRATIVE/MANAGEMENT	
Contact: Marquetta White, Assistant Director	
Phone: 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 taxpayers' service programs.

**Subprogram Description:**

The administrative staff is responsible for ensuring the division provides leadership and administrative services which support the sections so that we can best serve 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	300.0	142.0	145.2
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
<b>Program Total</b>	<b>300.0</b>	<b>142.0</b>	<b>145.2</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (survey scale 1-5)	4.6	4.6	4.7	4.7	4.8

- ◆ Goal 2 - To monitor the outreach/educational programs to enhance voluntary compliance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Education programs conducted	113	200	210	220	230
● Attendees	12,345	12,750	14,800	15,200	15,400
● Outreach opportunities to speak at service/professional organizations	NA	200	250	300	350

- ◆ Goal 3 - To provide a high quality monthly newsletter (Arizona Tax News) to our customers. (The number of subscribers will dwindle due to increases in use of Internet.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tax News subscribers	2,051	2,416	1,700	1,600	1,500
● Internet site visits	N/A	3,600	4,800	6,000	7,200

RVA.7.2 SUBPROGRAM SUMMARY	
LICENSING	
Contact: Marquetta White, Assistant Director	
Phone: 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 74 contract cities. The Bingo section licenses bingo operations (except those on Indian reservations); ensures all licensed operations comply with the rules established for these games, and provides rules and record keeping requirements to all new licensees.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,449.3	990.3	1,034.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27.7	60.0	55.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,477.0</b>	<b>1,050.3</b>	<b>1,089.7</b>
<b>FTE Positions</b>	<b>56.0</b>	<b>37.0</b>	<b>37.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To process business tax licenses and renewals in a timely and accurate manner.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications processed	46,299	52,000	53,000	54,000	55,000
● Maintenance processed	100,768	115,000	115,000	120,000	125,000
● Applications turnaround (days)	2.9	3.0	3.0	3.0	3.0
● Maintenance turnaround (days)	4.7	5.0	5.0	5.3	5.7

◆ Goal 2 - To improve voluntary compliance with Bingo tax laws.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to issue new licenses	6	12	12	12	12
● Average days to issue renewals	15	15	15	15	15

**RVA.7.3 SUBPROGRAM SUMMARY  
TAXPAYER SERVICES**

Contact: Marquetta White, Assistant Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,646.3	1,935.4	1,998.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	317.4	381.6	390.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,963.7</b>	<b>2,317.0</b>	<b>2,389.7</b>
<b>FTE Positions</b>	<b>71.0</b>	<b>75.0</b>	<b>75.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To timely, accurately and courteously respond to all taxpayer inquiries.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Taxpayers served - Walk-ins	22,297	23,400	23,500	23,600	23,700
● Taxpayers served - Correspondence	32,737	33,000	33,200	33,300	33,400
● Taxpayers served - Telephone calls	446,498	450,000	420,000	421,000	422,000

◆ Goal 2 - To ensure prompt response to taxpayers written inquiries.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Correspondence turnaround (Average Days)	20	16	16	16	16

◆ Goal 3 - To process and maintain all requests for penalty/interest abatements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases reviewed	6,678	7,000	7,300	7,600	7,900
● Cases: abatement approved	5,869	N/A	N/A	N/A	N/A
● Cases: abatement denied	809	N/A	N/A	N/A	N/A

◆ Goal 4 - To process debt setoff match notifications, agency/court responses and warrants within established time frames.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to distribute match notifications to participants	N/A	2	2.5	3.0	3.5
● Days to enter system Finalization Notices	N/A	2.83	3.0	3.5	4.0
● Days to process agency warrants after receipt	N/A	2.5	3.0	3.5	4.0

**RVA.8 PROGRAM SUMMARY  
TAXATION**

Contact: Stephen B. Shiffrin, Assistant Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,078.1	7,315.6	6,242.6
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
<b>Program Total</b>	<b>6,078.1</b>	<b>7,315.6</b>	<b>6,242.6</b>
<b>FTE Positions</b>	<b>181.0</b>	<b>171.0</b>	<b>171.0</b>

**This Program Contains the following Subprograms:**

- ▶ Administrative/Management
- ▶ Income Tax Audit

**RVA.8.1 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE/MANAGEMENT**  
 Contact: Stephen B. Shiffrin, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	270.9	279.9	284.1
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
<b>Program Total</b>	<b>270.9</b>	<b>279.9</b>	<b>284.1</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>4.0</b>	<b>4.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish objectives for the subprograms and provide on-going measures for each.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Objectives met as scheduled	N/A	100%	100%	100%	100%

**RVA.8.2 SUBPROGRAM SUMMARY**  
**INCOME TAX AUDIT**  
 Contact: Stephen B. Shiffrin, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,807.2	7,035.7	5,958.6
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
<b>Program Total</b>	<b>5,807.2</b>	<b>7,035.7</b>	<b>5,958.6</b>
<b>FTE Positions</b>	<b>175.0</b>	<b>167.0</b>	<b>167.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the accuracy of tax returns filed by taxpayers.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	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)	97.7	96.4	96.6	96.8	97

- ◆ Goal 2 - To provide quality audit product to taxpayers.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (scale 1-5) - Income Tax Audit	4.06	4	4	4	4
● Customer satisfaction level (% of favorable responses) - Corporate Tax Audit	100	80	81	82	83

**RVA.9 PROGRAM SUMMARY**  
**TRANSACTION PRIVILEGE TAX**  
 Contact: Terry Trost, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,960.8	5,898.1	6,091.1
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
<b>Program Total</b>	<b>5,960.8</b>	<b>5,898.1</b>	<b>6,091.1</b>
<b>FTE Positions</b>	<b>163.0</b>	<b>161.0</b>	<b>161.0</b>

**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: 542-4656

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	72.2	148.0
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
<b>Program Total</b>	<b>0.0</b>	<b>72.2</b>	<b>148.0</b>
FTE Positions	0.0	3.0	3.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Suggestions submitted	4	4	4	4	4

RVA.9.2 SUBPROGRAM SUMMARY  
**TRANSACTION PRIVILEGE TAX AUDIT**  
 Contact: Terry Trost, Assistant Director  
 Phone: 542-4656

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,960.8	5,825.9	5,943.2
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
<b>Program Total</b>	<b>5,960.8</b>	<b>5,825.9</b>	<b>5,943.2</b>
FTE Positions	163.0	158.0	158.0

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To provide quality, customer services that meet customer expectations.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction level (survey scale 1-5)	N/A	4.62	4.7	4.72	4.75

- ◆ **Goal 2 - To reduce turnaround time on internal portion of contested audits.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Turnaround time (days) or internal portion of contested audits [target = 2.5 day reduction (year)]	60	57.5	55.0	52.5	50.0



<b>AGENCY SUMMARY</b>	
<b>SECRETARY OF STATE - DEPARTMENT OF STATE</b>	
Betsey Bayless, Secretary of State	STA
Contact: Warren Whitney, Asst. Secretary of State	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; administers election functions, including canvass and certification of statewide elections, coordinates the 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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	813.6	722.0	704.9
➤ BUSINESS SERVICES	552.6	464.0	626.7
➤ PUBLIC SERVICES	791.2	812.0	749.2
➤ ELECTION SERVICES	1,978.9	807.3	2,370.6
Capital Funds	0.0	0.0	0.0
Agency Total	4,136.2	2,805.3	4,451.5

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,018.9	2,805.3	4,374.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	117.3	0.0	76.8
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	4,136.2	2,805.3	4,451.5

Capital Funds	0.0	0.0	0.0
Agency Total	4,136.2	2,805.3	4,451.5
FTE Positions	36.0	38.0	38.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - The Secretary of State is the "Chief State Election Officer" who is responsible for coordination of state responsibilities under the National Voter Registration Act of 1993. The Secretary of State also provides for the manual or electronic generation and transmittal of voter registration information in conformity with the confidentiality requirements of the National Voter Registration Act of 1993. A.R.S §16-142 and A.R.S. §16-112 permits the Secretary of State 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.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- 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	Baseline	N/A	N/A	N/A
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- Coordinate electronic resources 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.
 

	N/A	Baseline	Baseline	50	100
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- ◆ Goal 2 - The Office of the Secretary of State seeks to provide an environment which facilitates the filing and retrieval of public documents and transactions utilizing state-of-the-art technology. To provide the public, business community and governmental bodies with printed materials and on-line information and service.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Completion of technology upgrade projects
 

	N/A	100%	100%	100%	100%
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- To provide optional electronic filing with digital signatures
 

	N/A	N/A	50	100	100
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- Achieve full Year 2000 (Y2K) Compliance
 

	N/A	50	100	100	100
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- To provide on line-service for filings and retrieving documentation
 

	N/A	25	100	100	100
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- To provide on-line service and expanded Web Site with forms available for download.
 

	N/A	N/A	N/A	40	100
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● To strive to reduce turn-around time for document filings	100	100	100	100	100
● To allow agencies to file their rules electronically through the Internet.	N/A	N/A	N/A	100	100
● To serve the public by providing printed materials accurately and expeditiously.	100	100	100	100	100

<b>STA.1</b> <b>PROGRAM SUMMARY</b> <b>ADMINISTRATION</b> Contact: Warren Whitney, Asst. Secretary of State Phone: 542-4919 Constitution & A.R.S. 41-121 et seq.
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**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	813.6	722.0	704.9
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
<b>Program Total</b>	<b>813.6</b>	<b>722.0</b>	<b>704.9</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion of technology upgrade projects	N/A	100%	100%	100%	100%
● Optional electronic filing with digital signatures	N/A	N/A	50	100	100
● People filing with digital signatures	N/A	N/A	N/A	N/A	Baseline
● Web Site- Expand On-Line Services to include all forms	N/A	25	100	100	100
● Year 2000 Technology Compliance	N/A	50	100	100	100
● To provide on-line search capability for all Trademarks and Trade Names	N/A	5	50	100	100
● Publish the Blue Book on-line	N/A	25	100	100	100
● People accessing on-line order forms for the Blue Books	N/A	N/A	N/A	N/A	100
● Publish the Arizona Administrative Register on-line	N/A	50	100	100	100
● People accessing on-line the Arizona Administrative Register	N/A	N/A	N/A	N/A	100

<b>STA.2</b> <b>PROGRAM SUMMARY</b> <b>BUSINESS SERVICES</b> Contact: Lynda Reithmann, Director Phone: 542-5561 A.R.S. 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.;
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**Program Mission:**

*To support and provide resources to the business community through essential filings.*

**Program Description:**

The Business Services Division exists to centralize statewide registration of trademarks, trade names, limited partnerships, foreign limited partnerships; to pip and foreign limited partnerships; to perfect Uniform Commercial Code filings for the general public and to register charities, telemarketers and fund raisers for charities.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	450.5	464.0	552.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	102.1	0.0	74.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>552.5</b>	<b>464.0</b>	<b>626.7</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve customer protection and service.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Documents returned in 48 hours	N/A	90%	91%	100%	100%
● Completion of fax filing project for UCC filings	N/A	50%	100%	100%	100%
● UCCs filed by fax	N/A	N/A	N/A	N/A	100

- ◆ Goal 2 - To provide access to public documents and on-line database search access.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To provide Charity information on-line	N/A	100	100	100	100
● Number of public access to Charity information on-line	N/A	N/A	Baseline	100	100
● To provide Partnership information on-line	N/A	N/A	N/A	100	100
● Number of public access to Partnership information on-line	N/A	N/A	N/A	N/A	Baseline

<b>STA.3</b> <b>PROGRAM SUMMARY</b> <b>PUBLIC SERVICES</b> Contact: Mimi Griffiths, Director Phone: 542-0223 A.R.S. 41-311 et seq.; 41-1001 et seq.
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**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	775.9	812.0	746.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15.3	0.0	2.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>791.2</b>	<b>812.0</b>	<b>749.2</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To serve the public by providing printed materials accurately and expeditiously.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion of on-line: - filing	N/A	20%	100%	100%	100%
● Completion of on-line: - retrieval	N/A	25%	100%	100%	100%
● Completion of on-line: - document production	N/A	50%	100%	100%	100%
● Completion of on-line: - information storage	N/A	50%	100%	100%	100%

- ◆ Goal 2 - To create a public relations program to alert the public about the availability of programs and services.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Percent of completion of brochures and flyers	N/A	75%	100%	100%	100%

- ◆ Goal 3 - To develop new brochures, booklets and flyers as mandated by law or requested by the public; to print them in-house as required with 30-35% using the four-color process.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion of brochures, booklets, and flyers involving more use of color	N/A	N/A	5%	30%	100%

- ◆ Goal 4 - To allow agencies filing rules to do so electronically over the Internet.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Number or percent of agencies filing rules over the Internet	N/A	N/A	0	20	100

- ◆ Goal 5 - To create a user-friendly database of notary public applications to enable the public to renew notary commissions over the Internet.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Number or percent of notaries who renew over the Internet	N/A	N/A	0	40	100

STA.4

PROGRAM SUMMARY

**ELECTION SERVICES**

Contact: Jessica Funkhouser, Director  
Phone: 542-6167

A.R.S. 16-101 et seq.; 19-101 et seq.; 38-541 et seq.;

**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; 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 election; 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 voting and election officials. All filings and data mentioned above are available for use and copying by the public.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,978.9	807.3	2,370.6
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
<b>Program Total</b>	<b>1,978.9</b>	<b>807.3</b>	<b>2,370.6</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**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. To coordinate the state's responsibilities under the National Voter Registration Act of 1993 and to provide voter registration in conjunction with the Arizona Motor Vehicle Division's driver's license application.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop & Market upgraded Campaign Finance Software.	N/A	75	100	100	100
● Percent of Campaign Committees using electronic filing.	N/A	Baseline	N/A	N/A	N/A
● Campaign finance data available for on-line retrieval.	N/A	100%	100%	100%	100%
● Development of electronic filing system for lobbyist reports.	N/A	N/A	100	100	100

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Percent of lobbyists using electronic filing.	N/A	N/A	N/A	N/A	N/A

◆ Goal 2 - To coordinate statewide voter registration as provided under the National Voter registration Act of 1993. Provide manual or electronic generation and transmittal of voter registration information in conformity with the confidentiality requirements as provided in the Act of 1993. Implement voter registration progressive programs, in conjunction with the Motor Vehicle Division and Arizona's 15 County Recorders.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● To develop and coordinate statewide voter registration	N/A	20	100	100	100
● Coordinate in conjunction with the Motor Vehicle Division and 15 Arizona County Recorders	N/A	20	100	100	100
● Use of electronic resources to clean-up voter registration rolls and re-register voters at their new addresses, if the records show they have moved.	N/A	N/A	Baseline	50	100
● To provide for the manual and electronic generation and transmittal of voter registrations and provide for electronic generation changes in voter registration information, including address, in conformity with the confidentiality requirements of the National Voter Registration Act of 1993.	N/A	N/A	Baseline	50	100
● To receive information on felony convictions in 15 Arizona counties and transmit that information to the County Recorders for maintenance of accurate voter registration rolls.	N/A	N/A	Baseline	50	100
● Transfer of driver's license application information, including renewal and change of address, and voter registration information from the Department of Transportation to the voter registration rolls.	N/A	N/A	Baseline	50	100



AGENCY/PROGRAM SUMMARY

**SENATE**

Senator Brenda Burns, President of the Senate SNA  
 Contact: Rob Dalager, Director of Operations 542-5418

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,563.5	6,263.7	6,401.2
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	5,563.5	6,263.7	6,401.2
Capital Funds	0.0	0.0	0.0
Agency Total	5,563.5	6,263.7	6,401.2
FTE Positions	0.0	0.0	0.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To carry out public policy that is reflective of voter sentiment and concerns of Arizona citizens.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- none

- ◆ Goal 2 - To conduct legislative business in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Days in regular session 99 129 100 100 100
- Special sessions 2 3 4 4 5
- Days in special sessions 7 41 16 16 20
- Days to complete the budget 4 9 4 4 4

- ◆ Goal 3 - To respond to constituents in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Individuals assisted through the constituent services office 216 833 1250 1500 1650
- Initial phone responses made within 48 hours Members and staff respond to hundreds of additional concerns that do not go through the Constituent Services Office (%) N/A N/A 85% 90% 95%



AGENCY/PROGRAM SUMMARY  
**STATE BOARD OF TAX APPEALS**

Ruben M. Medina, Executive Director TXA  
 Contact: Ruben M. Medina, Executive Director 528-3966  
 A.R.S. 42-171

**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:**

Hears and decides appeals filed by taxpayers and Arizona municipalities concerning income, transaction privilege, use, luxury, and estate taxes.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	266.4	292.0	289.5
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	<u>266.4</u>	<u>292.0</u>	<u>289.5</u>
Capital Funds	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Agency Total	<u><u>266.4</u></u>	<u><u>292.0</u></u>	<u><u>289.5</u></u>
FTE Positions	<u><u>4.5</u></u>	<u><u>4.5</u></u>	<u><u>4.5</u></u>

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To receive and process tax appeals as expeditiously as possible to prevent further delays in the appeals process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tax Appeals Caseload Processing	426	490	565	650	700
● Tax Appeals Resolved	113	130	150	170	195
● Backlog Requiring Written Decision	70	70	65	65	60
● Months to Process Appeal	15-16	15-16	13-14	11-12	09-10



**AGENCY SUMMARY**  
**OFFICE OF TOURISM**

Mark McDermott, Director TOA  
Contact: Robert E. McCracken Jr., Dir of Bus. 248-1493  
Affairs

**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 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 industry sales and marketing programs, and 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ DOMESTIC MEDIA ADVERTISING	2,777.7	3,229.9	3,630.1
➤ TRAVEL COUNSELING AND DIRECT MAIL MARKETING	1,121.7	1,321.7	1,421.7
➤ INTERNATIONAL AND DOMESTIC TRADE MARKETING	835.5	894.0	894.0
➤ MEDIA PROMOTION AND COMMUNICATIONS	286.1	286.1	286.1
➤ TOURISM DEVELOPMENT AND FUNDS SHARING	739.8	790.0	790.0
➤ WELCOME CENTER OPERATIONS	313.5	321.2	327.6
➤ BUSINESS ADMINISTRATION	1,382.3	1,452.6	1,477.1
Capital Funds	0.0	0.0	0.0
Agency Total	7,456.6	8,295.5	8,826.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,456.6	8,295.5	8,826.6
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	7,456.6	8,295.5	8,826.6
Capital Funds	0.0	0.0	0.0
Agency Total	7,456.6	8,295.5	8,826.6

FTE Positions 21.0 22.0 22.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Economic impact for Arizona economy stimulated by AOT efforts in media advertising and direct mail marketing (millions)	\$205M	\$161M	\$188M	\$188M	\$188M
● Economic impact per \$1 expended by AOT in media advertising and direct mail marketing (dollars)	\$53.00	\$35.00	\$37.00	\$37.00	\$37.00
● Tax revenues for the State of Arizona stimulated by AOT efforts in media advertising and direct mail marketing (millions)	\$9.0M	\$7.1M	\$8.3M	\$8.3M	\$8.3M
● Economic development for Arizona economy stimulated by AOT operation of Lupton Welcome Center (millions)	\$1.3M	\$2.0M	\$2.2M	\$2.4M	\$2.5M
● Economic impact per \$1 expended by AOT in efforts at the Lupton Welcome Center (dollars)	\$4.00	\$6.00	\$7.00	\$7.00	\$8.00
● Tax revenues for the State of Arizona stimulated by AOT efforts at the Welcome Center at Lupton (thousands)	\$57.2K	\$88.0K	\$96.8K	\$105.6K	\$110.0K

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● 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	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
● Value of media familiarization tour services contributed for every \$1 of such costs incurred by AOT	\$3.20	\$3.60	\$2.00	\$2.00	\$2.00
● Dollars contributed from travel and tourism industry participants in AOT sponsored trade initiatives for every \$1 of such costs incurred by AOT	\$1.60	\$1.20	\$1.00	\$1.00	\$1.00

● Dollars contributed 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	\$1.00
● Value of dollars contributed by travel and tourism industry in support of AOT marketing initiatives above	\$2.1M	\$2.3M	\$2.0M	\$2.0M	\$2.0M

**TOA.1 PROGRAM SUMMARY**  
**DOMESTIC MEDIA ADVERTISING**  
 Contact: Gary A. Vrabel, Dir. of Advertising  
 Phone: 248-1510  
 A.R.S. 41-2302, 41-2305

**Program 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.*

**Program Description:**

Domestic Media Advertising is 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,777.7	3,229.9	3,630.1
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
<b>Program Total</b>	<b>2,777.7</b>	<b>3,229.9</b>	<b>3,630.1</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To shape a positive image of Arizona which affirmatively motivates travelers to experience the diversity of the state.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Advertising cost per inquiry for Arizona travel planning materials	\$3.10	\$5.15	\$6.00	\$6.00	\$6.00
● Inquiries for Arizona travel planning materials	636,972	500,000	500,000	500,000	500,000
● Inquiries leading to Arizona travel parties within a year	273,897	215,000	250,000	250,000	250,000
● Average incremental expenditure by travel party receiving AOT materials over average expenditure by all AZ travel parties	\$750	\$750	\$750	\$750	\$750
● Economic impact for Arizona economy stimulated by AOT efforts (millions)	\$205M	\$161M	\$188M	\$188M	\$188M
● Tax revenues for the State of Arizona stimulated by AOT efforts (millions)	\$9.0M	\$7.1M	\$8.3M	\$8.3M	\$8.3M

**TOA.2 PROGRAM SUMMARY**  
**TRAVEL COUNSELING AND DIRECT MAIL MARKETING**  
 Contact: Kathy Dahnk, Dir. Facilities & Fulfillment  
 Phone: 248-1500  
 A.R.S. 41-2302, 41-2305

**Program Mission:**

*To convert awareness generated by the Domestic Media Advertising program into interest and motivation to travel to Arizona.*

**Program Description:**

This program 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,121.7	1,321.7	1,421.7
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
<b>Program Total</b>	<b>1,121.7</b>	<b>1,321.7</b>	<b>1,421.7</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>

**Program 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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Toll-free calls abandoned per 100 toll free calls received	1.9%	0.5%	5%	5%	5%
● Travel kits received within the time frame indicated to the caller	99%	99%	95%	95%	95%
● Callers expressing satisfaction with information in travel kits	99%	99%	95%	95%	95%

**TOA.3 PROGRAM SUMMARY**  
**INTERNATIONAL AND DOMESTIC TRADE MARKETING**  
 Contact: Don Prince, Dir of Travel Industry Marketing  
 Phone: 248-1487  
 A.R.S. 41-2302, 41-2305

**Program 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.*

**Program Description:**

The program 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	835.5	894.0	894.0
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
<b>Program Total</b>	<b>835.5</b>	<b>894.0</b>	<b>894.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>

**Program 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars contributed from participants in AOT trade initiatives for every \$1 of such costs incurred by AOT.	1.6	1.2	1.0	1.0	1.0

TOA.4 PROGRAM SUMMARY  
**MEDIA PROMOTION AND COMMUNICATIONS**  
 Contact: Leia James, Dir of Communications  
 Phone: 248-1505  
 A.R.S. 41-2302, 41-2305

**Program 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.*

**Program Description:**

The program 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	286.1	286.1	286.1
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
<b>Program Total</b>	<b>286.1</b>	<b>286.1</b>	<b>286.1</b>

FTE Positions	3.0	3.5	3.5
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**Program 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollar value of Familiarization Tour services contributed for every \$1 of such costs incurred by AOT	3.2	3.6	2.0	2.0	2.0
● Value of media coverage generated by AOT's efforts for every \$1 expended on media promotions	27.3	24.2	15.0	15.0	15.0

TOA.5 PROGRAM SUMMARY  
**TOURISM DEVELOPMENT AND FUNDS SHARING**  
 Contact: Gary A. Vrabel, Dir of Advertising  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	739.8	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
<b>Program Total</b>	<b>739.8</b>	<b>790.0</b>	<b>790.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Awareness demonstrated through applications for available program funds	\$1,441.0	\$1,384.0	\$1,000.0	\$1,000.0	\$1,000.0
● Community satisfaction with development programs (on a scale of 1 to 5)	3.10	3.64	3.50	3.50	3.50



TOA.6 PROGRAM SUMMARY  
**WELCOME CENTER OPERATIONS**  
 Contact: Kathy Dahnk, Dir, Facilities & Fulfillment  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	313.5	321.2	327.6
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
<b>Program Total</b>	<b>313.5</b>	<b>321.2</b>	<b>327.6</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase the level of their tourism related expenditures throughout Arizona.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Visitors stopping for information or materials at the Lupton welcome center	65,799	100,000	110,000	117,700	123,600
● Ratio of total program costs to each visitor to the Lupton Welcome Center	\$4.81	\$3.21	\$2.98	\$2.78	\$2.64
● Average incremental expenditure stimulated by Welcome Center visits and materials	\$20.45	\$20.45	\$20.45	\$20.45	\$20.45
● Economic development throughout Arizona stimulated by Welcome Center efforts (millions)	\$1.3M	\$2.0M	\$2.2M	\$2.4M	\$2.5M

TOA.7 PROGRAM SUMMARY  
**BUSINESS ADMINISTRATION**  
 Contact: Robert E. McCracken Jr., Dir. Bus Affairs  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,382.3	1,452.6	1,477.1
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
<b>Program Total</b>	<b>1,382.3</b>	<b>1,452.6</b>	<b>1,477.1</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.5</b>	<b>7.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to process vendor payables (in days)	6.4	5.9	10	10	10
● Average days to process employee travel claims (in days)	6.4	5.9	10	10	10



AGENCY SUMMARY  
**STATE TREASURER**

Tony West, State Treasurer TRA  
Contact: Richard J. Petrenka, Deputy State Treasurer 542-1448

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ BANKING AND INVESTMENT SERVICES	1,774.4	2,002.0	2,101.5
➤ JUSTICE OF THE PEACE SALARIES-SLI	2,131.0	2,237.0	2,348.9
➤ SUMMER YOUTH EMPLOYMENT AND TRAINING-SLI	0.0	1,000.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	3,905.4	5,239.0	4,450.4

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,905.4	5,239.0	4,450.4
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	3,905.4	5,239.0	4,450.4
Capital Funds	0.0	0.0	0.0
Agency Total	3,905.4	5,239.0	4,450.4
FTE Positions	34.0	36.0	36.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To ensure that all Office functions and operations remain responsive to the needs of our depositors and investors through the effective use of human resources, advancing technologies, and procedures.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Treasury customers rating services as satisfactory or better	N/A	N/A	75%	78%	80%

TRA.1 PROGRAM SUMMARY  
**BANKING AND INVESTMENT SERVICES**

Contact: Richard Petrenka, Deputy State Treasurer  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,774.4	2,002.0	2,101.5
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	1,774.4	2,002.0	2,101.5
FTE Positions	34.0	36.0	36.0

**This Program Contains the following Subprograms:**

- ▶ **Receipting Services**
- ▶ **Investing Services**
- ▶ **Disbursing Services**

TRA.1.1 SUBPROGRAM SUMMARY  
**RECEIPTING SERVICES**

Contact: Richard J. Petrenka, Deputy State Treasurer  
Phone: 542-1448  
Contact: James F. McLaughlin, Admin. Svcs. Mgr.  
Phone: 542-5815  
A.R.S. 35-317; 41-172

**Subprogram Mission:**

To receive and keep custody over all monies belonging to the state that are not required to be kept by some other person and to provide safekeeping services to state agencies.

**Subprogram Description:**

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	661.5	681.7	734.2
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
<b>Program Total</b>	<b>661.5</b>	<b>681.7</b>	<b>734.2</b>
FTE Positions	14.5	14.5	14.5

**Subprogram 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Deposits/releases of state-agency pledged securities	1,075	1,200	1,250	1,300	1,350
● Book value of state- agency pledged securities (in billions)	2.366	2.400	2.500	2.600	2.700
● Non-sufficient funds (NSF) checks processed	10,980	12,000	12,500	13,000	13,500
● Deposits with the State Treasurer	46,275	48,000	50,000	52,000	54,000

**TRA.1.2 SUBPROGRAM SUMMARY**  
**INVESTING SERVICES**  
 Contact: Richard J. Petrenka, Deputy State Treasurer  
 Phone: 542-1448  
 Contact: Neal E. Helm, Deputy State Treasurer - Investments  
 Phone: 542-1495  
 A.R.S. 35-312, et. seq.

**Subprogram Mission:**

*To ensure that all monies entrusted to the State Treasurer for investment are fully invested and earn the highest rate of return commensurate with safety of principal, liquidity requirements and the applicable statutory guidelines.*

**Subprogram Description:**

The State Treasurer manages a fixed income portfolio of \$6.1 billion. The portfolio includes approximately 450 different issues. The securities held include U.S. Government and agency securities, repurchase agreements, commercial paper, collateralized mortgage obligations, and corporate bonds. Maturities range from overnight to 30 years, and the securities are spread across approximately 650 accounts that are included in 24 pools. These securities are actively managed (bought and sold) and monitored to take advantage of changes in the various market conditions and income opportunities within those markets.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	903.4	1,107.6	1,144.2
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
<b>Program Total</b>	<b>903.4</b>	<b>1,107.6</b>	<b>1,144.2</b>
FTE Positions	13.5	15.5	15.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ratio of yield of LGIP to S&P LGIP Index	N/A	.80	.80	.80	.80
● Ratio of yield of LGIP - GOV to 3 Month Treasury Bill	N/A	.80	.80	.80	.80
● Ratio of yield of Endowment Pools to Salomon Big Bond Index	N/A	.80	.80	.80	.80

**TRA.1.3 SUBPROGRAM SUMMARY**  
**DISBURSING SERVICES**  
 Contact: Richard J. Petrenka, Deputy State Treasurer  
 Phone: 542-1448  
 Contact: James F. McLaughlin, Admin. Svcs. Mgr.  
 Phone: 542-5815  
 A.R.S. 41-172

**Subprogram Mission:**

*To pay warrants of the Department of Administration and to serve as the central point for disbursements of funds to local governments and other organizations.*

**Subprogram Description:**

Each day the Treasurer's Office receives information from the state servicing bank and the Department of Administration on the warrants that have been presented for payment. Checks are produced to pay for these warrants, and reconciliations are made to ensure the accuracy of the data presented. In addition, the Office is responsible for disbursing funds to the cities, towns, and counties; as well as other organizations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	209.5	212.7	223.1
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
<b>Program Total</b>	<b>209.5</b>	<b>212.7</b>	<b>223.1</b>
FTE Positions	6.0	6.0	6.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Wire transfers in and out of servicing bank	25,039	26,000	27,000	28,000	29,000
● Checks written against servicing bank	1,410	1,450	1,450	1,450	1,450
● Distributions to local governments (in billions)	4.032	4.265	4.478	4.702	4.937
● Distributions to others (in billions)	1.160	1.227	1.288	1.353	1.420

**TRA.2 PROGRAM SUMMARY**

**JUSTICE OF THE PEACE SALARIES-SLI**

Contact: Richard J. Petrenka, Deputy State Treasurer  
 Phone: 542-1448  
 Contact: James F. McLaughlin, Admin. Svcs. Mgr.  
 Phone: 542-5815  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,131.0	2,237.0	2,348.9
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
<b>Program Total</b>	<b>2,131.0</b>	<b>2,237.0</b>	<b>2,348.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims processed	75	75	75	75	75

**TRA.3 PROGRAM SUMMARY**

**SUMMER YOUTH EMPLOYMENT AND TRAINING-SLI**

Contact: Richard J. Petrenka, Deputy State Treasurer  
 Phone: 542-1448  
 Contact: James F. McLaughlin, Admin.Svcs.Mgr.  
 Phone: 542-5815  
 A.R.S. 11-1042

**Program Mission:**

*To disburse funds to counties and cities for summer employment and training programs for at-risk youth.*

**Program Description:**

In FY 1996 and FY 1998, the Office of the State Treasurer received an appropriation for summer youth employment and training. Per ARS 11-1042, 50% was distributed to counties with a population of 1,000,000 or more; 30% was distributed to counties with a population of 500,000 or more, but less than 1,000,000; and the remaining 20% was distribute to counties with populations less than 500,000.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	1,000.0	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
<b>Program Total</b>	<b>0.0</b>	<b>1,000.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To disburse funds in a timely and accurate manner as required by A.R.S. §11-1042.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funds disbursed as soon as appropriation is made available by GAO.	N/A	7/21/97	N/A	N/A	N/A



AGENCY/PROGRAM SUMMARY  
**COMMISSION ON UNIFORM STATE  
 LAWS**

James M. Bush, Commissioner ULA  
 Contact: Edward F. Lowry, Jr., Attorney 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	29.1	30.6	33.7
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	29.1	30.6	33.7
Capital Funds	0.0	0.0	0.0
Agency Total	29.1	30.6	33.7
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Committees staffed	5	8	8	8	6
● Uniform laws introduced in Arizona	3	3	4	3	4
● Uniform laws enacted in Arizona	2	2	2	3	3
● Acts approved and adopted by Commission	4	4	3	5	4







Health and Welfare





AGENCY SUMMARY  
**AHCCCS**

John Kelly, Director HCA  
Contact: Lynn Dunton, Assistant Director 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 in the 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 an indigent health care program 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, procurement of contract providers, and program operations. 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, 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 from the Health Care Financing Administration, which is under the Department of Health and Human Services.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ACUTE MEDICAL SERVICES (SLI)	1,282,912.0	1,215,078.0	1,336,722.1
➤ LONG-TERM CARE	411,757.3	436,991.9	488,414.9
➤ DES ELIGIBILITY	37,193.6	38,630.8	39,187.7
➤ PREADMISSION SCREENING & ANNUAL RESIDENT REVIEWS	415.0	417.6	294.7
➤ DES DISABILITY DETERMINATION SERVICES ADMINISTRATION (SLI)	202.4	205.7	208.2
➤ TITLE XIX NURSING CARE FACILITIES LICENSURE	1,241.1	1,030.9	1,041.0
➤ INDIAN HEALTH CARE ADVISORY COUNCIL (SLI)	202.7	202.8	209.3
➤ CENTRAL ADMINISTRATION	65,001.6	60,869.4	74,604.9
Capital Funds	0.0	0.0	0.0
Agency Total	1,798,925.7	1,753,427.1	1,940,682.8

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	473,412.3	489,394.3	501,814.1
Other Appropriated Funds	0.0	0.0	39,677.0
Other Non Appropriated Funds	235,750.2	240,613.0	283,693.6
Federal Funds	1,089,763.2	1,023,419.8	1,115,498.1
Operating Funds Subtotal	1,798,925.7	1,753,427.1	1,940,682.7
Capital Funds	0.0	0.0	0.0
Agency Total	1,798,925.7	1,753,427.1	1,940,682.7
FTE Positions	2,209.7	2,209.7	2,329.7

General Funds	473,412.3	489,394.3	501,814.1
Other Appropriated Funds	0.0	0.0	39,677.0
Other Non Appropriated Funds	235,750.2	240,613.0	283,693.6
Federal Funds	1,089,763.2	1,023,419.8	1,115,498.1
Operating Funds Subtotal	1,798,925.7	1,753,427.1	1,940,682.7
Capital Funds	0.0	0.0	0.0
Agency Total	1,798,925.7	1,753,427.1	1,940,682.7
FTE Positions	2,209.7	2,209.7	2,329.7

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To continue to deliver the highest quality health care.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Age appropriate immunization rate for the two year old children enrolled in AHCCCS	75%	80%	85%	90%	90%
● Children receiving preventive well child care (EPSDT)	60%	65%	70%	75%	80%
● Children receiving at least one annual dental visit	41%	50%	55%	60%	65%
● Women receiving annual cervical screening	34%	36%	38%	40%	42%
● Women receiving mammograms	54%	56%	58%	60%	62%
● Enrolled pregnant women who receive prenatal care within the first 14 weeks of pregnancy	N/A	Baseline	+3%	+3%	+3%

◆ Goal 2 - To continuously improve administrative efficiency, effectiveness and work environment.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Federal reports submitted according to federal schedule and guidelines	100%	100%	100%	100%	100%
● Programmatic disbursements made on time	100%	100%	100%	100%	100%
● Agency administrative payments made on time	100%	100%	100%	100%	100%
● Financial redeterminations processed on time	96%	96%	96%	96%	96%

◆ Goal 3 - To promote future strategies to maintain its position as a recognized leader in the delivery of managed health care.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Utilization of SOBRA Family Planning Program	Baseline	+3%	+3%	+2%	+2%
● Pregnant women receiving recommended numbers of prenatal visits	N/A	Baseline	+3%	+3%	+2%
● Incidence of low birth weight to AHCCCS enrolled women	N/A	Baseline	+2%	+2%	+2%

● Influenza immunizations rates among nursing facility residents	86.8%	90%	91%	92%	92%
● Rural counties with at least two competitive risk health plans available	13	13	13	13	13
● Urban counties with at least four competitive risk health plans available	2	2	2	2	2
● Member satisfaction with health plans	85%	85%	85%	88%	88%
● ALTCS medical reassessments performed or projected	13,197	18,820	20,087	21,365	22,643

HCA.1 PROGRAM SUMMARY  
**ACUTE MEDICAL SERVICES (SLI)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 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 qualified services for AHCCCS enrollees. In addition to capitation, health plans also receive funding to pay for certain services incurred by members prior to enrollment in a health plan. Native Americans served by the Indian Health Service or referred off reservations for services are covered on a fee-for-service basis. Undocumented aliens, non qualified aliens and some qualified aliens who entered the country on or after August 22, 1998, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	423,585.0	440,262.6	438,541.1
Other Appropriated Funds	0.0	0.0	38,400.0
Other Non Appropriated Funds	86,433.5	90,242.1	120,948.6
Federal Funds	772,893.5	684,573.3	738,832.4
<b>Program Total</b>	<b>1,282,912.0</b>	<b>1,215,078.0</b>	<b>1,336,722.0</b>
FTE Positions	0.0	0.0	59.0

**This Program Contains the following Subprograms:**

- ▶ **Temporary Assistance for Needy Families (TANF)**
- ▶ **Supplemental Security Income (SSI)**
- ▶ **Pregnant Women and Children (PWC)**
- ▶ **Medically Needy/Medically Indigent**
- ▶ **Eligible Assistance Children (EAC)**
- ▶ **Eligible Low-Income Children (ELIC)**
- ▶ **Federal Emergency Services**

- ▶ **State Emergency Services**
- ▶ **Adult Behavioral Health Services**
- ▶ **Children's Behavioral Health Services**
- ▶ **Children's Rehabilitative Services**
- ▶ **Medicare Parts A and B Premiums**
- ▶ **Qualified Medicare Beneficiaries**
- ▶ **Disproportionate Share Payments**
- ▶ **Premium Sharing**
- ▶ **Children's Health Insurance**

HCA.1.1 SUBPROGRAM SUMMARY  
**TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide quality health care to individuals eligible for Temporary Assistance for Needy Families.*

**Subprogram Description:**

Individuals who are receiving cash payments from the TANF program are generally eligible for AHCCCS acute care services. However, since welfare reform changes were implemented in August 1997, receipt of TANF does not automatically qualify the individual for AHCCCS. The individual must meet the eligibility requirements in place in Arizona in July of 1996. In addition, the state implemented the AFDC-Unemployed Parent program on October 1, 1990. The Unemployed Parent Program provides cash assistance to two-parent households in instances when one parent qualifies as an unemployed principle wage earner. Eligible members will also be entitled to AHCCCS acute care medical benefits under this program, if they meet the eligibility criteria. The Department of Economic Security determines eligibility for these programs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	59,764.4	54,080.6	65,454.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45,493.8	41,169.2	24,800.5
Federal Funds	201,790.4	182,602.7	207,232.4
<b>Program Total</b>	<b>307,048.6</b>	<b>277,852.5</b>	<b>297,487.8</b>
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 to AHCCCS members. (Due to provision of health care agreements the following goals and performance measures are applicable to TANF, SSI, PWC, MN/MI, EAC and ELIC).**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Age appropriate immunization percentage rate for the two year old children enrolled in	75%	80%	85%	90%	90%

AHCCCS

● Children receiving preventive well child care (EPSDT)	60%	65%	70%	75%	80%
● Children receiving at least one annual dental visit	41%	50%	55%	60%	65%
● Women receiving annual cervical screening	34%	36%	38%	40%	42%
● Women receiving mammograms	54%	56%	58%	60%	62%
● Enrolled pregnant women who receive prenatal care within the first 14 weeks of pregnancy	N/A	Baseline	+3%	+3%	+3%

◆ Goal 2 - To ensure that covered services are provided in a cost-effective manner. (Due to provision of health care agreements the following goals and performance measures are applicable to TANF, SSI, PWC, MN/MI, EAC and ELIC).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time capitation rate increases are less than the national health inflation index	100%	100%	100%	100%	100%

◆ Goal 3 - To ensure the availability of AHCCCS covered services to eligible members. (Due to provision of health care agreements the following goals and performance measures are applicable to TANF, SSI, PWC, MN/MI, EAC and ELIC).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rural counties with at least two health plans available	13	13	13	13	13
● Urban counties with at least four health plans available	2	2	2	2	2
● Member satisfaction with health plans	85%	85%	85%	88%	88%

HCA.1.2 SUBPROGRAM SUMMARY  
**SUPPLEMENTAL SECURITY INCOME (SSI)**

Contact: Lynn Dunton, Assistant Director  
Phone: 417-4534

A.R.S. 36-2901

**Subprogram Mission:**

*To provide 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	66,131.8	72,931.6	58,112.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	22,104.9
Federal Funds	143,146.3	157,864.7	147,556.7
<b>Program Total</b>	<b>209,278.1</b>	<b>230,796.3</b>	<b>227,774.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To ensure that covered services are provided in a cost-effective manner (apply the TANF subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time capitation rate increases are less than the national health inflation index	100%	100%	100%	100%	100%

HCA.1.3 SUBPROGRAM SUMMARY  
**PREGNANT WOMEN AND CHILDREN (PWC)**

Contact: Lynn Dunton, Assistant Director  
Phone: 417-4534

A.R.S. 36-2901

**Subprogram Mission:**

*To provide quality health care to eligible pregnant women and children.*

**Subprogram Description:**

Under the provisions of the federal Sixth Omnibus Budget Reconciliation Act (SOBRA), the state provides care to pregnant women and 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 pregnant women and their infants (under 1 year old) whose family income does not exceed 133 percent of the Federal Poverty Income Level (\$21, 879 for a family of four). AHCCCS commonly refers to these individuals as "SOBRA Women and Infants", after the Sixth Omnibus Budget Reconciliation Act which took effect in 1987. DES determines eligibility for this program. The federal government also allows states the option to increase the income limit to 185 percent of the Federal Poverty Income Level. The Legislature acted upon this option and moved the state's income standard to 140 percent of the Federal Poverty Income Level for pregnant women and infants up to age 1 (\$23,030 for a family of 4) in A.R.S. 36-2901 (4)(b)(iii).

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	42,997.7	60,995.9	83,406.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40,939.7	28,672.9	30,842.6
Federal Funds	173,855.9	211,355.5	244,610.0
<b>Program Total</b>	<b>257,793.3</b>	<b>301,024.3</b>	<b>358,859.1</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that covered services are provided in a cost-effective manner (apply the TANF subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time capitation rate increases are less than the national health inflation index	100%	100%	100%	100%	100%

HCA.1.4 SUBPROGRAM SUMMARY  
**MEDICALLY NEEDED/MEDICALLY INDIGENT**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide 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). 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 MI/MN. An exception is made for hospitalized Medically Needy applicants who are screened by the counties as potentially eligible for federal coverage 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 Temporary Assistance for Needy Families (TANF) or the Sixth Omnibus Budget Reconciliation Act (SOBRA). DES tries to determine eligibility within ten days from the date they receive a complete 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	159,263.6	166,489.0	145,765.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	18,553.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>159,263.6</b>	<b>166,489.0</b>	<b>164,318.8</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that covered services are provided in a cost-effective manner (apply the TANF subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time capitation rate increases are less than the national health inflation index	100%	100%	100%	100%	100%

HCA.1.5 SUBPROGRAM SUMMARY  
**ELIGIBLE ASSISTANCE CHILDREN (EAC)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide quality health care to Eligible Assistance Children.*

**Subprogram Description:**

These children, ages 0 through 13 years, reside with families certified by the Department of Economic Security (DES) to be eligible for the Federal Food Stamp Program. 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	2,213.2	1,373.5	1,546.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	208.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,213.2</b>	<b>1,373.5</b>	<b>1,754.6</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that covered services are provided in a cost-effective manner (apply the TANF subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Time capitation rate increases are less than the national health inflation index 100% 100% 100% 100% 100%

HCA.1.6 SUBPROGRAM SUMMARY  
**ELIGIBLE LOW-INCOME CHILDREN (ELIC)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
  
 A.R.S. 36-2905

**Subprogram Mission:**

*To provide 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 Needy/Medically Indigent program; however, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,181.4	887.1	985.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	130.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,181.4</b>	<b>887.1</b>	<b>1,116.2</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that covered services are provided in a cost-effective manner (apply the TANF subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Time capitation rate increases are less than the national health inflation index 100% 100% 100% 100% 100%

HCA.1.7 SUBPROGRAM SUMMARY  
**FEDERAL EMERGENCY SERVICES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide quality health care to individuals eligible for the Federal Emergency Services Program (FESP).*

**Subprogram Description:**

The Federal Emergency Services Program (FESP) is available to individuals who, except for their citizenship/alien status, meet Federal Title XIX income and resource eligibility requirements. This program only covers emergency services, including labor and delivery. As of July 1, 1997, prenatal care is no longer covered. Eligibility for FESP 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 two months and may be retroactive for up to three months before date of application.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	18,349.5	14,893.7	17,899.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	2,762.8
Federal Funds	36,148.8	28,911.4	39,670.8
<b>Program Total</b>	<b>54,498.3</b>	<b>43,805.1</b>	<b>60,333.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide limited prenatal medical coverage without negatively affecting neonatal outcomes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Maintain level of neonatal outcomes achieved for baseline cohort (who received full prenatal coverage) through implementation of limited coverage for high risk ESP population only. N/A Baseline +0% +0% +0%

HCA.1.8 SUBPROGRAM SUMMARY  
**STATE EMERGENCY SERVICES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide 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 (SESP). Services are available only if an individual is receiving or in need of emergency services. Eligibility for SESP 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	17,106.4	13,751.0	12,327.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	1,016.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>17,106.4</b>	<b>13,751.0</b>	<b>13,343.5</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide limited prenatal medical coverage without negatively affecting neonatal outcomes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Maintain level of neonatal outcomes achieved for baseline cohort (who received full prenatal coverage) through implementation of limited coverage for high risk ESP population only.	N/A	Baseline	+0%	+0%	+0%

**HCA.1.9 SUBPROGRAM SUMMARY**  
**ADULT BEHAVIORAL HEALTH SERVICES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2907

**Subprogram Mission:**

*To provide quality behavioral health care to Title XIX eligible adults.*

**Subprogram Description:**

As of October 1, 1995, all AHCCCS Title XIX members are eligible to receive all Title XIX covered behavioral health services. This includes adult seriously mentally ill (SMI) and non-SMI members. These services are provided through the Arizona Department of Health Services, through the Regional Behavioral Health Agencies and their subcontracted providers. Starting with FY98 AHCCCS will no longer receive federal expenditure authority for Behavioral Health, but will pass through Federal Funds to DHS.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	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	47,570.3	0.0	0.0
<b>Program Total</b>	<b>47,570.3</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure delivery of quality behavioral health care to AHCCCS acute care members. (Due to provision of healthcare agreements the following goals and performance measures are applicable to Children's Behavioral Health Services).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Deliverable reports or other contractually required documents submitted by DHS that meet timelines, accuracy or completeness requirements on initial submission	90%	100%	100%	100%	100%
● Members who receive ambulatory service within 30 days following inpatient hospitalization for mental disorder	N/A	Baseline	+1%	+1%	+1%

**HCA.1.10 SUBPROGRAM SUMMARY**  
**CHILDREN'S BEHAVIORAL HEALTH SERVICES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2907

**Subprogram Mission:**

*To provide quality behavioral health care to Title XIX children eligible for the Early Periodic Screening, Diagnostic and Treatment (EPSDT) program.*

**Subprogram Description:**

The Omnibus Budget Reconciliation Act of 1989 required all state Medicaid agencies to provide behavioral health services for children up to age 21 as part of the Early Periodic Screening Diagnosis and Treatment (EPSDT) program. For children in the AHCCCS acute care program, ages 0 through 17, services are provided through an integrated model that involves AHCCCS and the Department of Health Services (DHS). For ALTCs eligible children, program contractors are responsible for providing those services. For non seriously mentally ill persons age 18, 19 and 20, services are provided through the AHCCCS contracted acute care health plans. Starting with FY98 AHCCCS will no longer receive federal expenditure authority for Behavioral Health, but will pass through Federal Funds to DHS.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	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	47,568.6	0.0	0.0
<b>Program Total</b>	<b>47,568.6</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure delivery of quality behavioral health care to AHCCCS acute care members (apply the Adult Behavioral Health Services subprogram goals and performance measures).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Deliverable reports or other contractually required documents submitted by DHS that meet timelines, accuracy or completeness requirements on initial submission	90%	100%	100%	100%	100%

HCA.1.11 SUBPROGRAM SUMMARY  
**CHILDREN'S REHABILITATIVE SERVICES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-261

**Subprogram Mission:**

*To provide quality health care to children eligible for Children's Rehabilitative Services.*

**Subprogram Description:**

Children eligible for Children's Rehabilitative Services (CRS) must have conditions, which are covered under the CRS program and may be ameliorated or sufficiently lessened through medical care or equipment. Children are enrolled in contracting health plans or program contractors to provide all other medical services not related to the child's rehabilitative condition, and which are not covered by the CRS program. AHCCCS passes through federal funds to the Department of Health Services (DHS). A.R.S. 36-2905 (H) establishes the requirement for applicants of CRS to undergo a process that screens for federal Title XIX (Medicaid) eligibility. Starting with FY98 AHCCCS will no longer receive federal expenditure authority for CRS, but will pass through Federal Funds to DHS.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	15,000.0	0.0	0.0
<b>Program Total</b>	<b>15,000.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor DHS/CRS compliance with the Intergovernmental Agreement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Instances of noncompliance by AHCCCS or DHS/CRS with IGA requirements	N/A	<5	<2	<2	<2

HCA.1.12 SUBPROGRAM SUMMARY  
**MEDICARE PARTS A AND B PREMIUMS**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,157.4	6,258.0	6,657.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	103.0
Federal Funds	11,952.7	12,148.2	15,478.1
<b>Program Total</b>	<b>18,110.1</b>	<b>18,406.2</b>	<b>22,238.1</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To pay Medicare premiums for eligible clients in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Premiums paid by established due date(s)	100%	100%	100%	100%	100%

HCA.1.13 SUBPROGRAM SUMMARY  
**QUALIFIED MEDICARE BENEFICIARIES**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2901

**Subprogram Mission:**

*To provide for quality health care to individuals eligible for both Medicare and AHCCCS assistance.*

**Subprogram Description:**

Federal law established a Qualified Medicare Beneficiaries (QMB) program for two groups of individuals: 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. These individuals do not receive any other AHCCCS benefits. The QMB Duals meet the income and resource requirements for this category but also meet one of the federal categorical requirements (e.g., SSI or ALTCS) and are entitled to AHCCCS benefits and the payment of Medicare cost-sharing amounts. AHCCCS performs eligibility determinations for these individuals.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,346.7	1,892.6	1,707.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	27.0
Federal Funds	2,569.4	3,673.9	3,284.0
<b>Program Total</b>	<b>3,916.1</b>	<b>5,566.5</b>	<b>5,018.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To process claims and make payment in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims paid on time	100%	100%	100%	100%	100%

**HCA.1.14 SUBPROGRAM SUMMARY**  
**DISPROPORTIONATE SHARE PAYMENTS**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	49,072.9	46,709.6	44,679.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	93,291.1	88,016.9	81,000.0
<b>Program Total</b>	<b>142,364.0</b>	<b>134,726.5</b>	<b>125,679.4</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure disproportionate share payments (DSH) are made to proper hospitals by consultation with the Governor's Office and the Legislature.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely DSH payments to hospitals	100%	100%	100%	100%	100%

**HCA.1.15 SUBPROGRAM SUMMARY**  
**PREMIUM SHARING**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2912

**Subprogram Mission:**

To provide quality health care to individuals eligible for Premium Sharing.

**Subprogram Description:**

On February 1, 1998, a limited number of families and individuals with incomes below 200% of the Federal Poverty Level (400% for chronically ill people) will be able to purchase and receive subsidized health care with one of AHCCCS' Healthcare Group plans operating in Cochise, Maricopa, Pima, and Pinal counties. Premiums will be billed and collected through Premium Sharing Administration. AHCCCS administration will determine when the maximum number of enrollees have been reached based on the available funding.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	20,400.0	20,400.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>20,400.0</b>	<b>20,400.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide comprehensive processes and reporting mechanisms for eligibility review, enrollment, member billing and funds disbursement to control enrollment at or below the appropriated funds available for the program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Maximum enrollment for appropriated funds.	N/A	50%	100%	100%	N/A

**HCA.1.16 SUBPROGRAM SUMMARY**  
**CHILDREN'S HEALTH INSURANCE**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534

**Subprogram Mission:**

To provide for quality health care to individuals eligible for Children's Health Insurance (Kids Care).

**Subprogram Description:**

Implement a Title XXI program 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 175% of FPL for the second year of this program. Eligibility will be streamlined and the AHCCCS benefit package will be delivered by AHCCCS health plans.



Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	38,400.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>38,400.0</b>
FTE Positions	0.0	0.0	59.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide health care for children up to age 19 within FPL limitations, providing efficient eligibility processes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligible children that receive health care	N/A	N/A	75%	85%	90%

**HCA.2 PROGRAM SUMMARY**  
**LONG-TERM CARE**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

To provide quality long-term care (LTC), acute care, behavioral health services and case management to eligible ALTCS members.

**Program Description:**

AHCCCS implemented the first phase of the Arizona Long Term Care System (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, some additional institutions and a wide range of home and community based services. Mental health services were added for Early Periodic Screening, Diagnostic and Treatment (EPSDT) ALTCS children under age 21 by October 1, 1992, and mental health services for ALTCS members age 65 and older were added July 1, 1993. Mental health services for ALTCS members ages 21 through 64 were added October 1, 1995.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	12,759.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	149,316.7	150,370.9	154,745.0
Federal Funds	262,440.6	286,621.0	320,910.4
<b>Program Total</b>	<b>411,757.3</b>	<b>436,991.9</b>	<b>488,414.9</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Influenza immunization rates among nursing facility residents	86.8%	90%	91%	92%	93%
● Members whose sacral/coccygeal pressure ulcer improves	66%	70%	72%	74%	74%

**HCA.3 PROGRAM SUMMARY**  
**DES ELIGIBILITY**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

To coordinate the determination of AHCCCS eligibility with the Department of Economic Security.

**Program Description:**

The Department of Economic Security (DES) performs the eligibility determination for 65 to 70% of the AHCCCS clients, which include the TANF cash recipients who are eligible for AHCCCS, SOBRA pregnant women and children born on or after October 1, 1983, Eligible Assistance Children (EACs) and other "medical assistance only" groups for families with minor children. The Arizona Technical Eligibility Computer System (AZTECS) is an automated system for determining TANF, Food Stamps and AHCCCS eligibility in the federal SOBRA program for pregnant women and children and other "medical assistance only" programs. AHCCCS passes through state and federal funds to the Department of Economic Security to cover the cost of determining eligibility and automation of the eligibility systems. The following programs are performed within the Arizona Departments of Health Services and Economic Security. For more detail on program funding and performance please refer to those agencies.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	18,697.1	19,508.6	19,645.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	18,496.5	19,122.2	19,542.4
<b>Program Total</b>	<b>37,193.6</b>	<b>38,630.8</b>	<b>39,187.7</b>
FTE Positions	1,068.1	1,068.1	1,068.1

**This Program Contains the following Subprograms:**

- ▶ Eligibility Determination
- ▶ Medical Assistance Eligibility Process in AZTECS (SLI)

**HCA.3.1 SUBPROGRAM SUMMARY**  
**ELIGIBILITY DETERMINATION**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-2901

**Subprogram Mission:**

To coordinate the determination of AHCCCS eligibility with the Department of Economic Security.

**Subprogram Description:**

The Department of Economic Security (DES) performs the eligibility determination for 65 to 70% of the AHCCCS clients. They do not determine eligibility for Supplemental Security Income Cash or SSI Medical Assistance Only population, the Medically Needy/Medically Indigent, the Eligible Low-Income Children or the ALTCS population.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	18,494.6	19,319.9	19,597.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	18,329.6	18,950.1	19,494.4
<b>Program Total</b>	<b>36,824.2</b>	<b>38,270.0</b>	<b>39,091.7</b>
FTE Positions	1,068.1	1,068.1	1,068.1

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor DES compliance with the eligibility Intergovernmental Agreement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligibility determination enrollment error rate	<3%	<3%	<3%	<3%	<3%

**HCA.3.2 SUBPROGRAM SUMMARY**  
**MEDICAL ASSISTANCE ELIGIBILITY PROCESS IN AZTECS (SLI)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. 36-29; Title XIX, SSA

**Subprogram Mission:**

*To coordinate the determination of AHCCCS eligibility with the Department of Economic Security.*

**Subprogram Description:**

The Arizona Technical Eligibility Computer System (AZTECS) is an automated system for determining AHCCCS eligibility in the federal SOBRA program for pregnant women and children and other "medical assistance only" programs. AHCCCS passes through state and federal funds to the Department of Economic Security (DES) to cover the cost of automating the eligibility systems.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	202.5	188.7	48.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	166.9	172.1	48.0
<b>Program Total</b>	<b>369.4</b>	<b>360.8</b>	<b>96.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To respond to DES requests related to the MEDICS

project deliverables.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contract deliverables reviewed and responded to on time	100%	100%	100%	100%	100%

**HCA.4 PROGRAM SUMMARY**  
**PREADMISSION SCREENING & ANNUAL RESIDENT REVIEWS**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

*To determine the appropriate level and types of specialized services required for eligible individuals with developmental disabilities or behavioral health needs who are to be placed in nursing facilities.*

**Program Description:**

The Department of Economic Security (Division of Developmental Disabilities) and the Department of Health Services (Division of Behavioral Health Services) conduct Level II screenings for eligible patients in Title XIX (Medicaid) certified nursing facilities who have been identified through a Level I screening process as potentially having a mental retardation or mental illness. These screenings are conducted through an intergovernmental agreement with AHCCCS. AHCCCS passes through state and federal funds to the two departments to cover the costs of determining if the nursing facility is an appropriate placement considering level and type of service needed.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	103.3	104.4	73.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	311.7	313.2	221.4
<b>Program Total</b>	<b>415.0</b>	<b>417.6</b>	<b>294.7</b>
FTE Positions	4.0	4.0	3.0

**This Program Contains the following Subprograms:**

- ▶ DES Case Screening and Annual Resident Reviews (SLI)
- ▶ DHS Case Screening and Annual Resident Reviews (SLI)

**HCA.4.1 SUBPROGRAM SUMMARY**  
**DES CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To determine the appropriate level and types of specialized service required for eligible individuals with developmental disabilities who are to be placed in institutional care.*

**Subprogram Description:**

The Department of Economic Security/Division of Developmental Disabilities conducts Level II screenings for eligible patients in

Title XIX (Medicaid) certified nursing facilities who have been identified through a Level I screening process as potentially having a mental retardation. AHCCCS passes through state and federal funds to the Department of Economic Security (DES) to determine the appropriate level and type of specialized services needed.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	51.5	51.8	20.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	152.7	153.6	60.9
<b>Program Total</b>	<b>204.2</b>	<b>205.4</b>	<b>81.8</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor DES compliance with the PASARR Intergovernmental Governmental Agreement with AHCCCS.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Federal (HCFA) reviews that identify problems requiring corrective action plans	<3%	<3%	<3%	<3%	<3%

**HCA.4.2 SUBPROGRAM SUMMARY**  
**DHS CASE SCREENING AND ANNUAL RESIDENT REVIEWS (SLI)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

To evaluate Title XIX certified nursing facility patients who have been previously identified as potentially having a mental illness.

**Subprogram Description:**

The Department of Health Services/Division of Behavioral Health Services, through an intergovernmental agreement with AHCCCS, conducts Level II psychiatric evaluations of patients in Title XIX (Medicaid) certified nursing facilities who have been identified through the Level I screening process as potentially having a mental illness. AHCCCS passes through state and federal funds to the Department of Health Services (DHS) to cover the costs of determining if the nursing facility is an appropriate placement considering level and type of service needed.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	51.8	52.6	52.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	159.0	159.6	160.5
<b>Program Total</b>	<b>210.8</b>	<b>212.2</b>	<b>212.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor DHS compliance with PASARR

**Intergovernmental Agreement with AHCCCS.**

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Federal (HCFA) reviews that identify problems requiring corrective action plans	<3%	<3%	<3%	<3%	<3%

**HCA.5 PROGRAM SUMMARY**  
**DES DISABILITY DETERMINATION SERVICES ADMINISTRATION (SLI)**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

To determine eligibility for ALTCS applicants, SSI related Medical Assistance Only (SSI/MAO) and SSI related Federal Emergency Services applicants (FES) with disabilities who may be eligible under SSI disability criteria.

**Program Description:**

The Department of Economic Security (DES)/Disability Determination Services Administration, through an intergovernmental agreement with AHCCCS, determines disability entitlement for Arizona Long Term Care Systems applicants, SSI/MAO and SSI related FES applicants. AHCCCS passes through state and federal funds to the DES to cover the costs of determining eligibility for these services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	101.1	102.8	104.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	101.3	102.9	104.0
<b>Program Total</b>	<b>202.4</b>	<b>205.7</b>	<b>208.2</b>
<b>FTE Positions</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To monitor DES' timely determinations of disability status to allow timely ALTCS eligibility determinations.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligibility determinations for disabled applicants that meet federally required time frames	96%	96%	96%	96%	96%

**HCA.6 PROGRAM SUMMARY**  
**TITLE XIX NURSING CARE FACILITIES LICENSURE**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

To perform the federally required licensing and inspections of Title XIX certified facilities.

**Program Description:**

The Department of Health Services (DHS)/Division of Licensure, through an intergovernmental agreement with AHCCCS, determines whether institutions and suppliers of service meet the requirements for participation in the Medicaid program as it applies to licensure, certification or registration. AHCCCS passes through state and federal funds to the Department of Health Services to cover the costs of determining eligibility for these facilities. Funding related to licensure for indirect overhead for DHS, a special line item, is included in this program.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	598.1	615.2	622.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	643.0	415.7	418.5
<b>Program Total</b>	<b>1,241.1</b>	<b>1,030.9</b>	<b>1,041.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To monitor the DHS licensure Intergovernmental Agreement.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DHS proposed changes to rules, statute, survey process, etc. that are responded to by AHCCCS on time	100%	100%	100%	100%	100%

HCA.7 PROGRAM SUMMARY  
**INDIAN HEALTH CARE ADVISORY COUNCIL (SLI)**  
 Contact: Maryetta Patch, IHC Exec Dir.  
 Phone: 995-1400  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

*To develop a comprehensive health care delivery system for Arizona's Indian population.*

**Program Description:**

The Advisory Council on Indian Health Care was established in 1990. The legislature's mandated goal is to develop and maintain a comprehensive health care delivery system for the well-being of Arizona's Indian population and efficiently utilize state and federal funds. The Council does this in part, through actively working with tribes, providing them with consultation services, technical assistance and other professional services and by establishing a collaborative relationship with AHCCCS and Indian Health Services (IHS). The Council's work can be significantly impacted by changes in federal and state policy and funding. To ensure that the more than 250,000 tribal members receive the full scope of Title XIX services, provider services may need to be enhanced, particularly in rural areas. Arizona Indian Tribes have limited expertise and resources to establish, maintain and deliver the full scope of needed services. The primary provider for Arizona's Indian tribes, Indian Health Services, may experience quarterly funding constraints that

limit the provision of the full scope of Title XIX services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	102.9	101.4	104.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	99.8	101.4	104.6
<b>Program Total</b>	<b>202.7</b>	<b>202.8</b>	<b>209.3</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To develop a comprehensive health care delivery and financing system, for Arizona's Indian Tribes.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tribes for which behavioral health IGAs are established	<75%	<78%	<80%	<82%	<84%
● Meetings with Inter Council of Arizona regarding enhancing access to health care services (including EPSDT, demonstration projects)	+4	+4	+4	+4	+4
● Tribes trained annually on how to use the council's health care lending library and how to incorporate it into their health care education programs	100%	100%	100%	100%	100%

- ◆ Goal 2 - To facilitate Indian health care communications, planning and discussion among tribes, this state and federal agencies.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Times provided requested technical assistance to the tribes	100%	100%	100%	100%	100%
● Times that Indian Health Resource Directory is published and distributed	1	1	1	1	1
● Responses to proposed federal policy and budget changes that impact tribes	100%	100%	100%	100%	100%

HCA.8 PROGRAM SUMMARY  
**CENTRAL ADMINISTRATION**  
 Contact: John H. Kelly, Director  
 Phone: 417-4680  
 A.R.S. Title 36; Title XIX, SSA

**Program Mission:**

*To administer innovative managed care programs effectively and efficiently, and continually improve accessibility and delivery of quality health care to eligible members through integrated health care systems.*

**Program Description:**

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. Administration also manages a fee-for-service payment system that covers medical bills for IHS enrolled members and emergency services for undocumented aliens. Additional Administration responsibilities include the development and maintenance of the management information system; adjudicating provider or eligibility grievances; policy development and research; agency financing and accounting; 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	30,224.8	28,699.3	29,963.5
Other Appropriated Funds	0.0	0.0	1,277.0
Other Non Appropriated Funds	0.0	0.0	8,000.0
Federal Funds	34,776.8	32,170.1	35,364.4
<b>Program Total</b>	<b>65,001.6</b>	<b>60,869.4</b>	<b>74,604.9</b>
<b>FTE Positions</b>	<b>1,107.2</b>	<b>1,107.2</b>	<b>1,169.2</b>

**This Program Contains the following Subprograms:**

- ▶ Office of the Director
- ▶ Office of Policy Analysis and Coordination
- ▶ Office of Managed Care
- ▶ Information Services Division
- ▶ Division of Business and Finance
- ▶ Office of the Medical Director
- ▶ Office of Grievance and Appeals
- ▶ Division of Member Services
- ▶ Department of Administration Data Center

HCA.8.1 SUBPROGRAM SUMMARY  
**OFFICE OF THE DIRECTOR**  
 Contact: John H. Kelly, Director  
 Phone: 417-4680  
  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To oversee and ensure that AHCCCS realizes its mission, goals, and core values in order to move towards its vision.*

**Subprogram Description:**

The subprogram provides the overall policy direction for the agency with specific staff dedicated to Public Information Office, Human Resources, General Counsel, Office of Program Integrity and coordinating the agency strategic planning process..

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,227.8	1,316.8	1,342.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,098.7	1,172.5	1,195.4
<b>Program Total</b>	<b>2,326.5</b>	<b>2,489.3</b>	<b>2,537.9</b>
<b>FTE Positions</b>	<b>58.0</b>	<b>58.0</b>	<b>57.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff trained in AQI within one year of employment	56%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Preliminary fraud and abuse investigations completed within 45 days	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction	N/A	90%	90%	90%	90%

- ◆ Goal 4 - To oversee the Agency litigation and to ensure the agency implements its goals in compliance with state and federal statutes and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Administrative grievance hearings referred to external counsel	12%	8-12%	8-12%	8-12%	8-12%
● Assigned projects reviewed within 30 days	95%	95%	95%	95%	95%

HCA.8.2 SUBPROGRAM SUMMARY  
**OFFICE OF POLICY ANALYSIS AND COORDINATION**  
 Contact: Lynn Dunton, Assistant Director  
 Phone: 417-4534  
  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To coordinate agency-wide programmatic planning and policy development.*

**Subprogram Description:**

The division is currently responsible for drafting and monitoring state and federal legislation, coordinating development and adoption of administrative rules, serving as the agency's liaison to

the federal Health Care Financing Administration (HCFA) Congressional and legislative staff, and external agencies and advocacy groups, coordinating the submittal and monitoring of the AHCCCS federal waiver, maintaining the AHCCCS State Plan, and Liaison for Native American.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	307.6	345.0	369.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	263.4	305.5	327.2
<b>Program Total</b>	<b>571.0</b>	<b>650.5</b>	<b>696.8</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor the status of the AHCCCS program waiver and coordinate submission of required deliverables to HCFA.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely submission of "Waiver and Special Terms and Conditions" documents and reports and State Plan Amendments to HCFA.	100%	100%	100%	100%	100%

- ◆ Goal 2 - To maintain accurate AHCCCS statutes, regulations and the State Plan to ensure compliance with federal and state legal requirements.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely submissions and approval of rule packages.	95%	95%	95%	95%	95%

- ◆ Goal 3 - To resolve problems raised to the Director's Office by customers.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inquiries responded to within three days regarding client service issues	95%	95%	95%	95%	95%

**HCA.8.3 SUBPROGRAM SUMMARY**  
**OFFICE OF MANAGED CARE**  
 Contact: Branch McNeal, Assistant Director  
 Phone: 417-4104  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To enhance the capability of the AHCCCS program by providing quality health care services 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 proper care to clients. In addition to regular audits, health plans and program contractors are required to submit data showing the utilization of services by members. This Office, with the assistance of research and actuaries, is responsible for negotiating contracts

with the health plans and program contractors as well as rate setting and encounter reporting. OMC coordinates oversight of the delivery of behavioral health services through ALTCS program contractors and through a contract with the Department of Health Services for acute care members. OMC also is responsible for health plans and program contractors' eligibility quality control activities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,084.5	2,317.3	2,397.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,328.0	1,525.0	1,577.7
<b>Program Total</b>	<b>3,412.5</b>	<b>3,842.3</b>	<b>3,975.1</b>
<b>FTE Positions</b>	<b>84.0</b>	<b>84.0</b>	<b>89.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure compliance with federal Medicaid Eligibility Quality Control (MEQC) requirements.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Active cases and denied/discontinued reviews conducted	862/110	850/110	850/110	850/110	850/110
● Cases reported on	100%	100%	100%	100%	100%
● Potential error cases reviewed	862	850	850	850	850

- ◆ Goal 2 - To identify erroneous county eligibility certifications to determine if the county's error rate exceeds 3% to initiate county's corrective action plan to reduce the overall error rate.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases reviewed	3,373	2,734	2,750	2,750	2,750
● ALTCS eligibility case error rates	3.9%	2.8%	3%	3%	3%

- ◆ Goal 3 - To ensure Acute health plans and ALTCS program contractors (collectively referred to as health plans) comply with AHCCCS contract.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Acute and ALTCS health plan field reviews completed on time	100%	100%	100%	100%	100%
● Financial viability issues detected prior to an impact on contract	100%	100%	100%	100%	100%
● Plans that have experienced improvement in data validation study results	90%	90%	90%	90%	90%

- ◆ Goal 4 - To ensure the availability and accessibility of AHCCCS health plan providers throughout the state.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rural counties with at least two competitive risk health plans available	13	13	13	13	13

◆ Goal 5 - To ensure cost-effective capitation rates.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Time capitation rate increases are less than the national health inflation index	100%	100%	100%	100%	100%

◆ Goal 6 - To improve the acceptance of data collected from health plans and program contractors on encounter submissions.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● New day encounter tapes loaded	80%	87%	93%	94%	95%
● Pended correction encounter tapes passed	95%	96%	97%	97%	97%
● Pended corrections made more than 100 days old	8%	5%	3%	3%	3%

**HCA.8.4 SUBPROGRAM SUMMARY**  
**INFORMATION SERVICES DIVISION**  
 Contact: Jim Wang, Assistant Director  
 Phone: 417-5908  
  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To meet the information processing and delivery requirements of AHCCCS and its external entities in an accurate, timely, cost effective, and service oriented manner.*

**Subprogram Description:**

The division is responsible for the overall maintenance and acquisition of automation for the agency.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,607.7	4,611.5	5,202.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	7,365.6	6,713.1	7,572.8
<b>Program Total</b>	<b>12,973.3</b>	<b>11,324.6</b>	<b>12,774.8</b>
FTE Positions	130.0	130.0	130.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To maximize federal funds participation (FFP) from the Health Care Finance Administration (HCFA) for Information Services Division (ISD) programs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Timely submissions of Advance Planning Documents (APD) for all possible FFP	100%	100%	100%	100%	100%
● Success rate on APD acceptance by HCFA	100%	100%	100%	100%	100%

◆ Goal 2 - To provide timely and accurate, analysis and technical interpretation of impact of legislation, policy, rule and regulations on the prepaid medical management information system (PMMIS).

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Timely implementation of application enhancements mandated by state and federal government	100%	100%	100%	100%	100%

◆ Goal 3 - To develop, maintain, and enhance computerized PMMIS application systems as dictated by cost efficiencies and agency needs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Committed release implementations done on time	90%	90%	90%	90%	90%

**HCA.8.5 SUBPROGRAM SUMMARY**  
**DIVISION OF BUSINESS AND FINANCE**  
 Contact: Jim Cockerham, Assistant Director  
 Phone: 417-4059  
  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To provide administrative and technical support by developing the budget, monitoring expenditures and assuring proper fiscal control of administrative and programmatic costs.*

**Subprogram Description:**

The division is responsible for the budgeting and accounting for the agency's financial operations, overseeing third-party liability, program and administrative contracts negotiation, development and awards. This division oversees processing of fee for service claims, premium sharing administration, health care group administration as well as provider assistance, reinsurance processing, registration, and training. In addition, the division is in charge of purchasing, facilities planning, facilities management, and all accounting related functions (e.g., federal reporting, revenue, accounts payable, payroll, fixed asset inventory).

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,092.5	7,565.4	6,492.5
Other Appropriated Funds	0.0	0.0	1,277.0
Other Non Appropriated Funds	0.0	0.0	8,000.0
Federal Funds	6,098.8	5,863.3	5,682.5
<b>Program Total</b>	<b>13,191.3</b>	<b>13,428.7</b>	<b>21,452.0</b>
FTE Positions	149.2	149.2	163.2

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Claims adjudicated within 30 days.	88%	90%	92%	92%	92%

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- Available discounts realized 88% 90% 92% 92% 92%
- Claims electronically submitted Baseline 30% 40% 45% 50%

◆ Goal 2 - To ensure timely and accurate processing and tracking of payment to all program and administrative vendors.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Programmatic capitation disbursements made on time	100%	100%	100%	100%	100%

◆ Goal 3 - To enhance fiscal and budgetary control by generating an accurate summary of all current and expected funding sources and expenditures.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Federal financial reports submitted within federal required time frames.	100%	100%	100%	100%	100%
● Interest penalties incurred as identified by the annual CMLA audit performed by DOA	\$4,473	\$4,000	\$2,000	\$0	\$0

◆ Goal 4 - To develop an agency administrative, acute and LTC program budget, that is submitted timely and accurate.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Timely submission of request and updates	100%	100%	100%	100%	100%

◆ Goal 5 - To maximize recoveries from all available sources.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Gross third party liability recovered (millions)	\$6.2	\$4.3	\$2	\$2	\$2

◆ Goal 6 - To ensure a positive environment that positions the Health Care Group for changes resulting from insurance market reforms, industry practices, legislation, and regulation.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Total Health Care Group enrollment	20,272	21,331	22,443	23,741	25,114

◆ Goal 7 - To provide comprehensive processes and reporting mechanisms for Premium Sharing (3 year pilot) eligibility review, enrollment, member billing and funds disbursement to control enrollment at or below the appropriated funds available for the program.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Enrollment provided within appropriation	N/A	50%	100%	100%	N/A

HCA.8.6 SUBPROGRAM SUMMARY  
**OFFICE OF THE MEDICAL DIRECTOR**  
 Contact: Leonard Jasinski, M.D., Medical Director  
 Phone: 417-4241  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To develop medical policy, and continuously monitor compliance with such policy, ensuring quality of care standards.*

**Subprogram Description:**

This division 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 important activities widely used by health providers to contain cost and ensure quality: prior authorization, quality assurance and utilization review.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	958.8	1,074.7	1,076.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,668.8	1,983.6	1,987.2
<b>Program Total</b>	<b>2,627.6</b>	<b>3,058.3</b>	<b>3,063.9</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>49.0</b>	<b>49.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To refine and monitor a quality/utilization management system that promotes the delivery of quality services in an efficient and effective manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Inappropriate use of the emergency room for acute care health plan members.	N/A	Baseline	-2%	-2%	-2%

◆ Goal 2 - To develop provider standards for provider registration and provider network standards to measure availability and accessibility of services.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Provider registration standards maintained	Baseline	100%	100%	100%	100%

◆ Goal 3 - To improve the health status for children.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Age appropriate immunization rate for the two year old children enrolled in AHCCCS	75%	80%	85%	90%	90%

◆ Goal 4 - To improve the health status of AHCCCS enrolled women.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Women receiving annual cervical screening	34%	36%	38%	40%	42%
● Enrolled pregnant women who receive prenatal care within the first 14 weeks of pregnancy	N/A	Baseline	+3%	+3%	+3%

HCA.8.7 SUBPROGRAM SUMMARY  
**OFFICE OF GRIEVANCE AND APPEALS**  
 Contact: Charles Adornetto, Assistant Director  
 Phone: 417-4195  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To timely resolve grievances and appeals within the guidelines of federal and state statute and rules.*

**Subprogram Description:**



The Office of Grievance and Appeals (OGA) staff reviews and considers grievances and eligibility appeals from AHCCCS applicants, members, medical providers and contractors in an attempt to settle differences without further costly legal measures (i.e., superior court). Most grievances are first processed through the less costly informal resolution process. When grievants are dissatisfied with an informal decision, or the grievance involves a complex legal issue or has high dollar or programmatic impact, the grievance is set directly to hearing, as are all eligibility appeals.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	582.1	539.1	594.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	443.3	482.4	532.5
<b>Program Total</b>	<b>1,025.4</b>	<b>1,021.5</b>	<b>1,127.4</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To administer an effective and efficient informal grievance process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Member grievances completed within 30 days from date of receipt	95%	95%	95%	95%	95%
● Provider grievances completed within 60 days from date of receipt	95%	95%	95%	95%	95%

◆ Goal 2 - To administer an effective and efficient formal grievance process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Matters set for hearing that are resolved within the requirements of federal regulation and state statute.	95%	95%	95%	95%	95%

HCA.8.8 SUBPROGRAM SUMMARY  
**DIVISION OF MEMBER SERVICES**  
 Contact: Diane Ross, Assistant Director  
 Phone: 417-4590  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To help 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 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,399.9	9,594.7	10,745.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	11,476.8	11,721.6	13,253.0
<b>Program Total</b>	<b>20,876.7</b>	<b>21,316.3</b>	<b>23,998.4</b>
<b>FTE Positions</b>	<b>597.0</b>	<b>597.0</b>	<b>641.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To administer eligibility processes for ALTCS and SSI-MAO in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● All SSI related eligibility applications (including ALTCS, QMB & SSI-MAO)	25,510	29,863	31,873	33,900	35,927
● Applications processed on time	96%	95%	96%	97%	98%
● All SSI-related financial redeterminations performed or projected	18,728	26,397	28,174	29,966	31,758
● Financial redeterminations processed on time	96%	96%	96%	96%	96%
● ALTCS medical reassessments performed or projected	13,197	18,820	20,087	21,365	22,643
● Medical reassessments processed on time	96%	97%	97%	97%	97%

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligibility accuracy as measured by Quality Control sample	97%	98%	98%	98%	98%

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely completion for emergency referrals	100%	100%	100%	100%	100%
● Timely completion for priority & regular referrals	95%	95%	95%	95%	96%
● Timely reconciliation of AHCCCS with other governmental data bases	100%	100%	100%	100%	100%

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accurate actions (no major errors) based on MFIS QA results	Baseline	97%	97%	97%	98%
● Telephone call abandons due to client or provider unwillingness to wait for operator's assistance.	10%	10%	9%	9%	8%
● Accurate verifications measured by internal Quality Control	98%	98%	98%	98%	98%

HCA.8.9 SUBPROGRAM SUMMARY  
**DEPARTMENT OF ADMINISTRATION DATA CENTER**  
 Contact: Jim Wang, Assistant Director  
 Phone: 417-5908  
 A.R.S. Title 36; Title XIX, SSA

**Subprogram Mission:**

*To monitor the provision of data processing services received from DOA Data Center to ensure services are provided in an efficient and cost effective manner.*

**Subprogram Description:**

AHCCCS obtains computer processing services from the Department of Administration (DOA) Data Center. The provision of these services requires that DOA Data Center have sufficient operating staff, technical support services and delivery service of computer input and output between DOA Data Center and AHCCCS. Copies of operating manuals and documentation associated with services are also provided, as well as back-up support in case of failure of AHCCCS' remote job entry equipment. For these services, AHCCCS pays direct costs associated with equipment, software and services used solely by AHCCCS and indirect costs for the expenditures associated with managing and operating a Data Center.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,963.8	1,334.8	1,742.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,033.3	2,403.1	3,236.1
<b>Program Total</b>	<b>7,997.1</b>	<b>3,737.9</b>	<b>4,978.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To effectively establish and maintain data and telecommunication networks to DOA.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time adequate support is provided to minimize direct and indirect costs by providing required information to DOA in an accurate and timely manner.	100%	100%	100%	100%	100%



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF ECONOMIC SECURITY</b>	
Dr. Linda Blessing, Director	DEA
Contact: Karl Matzinger, Acting Manager	542-3786

**Agency Mission:**

*To work with the people we serve to achieve their self-sufficiency.*

**Agency Description:**

The Department of Economic Security (DES) combines all of Arizona's human service programs within a single agency. Each month, DES' services are sought by more than 1 million Arizona children, adults, and families.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ CENTRAL ADMINISTRATION	102,730.8	112,538.1	113,969.4
➤ ADMINISTRATION-AGING AND ADULT SERVICES	6,116.1	6,652.0	6,203.4
➤ AAA HOME AND COMMUNITY BASED SERVICES	13,325.0	16,450.7	16,636.8
➤ ELDER RIGHTS	327.7	369.8	1,308.5
➤ OLDER WORKERS	11,825.9	12,861.8	13,745.6
➤ ADMINISTRATION-COMMUNITY SERVICES	1,259.4	1,434.6	2,348.7
➤ COMMUNITY ACTION PROGRAM	6,352.5	7,047.3	7,386.6
➤ COORDINATED HUNGER PROGRAMS	1,983.8	2,127.1	2,066.7
➤ COORDINATED HOMELESS PROGRAMS	3,364.7	3,394.0	3,196.3
➤ EMERGENCY ASSISTANCE (SLI)	1,557.1	1,646.2	1,696.5
➤ DOMESTIC VIOLENCE PROGRAM	3,710.9	3,826.3	4,420.0
➤ REFUGEE RESETTLEMENT PROGRAM	3,383.8	4,463.2	5,441.8
➤ INFORMATION AND REFERRAL (SLI)	363.3	427.8	409.4
➤ UTILITY ASSISTANCE	4,991.4	5,053.4	4,937.5
➤ DISABILITY DETERMINATION SERVICES ADMINISTRATION	13,983.4	19,968.9	21,591.1
➤ FAMILY ASSISTANCE	634,791.9	629,211.0	565,602.8
➤ ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES	48,392.3	50,420.5	63,297.6
➤ CHILD ABUSE PREVENTION	3,660.6	4,163.5	4,411.3
➤ FAMILY PRESERVATION	13,216.5	16,064.9	23,884.6
➤ CHILD PROTECTION	14,479.5	15,267.6	18,448.2

➤ ALTERNATIVE FAMILY SERVICES	75,419.8	81,193.6	90,807.7
➤ COMPREHENSIVE CHILD CARE	67,559.6	103,136.6	120,083.1
➤ COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	10,176.6	12,451.1	11,914.2
➤ CHILD SUPPORT	28,184.4	35,951.6	47,819.3
➤ ADMINISTRATION-DEVELOPMENTAL DISABILITIES	12,705.8	13,597.2	16,116.4
➤ DDD CASE MANAGEMENT SERVICES	13,062.7	12,702.8	15,537.1
➤ DDD HOME AND COMMUNITY BASED SERVICES	166,762.7	178,497.2	215,426.2
➤ INSTITUTIONAL SERVICES	22,762.6	24,463.6	26,097.2
➤ MEDICAL SERVICES	26,108.9	29,375.7	33,990.9
➤ REHABILITATION SERVICES	56,191.7	65,575.5	73,613.0
➤ EMPLOYMENT SECURITY	202,840.2	227,294.1	232,330.4
➤ JOB TRAINING PARTNERSHIP ACT	35,569.9	40,235.6	51,416.6
➤ JOB OPPORTUNITIES AND BASIC SKILLS	15,131.0	27,762.8	29,186.3
Capital Funds	<u>268.5</u>	<u>15.0</u>	<u>75.0</u>
Agency Total	<u>1,622,561.0</u>	<u>1,765,641.1</u>	<u>1,845,416.2</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	352,061.8	387,302.8	421,131.0
Other Appropriated Funds	7,911.3	15,786.9	26,857.7
Other Non Appropriated Funds	382,335.6	421,711.0	433,592.5
Federal Funds	879,983.8	940,825.4	963,760.0
Operating Funds Subtotal	<u>1,622,292.5</u>	<u>1,765,626.1</u>	<u>1,845,341.2</u>
Capital Funds	<u>268.5</u>	<u>15.0</u>	<u>75.0</u>
Agency Total	<u>1,622,561.0</u>	<u>1,765,641.1</u>	<u>1,845,416.2</u>
FTE Positions	<u>9,617.9</u>	<u>9,690.4</u>	<u>9,798.4</u>

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To increase client self-sufficiency.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● IV-D collections (thousands)	147,139.7	160,000.0	173,600.0	186,600.0
● CA recidivism rate for cases closed due to employment	21%	20%	20%	20%	20%
● ESA, JOBS, and RSA clients placed into employment	47,889	55,206	61,975	64,502	66,950
● JOBS retention rate for 90 days	72.4%	73.4%	74.4%	75.4%	76.4%
● JOBS average wage at placement	\$5.98	\$6.10	\$6.22	\$6.34	\$6.46
● JOBS two parent work participation rate	NA	75%	90%	90%	90%

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● JOBS general work participation rate NA 30% 35% 40% 45%

◆ Goal 2 - To improve DES performance.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total children for whom paternity was established in the IV-D caseload, including the Hospital Based Paternity Program	15,691	16,704	17,620	18,609	19,678
● IV-D support orders established	7,068	7,633	8,244	8,904	9,616
● Food Stamp payment accuracy rate	92.5%	94.7%	94.8%	94.9%	95.0%
● Cash Assistance total payment accuracy rate	95.0%	95.5%	96.0%	96.0%	96.0%
● APS investigation rate	75.40%	74.82%	74.82%	80.00%	85.00%
● Cost avoidance of field investigation cases (thousands)	\$21,659.5	\$18,500.0	\$18,500.0	\$18,500.0	\$18,500.0

◆ Goal 3 - To increase stakeholder partnerships.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sites where low-income pregnant women may apply for medical assistance	392	402	412	422	432

◆ Goal 4 - To increase community employment opportunities.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Volunteer participants placed into training opportunities	N/A	1,000	800	600	600

◆ Goal 5 - To increase employee satisfaction.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CPS employee satisfaction	N/A	N/A	6%	8%	10%
● Annual turnover for DDD case managers	15%	15%	12%	12%	12%

◆ Goal 6 - To encourage innovation aligned with our mission.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● EMPOWER offices	4	49	95	95	95
● Offices converted to EMPOWER	4	45	46	N/A	N/A
● CPS and Family Builders response rate	84%	92%	96%	96%	96%

DEA.1 PROGRAM SUMMARY  
**CENTRAL ADMINISTRATION**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	27,134.6	34,200.9	33,650.0
Other Appropriated Funds	260.0	775.4	787.3
Other Non Appropriated Funds	17,052.3	15,845.9	16,969.1
Federal Funds	58,283.9	61,715.9	62,563.0
<b>Program Total</b>	<b>102,730.8</b>	<b>112,538.1</b>	<b>113,969.4</b>
<b>FTE Positions</b>	<b>1,246.5</b>	<b>1,230.5</b>	<b>1,160.0</b>

**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: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,442.1	2,470.5	2,070.5
Other Appropriated Funds	0.0	190.9	76.1
Other Non Appropriated Funds	4,331.3	1,595.6	1,227.8
Federal Funds	19,191.6	4,850.0	5,782.2
<b>Program Total</b>	<b>29,965.0</b>	<b>9,107.0</b>	<b>9,156.6</b>
<b>FTE Positions</b>	<b>512.0</b>	<b>107.5</b>	<b>75.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - The Office of the Director coordinates and supports departmentwide and division goals and objectives.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- No data provided

**DEA.1.2 SUBPROGRAM SUMMARY**  
**GOVERNOR'S ADVISORY COUNCIL ON AGING**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7.2	25.0	25.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7.2</b>	<b>25.0</b>	<b>25.0</b>
<b>FTE Positions</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continue to find legislative avenues to resolve aging problems or needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Legislative bills passed on 3 4 5 5 5

aging issues

- ◆ Goal 2 - To improve the efficacy of the aging services system through the development of public/private partnerships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Educational, training, special topic forums, workshops, focus groups, and task force participants 1,375 600 1,000 1,000 1,000

**DEA.1.3 SUBPROGRAM SUMMARY**  
**GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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, and 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1.4	0.0	0.0
Federal Funds	617.9	548.9	548.6
<b>Program Total</b>	<b>619.3</b>	<b>548.9</b>	<b>548.6</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Graduates in Partners in Policymaking 25 20 20 20 20
- Increase in peer mentors NA NA 10% 10% 10%

- ◆ Goal 2 - To assist individuals gain employment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Self-employed individuals with disabilities NA NA Baseline 12 12
- Reduction of individuals on ESS waiting list NA NA 10% 10% 10%

- ◆ Goal 3 - To promote a free, appropriate public education for all students with disabilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Advocates trained	56	56	60	65	70
● Special Education funding for students with moderate and severe disabilities (in millions)	\$301,000	\$326,000	\$338,000	\$348,000	\$358,000
	.0	.0	.0	.0	.0

- ◆ Goal 4 - To partner with state service systems to assist them in becoming truly family friendly and family/consumer driven, by increasing family control of services, choices/options for families, and flexibility of services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Family support participants	NA	390	429	472	519
● Increase in family support group participants	NA	Baseline	10%	10%	10%

**DEA.1.4 SUBPROGRAM SUMMARY**  
**INTERAGENCY COORDINATING COUNCIL FOR INFANTS AND TODDLERS**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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:**

Part H, Handicapped Infants and Toddlers, of the Individuals with Disabilities Education Act is a state grant program. The purpose of Part H is to provide financial assistance to states for the implementation of early intervention programs for infants and toddlers with disabilities and their families. Congressional findings concluded that there is an urgent and substantial need to: 1) enhance the development of handicapped infants and toddlers and to minimize their potential for developmental delay; 2) reduce educational costs to our society, including our nation's schools, by minimizing the need for special education and related services after the children reach school age; 3) minimize the likelihood of institutionalization of handicapped individuals and maximize the potential for their independent living in society; and 4) enhance the capacity of families to meet the special needs of their infants and toddlers with handicaps.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	2,455.8	4,530.2	4,530.2
<b>Program Total</b>	<b>2,455.8</b>	<b>4,530.2</b>	<b>4,530.2</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To implement the early intervention program statewide in a manner which is equitable and culturally appropriate.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Families rating services as "good" or "excellent"	NA	NA	Baseline	80%	80%

- ◆ Goal 2 - To implement a credentialing process for early interventionists based on standards adopted by the Interagency Coordinating Council for Infants and Toddlers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals working as accredited interventionists	NA	NA	50%	75%	100%

- ◆ Goal 3 - To develop individual family service plans collaboratively by all agencies providing services to an infant and family.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children being served under an integrated service plan	N/A	70%	80%	90%	100%

**DEA.1.5 SUBPROGRAM SUMMARY**  
**EMPLOYEE SERVICES AND SUPPORT**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928

**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:**

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	3,385.5	3,330.6
Other Appropriated Funds	0.0	310.8	506.6
Other Non Appropriated Funds	0.0	1,020.5	1,399.9
Federal Funds	0.0	8,446.2	9,637.4
<b>Program Total</b>	<b>0.0</b>	<b>13,163.0</b>	<b>14,874.5</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>344.5</b>	<b>343.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the efficiency and quality of service delivery to customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Audit reports produced by Audit & Management Services	N/A	25	25	25	25
● Audit reports produced within	N/A	21	22	23	24

15 days from end of field work					
● Audit reports produced within 15 days from end of field work	N/A	85%	88%	92%	96%
● Significant audit findings implemented (%)	N/A	Baseline	N/A	N/A	N/A
● Personnel requisitions received for internal positions	N/A	N/A	N/A	N/A	N/A
● Personnel requisitions processed in 28 days or less	N/A	N/A	N/A	N/A	N/A
● Personnel requisitions processed in 28 days or less	N/A	59%	62%	65%	68%
● New employees hired by DES	N/A	N/A	N/A	N/A	N/A
● New DES employees attending data security training within 90 days from employment start date	N/A	Baseline	5%	5%	5%

◆ Goal 2 - To improve customer satisfaction with the services and products we provide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction surveys distributed	N/A	N/A	N/A	N/A	N/A
● Surveys returned (%)	N/A	N/A	N/A	N/A	N/A
● Increase of Office Personnel Management customer satisfaction rating	N/A	Baseline	3%	3%	3%
● Increase of Office of Management Development customer satisfaction rating	N/A	Baseline	5%	5%	5%
● Increase of Audit Management Services customer satisfaction rating	N/A	Baseline	5%	5%	5%
● Increase of Appellate Services Administration customer satisfaction rating	N/A	Baseline	5%	5%	5%

**DEA.1.6 SUBPROGRAM SUMMARY**  
**BUSINESS AND FINANCE**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928

**Subprogram Mission:**

*To provide our customers with quality financial, policy, and business services through motivated and skilled people in support of the department's mission.*

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	16,111.7	20,988.8	16,064.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,358.5	8,565.8	8,396.9
Federal Funds	23,382.8	29,573.0	22,018.2
<b>Program Total</b>	<b>47,853.0</b>	<b>59,127.6</b>	<b>46,479.8</b>
<b>FTE Positions</b>	<b>358.0</b>	<b>401.0</b>	<b>350.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To improve the quality of key business services delivered to the division's customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to complete remodel and renovation projects	55.57	55	54	53	52
● Overpayments collected	\$5,786,969	\$5,445,000	\$5,635,552	\$5,821,776	\$5,763,552
● Cost per dollar collected from overpayment cases	NA	\$0.10	\$0.10	\$0.10	\$0.10

◆ Goal 2 - To improve customer satisfaction with the services and processes the division provides.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average effective error rate for timesheets processed	1.54	1.72	1.62	1.52	1.52
● Maintenance of Effort (Adjustment required for two-parent work participation requirement)	75%	75%	75%	75%	75%

**DEA.1.7 SUBPROGRAM SUMMARY**  
**TECHNOLOGY SERVICES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928

**Subprogram Mission:**

*To provide and manage quality Information Technology (IT) services in partnership with our customers.*

**Subprogram Description:**

The Division of Technology Services (DTS) supports the information processing needs of the Department of Economic Security through the use of electronic data processing facilities. DTS provides technical and systems design support to all DES divisions and is responsible for the development, maintenance, and enhancement of all systems. In addition, DTS 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,580.8	7,352.7	12,184.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,353.9	4,639.0	5,919.5
Federal Funds	12,451.0	13,637.4	19,889.5
<b>Program Total</b>	<b>21,385.7</b>	<b>25,629.1</b>	<b>37,993.2</b>
FTE Positions	346.0	346.0	364.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To meet customer requirements for Information Technology (IT) services in the most efficient and timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to complete a service request	54	70	65	60	55

- ◆ Goal 2 - To promote communication and understanding of DTS services to our customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Program Administrators who demonstrate increased knowledge of DTS role and responsibilities	N/A	N/A	Baseline	+5%	+5%

- ◆ Goal 3 - To improve employee retention.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Turnover	16.86%	14.53%	12.24%	10.26%	8.24%

**DEA.1.8 SUBPROGRAM SUMMARY  
PUBLIC ASSISTANCE COLLECTIONS**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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 to Needy Families (TANF), Aid to Families with Dependent Children (AFDC), General Assistance and Foster Care programs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	3.4	0.0
Other Appropriated Funds	260.0	273.7	204.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	184.8	130.2	156.9
<b>Program Total</b>	<b>444.8</b>	<b>407.3</b>	<b>361.5</b>
FTE Positions	11.0	11.0	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● PAC Fund dollars collected (in millions)	\$2,811.7	\$3,075.0	\$3,169.0	\$3,260.0	\$3,227.9
● Cost per PAC dollar collected	NA	\$ .23	\$ .23	\$ .23	\$ .23

**DEA.2 PROGRAM SUMMARY  
ADMINISTRATION-AGING AND ADULT SERVICES**

**Division of Aging and Community Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,994.0	3,285.7	3,361.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3,122.1	3,366.3	2,842.2
<b>Program Total</b>	<b>6,116.1</b>	<b>6,652.0</b>	<b>6,203.4</b>
FTE Positions	159.0	156.0	156.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To enhance administrative and contract management



procedures to improve the quality of services provided to customers.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average provider satisfaction rate	N/A	Baseline	N/A	N/A	N/A
● Contract provider satisfaction	N/A	Baseline	5%	5%	5%

**DEA.3 PROGRAM SUMMARY**

**AAA HOME AND COMMUNITY BASED SERVICES**

**Division of Aging and Community Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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, congregate meals, home repair and case management.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,619.9	8,311.2	8,561.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,705.1	8,139.5	8,075.6
<b>Program Total</b>	<b>13,325.0</b>	<b>16,450.7</b>	<b>16,636.8</b>
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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Authorized units utilized	72%	72%	75%	78%	81%

- ◆ 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Survey respondents indicating provision of HCBS allowed retention of independence and avoidance of premature institutionalization (closed cases)	N/A	N/A	Baseline	N/A	N/A
● Survey respondents indicating provision of HCBS allowed retention of independence and	N/A	N/A	Baseline	N/A	N/A

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
avoidance of premature institutionalization (active cases)					
● Combined average percent of survey respondents indicating provision of HCBS allowed retention of independence and avoidance of premature institutionalization	N/A	N/A	Baseline	73%	75%

**DEA.4 PROGRAM SUMMARY**

**ELDER RIGHTS**

**Division of Aging and Community Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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 Outreach Counseling and 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	269.7	295.3	1,234.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	58.0	74.5	74.5
<b>Program Total</b>	<b>327.7</b>	<b>369.8</b>	<b>1,308.5</b>
FTE Positions	0.5	0.5	4.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve the Adult Protective Services (APS) investigation process.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in cases meeting standards for correct interpretation of policy and procedures established through the Quality Assurance process	N/A	N/A	5%	5%	5%
● APS investigation rate	75.40%	74.82%	74.82%	80.00%	85.00%

- ◆ Goal 2 - To improve the counseling capabilities of the Medicare Insurance Counseling and Assistance Program to increase dollars saved by Arizona beneficiaries.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total saved by Arizona beneficiaries	\$400,000	\$450,000	\$475,000	\$500,000	\$525,000

◆ Goal 3 - To improve the effectiveness of the Long-Term Care Ombudsman Program in resolving complaints for residents of Long-Term Care facilities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints resolved to the client/family's satisfaction	2,841	2,894	2,925	2,957	2,989
● Complaints resolved to the client/family's satisfaction	90%	91%	92%	93%	94%

◆ Goal 4 - To improve the provision of legal services assistance for vulnerable adults in Arizona.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average client satisfaction rating with Legal Services	N/A	N/A	Baseline	N/A	N/A

by moving them toward self-sufficiency.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants transitioned from subsidized to unsubsidized positions	21%	30%	30%	30%	30%
● Average hourly wage of transitioned participants	\$6.78	\$5.85	\$6.25	\$6.75	\$7.00

◆ 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Respondents indicating satisfaction with the Foster Grandparent program (%)	N/A	NA	Baseline	N/A	N/A
● Increase in respondents indicating satisfaction with the Foster Grandparent program (%)	N/A	N/A	Baseline	N/A	N/A

**DEA.5 PROGRAM SUMMARY**  
**OLDER WORKERS**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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.

<b>Funding and FTE Amounts:</b>	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	775.3	879.8	897.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.3	7.1	502.1
Federal Funds	11,048.3	11,974.9	12,346.1
<b>Program Total</b>	<b>11,825.9</b>	<b>12,861.8</b>	<b>13,745.6</b>
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:

**DEA.6 PROGRAM SUMMARY**  
**ADMINISTRATION-COMMUNITY SERVICES**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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.

<b>Funding and FTE Amounts:</b>	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	528.4	535.7	542.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	70.8	100.0	221.1
Federal Funds	660.2	798.9	1,584.9
<b>Program Total</b>	<b>1,259.4</b>	<b>1,434.6</b>	<b>2,348.7</b>
FTE Positions	54.5	54.5	58.5

**Program Goals and Performance Measures:**

◆ Goal 1 - To improve the effectiveness and efficiency of the Community Services Administration.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Invoices processed within 7 days	83%	85%	85%	85%	85%
● Average cycle time for providers to receive payment	N/A	N/A	Baseline	NA	N/A

**DEA.7 PROGRAM SUMMARY**  
**COMMUNITY ACTION PROGRAM**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,222.8	0.0	0.0
Federal Funds	5,129.7	7,047.3	7,386.6
<b>Program Total</b>	<b>6,352.5</b>	<b>7,047.3</b>	<b>7,386.6</b>
FTE Positions	0.0	0.0	0.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To assist Community Action Agencies (CAAs) to strengthen their financial and managerial capacity to address a wider variety of family and community needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CAA training respondents satisfied with Managerial Training provided by CSA	N/A	N/A	Baseline	N/A	N/A
● CAA peer to peer meetings/trainings held	N/A	N/A	12	12	12

**DEA.8 PROGRAM SUMMARY**  
**COORDINATED HUNGER PROGRAMS**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954, A.17 and 41-1981.E PL 97-35, Title VI

**Program Mission:**

To help eliminate hunger in Arizona.

**Program 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 foodbank network.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,083.3	1,086.6	1,086.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	900.5	1,040.5	980.1
<b>Program Total</b>	<b>1,983.8</b>	<b>2,127.1</b>	<b>2,066.7</b>
FTE Positions	0.0	0.0	0.0

**This Program Contains the following Subprograms:**

- ▶ Overall Coordinated Hunger
- ▶ Rural Food Bank Project (SLI)

**DEA.8.1 SUBPROGRAM SUMMARY**  
**OVERALL COORDINATED HUNGER**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To facilitate the resolution of critical hunger issues identified by customers and stakeholders.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
●					

**DEA.8.2 SUBPROGRAM SUMMARY**  
**RURAL FOOD BANK PROJECT (SLI)**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,083.3	1,086.0	1,086.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	900.5	1,040.5	980.1
<b>Program Total</b>	<b>1,983.8</b>	<b>2,126.5</b>	<b>2,066.7</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
●					

**DEA.9 PROGRAM SUMMARY**  
**COORDINATED HOMELESS PROGRAMS**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	931.6	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	625.5	662.7	713.0
<b>Program Total</b>	<b>1,557.1</b>	<b>1,646.2</b>	<b>1,696.5</b>
FTE Positions	0.0	0.0	0.0

General Funds	1,060.7	1,155.4	1,155.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	252.2	45.0	45.0
Federal Funds	2,051.8	2,193.6	1,995.9
<b>Program Total</b>	<b>3,364.7</b>	<b>3,394.0</b>	<b>3,196.3</b>
FTE Positions	0.0	0.0	0.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To reduce homelessness by preventing eviction of low income households.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Households receiving homeless prevention services	1,900	1,900	2,100	2,300	2,300

- ◆ Goal 2 - To improve the effectiveness of the homeless programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Unduplicated households receiving prevention/move-in/shelter services in two consecutive years	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 3 - To assist communities, outside of Pima and Maricopa Counties, to develop a continuum of care for homeless programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New communities developing continuum of care plans	NA	3	4	5	6

**DEA.10 PROGRAM SUMMARY**  
**EMERGENCY ASSISTANCE (SLI)**  
**Division of Aging and Community Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 46, Ch. 2, Art.2

**Program Mission:**

*To temporarily stabilize low income households having an urgent, basic need which cannot be met with their own or other resources.*

**Program 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	931.6	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	625.5	662.7	713.0
<b>Program Total</b>	<b>1,557.1</b>	<b>1,646.2</b>	<b>1,696.5</b>
FTE Positions	0.0	0.0	0.0

**Program Goals and Performance Measures:**

◆ Goal 1 - To improve the quality of short-term crisis services (STCS) for low income households.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average STCS provider error rate	NA	15%	15%	10%	5%
● Average STCS cycle time in days	NA	45	40	35	30
● Average issuance cycle in days	NA	30	27	24	20

DEA.11 PROGRAM SUMMARY  
**DOMESTIC VIOLENCE PROGRAM**  
 Division of Aging and Community Services  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928

**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, an Interagency Agreement with the Arizona Department of Health Services, 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. Funds are also used for public awareness campaigns, educational activities, and preventative services. Technical assistance is provided to the domestic violence network members with the assistance of a statewide coalition against domestic violence. Community Services Administration (CSA) staff provide programmatic research and documentation to interested groups and agencies on specific topics to improve their programs, promote prevention of domestic violence, and coordinate with other governmental agencies. The Domestic Violence Prevention Special Line Item is intended to fund the development of a multi-faceted approach to the ending of domestic violence. This program will have 1) innovative, comprehensive programs designed to impact domestic violence (Governor's Office of Community and Family Programs); 2) a statewide public awareness campaign (Governor's Office for Women); 3) seminars on domestic violence (Department of Health Services); and 4) contracts providing multiple services, shelters, counseling, child care, and other supportive services including community education and staff development (Community Services Administration).

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,128.5	1,157.9	1,157.9
Other Appropriated Funds	0.0	0.0	1,396.3
Other Non Appropriated Funds	949.9	1,096.3	0.0
Federal Funds	1,632.5	1,572.1	1,865.8
<b>Program Total</b>	<b>3,710.9</b>	<b>3,826.3</b>	<b>4,420.0</b>
FTE Positions	0.0	0.0	0.0

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide domestic violence program services.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average cost of shelter activities identified	NA	NA	Baseline	NA	NA

◆ Goal 2 - To assist the network of providers to improve the accessibility and quality of their services.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Shelter beds available	423	428	433	438	438

DEA.12 PROGRAM SUMMARY  
**REFUGEE RESETTLEMENT PROGRAM**  
 Division of Aging and Community Services  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 PL 96-212

**Program Mission:**

*To assist refugees in their initial transition towards self-sufficiency and full membership in the mainstream community.*

**Program Description:**

The program provides cash and medical assistance, social services, and protective services to unaccompanied minors through the coordination of direct and contracted services to eligible refugees.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	3,383.8	4,463.2	5,441.8
<b>Program Total</b>	<b>3,383.8</b>	<b>4,463.2</b>	<b>5,441.8</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Adult recipients in compliance with Job Search/ESL	NA	85%	85%	90%	90%

◆ Goal 2 - To provide health care benefits to newly arrived refugees through quality management of the Refugee Medical Assistance Program.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligibility determinations made within 48 hours	89%	80%	92%	94%	94%

◆ Goal 3 - To prepare all unaccompanied minors in protective care for a productive adulthood.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Unaccompanied minors enrolled in continuing education and/or employed	NA	75%	75%	75%	75%

- ◆ Goal 4 - To assist refugees individually and as families in becoming self-sufficient.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Average salary of refugees placed in employment	\$5.99/hr.	\$6.00/hr.	\$6.00/hr.	\$6.00/hr.	\$6.00/hr.

DEA.13 PROGRAM SUMMARY

**INFORMATION AND REFERRAL (SLI)**

**Division of Aging and Community Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	115.4	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	247.9	312.4	294.0
<b>Program Total</b>	<b>363.3</b>	<b>427.8</b>	<b>409.4</b>
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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Clients surveyed who were accurately referred	NA	NA	75%	76%	77%

DEA.14 PROGRAM SUMMARY

**UTILITY ASSISTANCE**

**Division of Aging and Community Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
A.R.S. 46-741;43-616

**Program Mission:**

*To assist low-income households obtain and maintain basic utility services.*

**Program Description:**

This program 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)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	463.4	643.8	640.0
Federal Funds	4,528.0	4,409.6	4,297.5
<b>Program Total</b>	<b>4,991.4</b>	<b>5,053.4</b>	<b>4,937.5</b>
FTE Positions	0.0	0.0	0.0

**Program 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Households receiving at least 80% of the maximum allowable benefit	68%	68%	78%	88%	98%

- ◆ Goal 2 - To increase the level of participation in the utility and telephone discount, deposit, and repair programs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Households served in the utility discount programs	58,850	64,638	69,809	69,809	69,809

DEA.15 PROGRAM SUMMARY

**DISABILITY DETERMINATION SERVICES ADMINISTRATION**

**Division of Benefits and Medical Eligibility**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
A.R.S. Title 41, Ch. 14, Art. 1

**Program Mission:**

*To provide efficient and quality disability decisions to applicants who seek financial support or reimbursement for medical benefits from Social Security Disability Insurance (SSDI), Supplemental Security Insurance (SSI), Undocumented Workers Program or Arizona Long Term Care System.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	149.6	205.7	209.8
Federal Funds	13,833.8	19,763.2	21,381.3
<b>Program Total</b>	<b>13,983.4</b>	<b>19,968.9</b>	<b>21,591.1</b>
<b>FTE Positions</b>	<b>195.3</b>	<b>231.3</b>	<b>232.8</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve cost-effective and quality service to the disability applicants of Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● SSDI days to process	93.2	82	80	78	76
● SSI days to process	102.1	85	83	81	79
● Cost per case	\$300	\$305	\$310	\$315	\$320

DEA.16 PROGRAM SUMMARY  
**FAMILY ASSISTANCE**  
**Division of Benefits and Medical Eligibility**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(A)(1)(c)

**Program Mission:**

*To conduct eligibility determination and provide assistance benefits to low-income families and individuals to improve their quality of life by meeting their immediate basic needs and promoting independence and self-sufficiency through referrals to departmental and community resources.*

**Program Description:**

The program ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance to 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. In addition, appropriations were received for the Full Employment Demonstration Project and Youth Support Research.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	82,096.1	88,321.9	77,186.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,954.9	28,528.4	29,058.2
Federal Funds	524,740.9	512,360.7	459,358.0
<b>Program Total</b>	<b>634,791.9</b>	<b>629,211.0</b>	<b>565,602.8</b>
<b>FTE Positions</b>	<b>2,733.0</b>	<b>2,733.0</b>	<b>2,655.0</b>

**This Program Contains the following Subprograms:**

- ▶ Family Assistance Administration
- ▶ Cash Assistance under Temporary Assistance to Needy Families (SLI)
- ▶ Child Passenger Restraint
- ▶ Eligibility Determination
- ▶ Food Stamps
- ▶ General Assistance (SLI)
- ▶ Tuberculosis Control (SLI)
- ▶ Institutional Support Payments (SLI)
- ▶ Full Employment Demonstration Project
- ▶ Youth Support Research
- ▶ Office of Program Evaluation

DEA.16.1 SUBPROGRAM SUMMARY  
**FAMILY ASSISTANCE ADMINISTRATION**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(A)(1)(c)

**Subprogram Mission:**

*To conduct eligibility determination and provide assistance benefits to low-income families and individuals to improve their quality of life by meeting their immediate basic needs and promoting independence and self-sufficiency through referrals to departmental and community resources.*

**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 to 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. In addition, appropriations were received for the Full Employment Demonstration Project and Youth Support Research.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	26,467.0	34,698.4	27,117.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,172.7	27,554.7	28,267.4
Federal Funds	26,091.4	27,217.6	29,916.2
<b>Program Total</b>	<b>79,731.1</b>	<b>89,470.7</b>	<b>85,301.4</b>
<b>FTE Positions</b>	<b>2,647.5</b>	<b>2,653.5</b>	<b>2,568.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To simplify FAA to be more efficient and more responsible internally and externally.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to process an	N/A	N/A	N/A	N/A	N/A

application

**DEA.16.2 SUBPROGRAM SUMMARY**  
**CASH ASSISTANCE UNDER TEMPORARY ASSISTANCE TO NEEDY FAMILIES (SLI)**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 46, Ch. 2, Art. 5 (41-1954)

**Subprogram Mission:**

*To provide financial assistance to low-income households on an interim basis while they gain self-sufficiency.*

**Subprogram Description:**

Cash Assistance under Temporary Assistance to 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	48,522.3	50,189.0	43,989.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	158,024.9	158,671.7	102,978.7
<b>Program Total</b>	<b>206,547.2</b>	<b>208,860.7</b>	<b>146,967.7</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To approve benefits in the correct amounts within timeframes established by federal regulations for Arizona's children and families who meet eligibility criteria.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CA applications approved	2,974	2,948	2,919	2,890	2,861
● CA timeliness rate	98.5%	98%	98%	98%	98%
● CA total payment accuracy rate	95%	95.5%	96%	96%	96%

● Average cases receiving CA benefits	57,526	49,340	50,098	50,815	51,511
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- ◆ Goal 2 - To assist recipients gain economic independence by referring mandatory recipients to JOBS to obtain educational training and job skills and applying the EMPOWER provisions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely sanction rate for non-compliance with JOBS	95.4%	95.4%	96%	96.5%	97%
● CA earned income rate	27.4%	23.1%	23.6%	24.1%	24.6%
● Recidivism rate	79%	80%	80%	80%	80%

- ◆ Goal 3 - To implement and study the effects of the Diversion program on the ability of participants to gain self-sufficiency.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average participants in the Diversion Program	N/A	N/A	N/A	N/A	N/A
● Average Diversion cases that return to CA	N/A	N/A	N/A	N/A	N/A

**DEA.16.3 SUBPROGRAM SUMMARY**  
**CHILD PASSENGER RESTRAINT**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 28-907

**Subprogram Mission:**

*To prevent injury or death of children by providing 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	67.6	64.5	154.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>67.6</b>	<b>64.5</b>	<b>154.2</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that car seats are purchased and distributed to requesting eligible providers to loan to indigent applicants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Car seats requested	7,988	7,988	7,988	7,988	7,988
● Car seats distributed	1,591	3,038	3,038	3,038	3,038



**DEA.16.4 SUBPROGRAM SUMMARY**  
**ELIGIBILITY DETERMINATION**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 46-204

**Subprogram Mission:**

To conduct eligibility determination and provide assistance benefits to low-income families and individuals to improve their quality of life by meeting their immediate basic needs, and to promote independence and self-sufficiency through referrals to departmental and community resources.

**Subprogram Description:**

The subprogram ensures conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance to Needy Families (CA), General Assistance, Institutional Support Payments, and Tuberculosis Control programs. In addition, it conducts eligibility for Medical Assistance Only (MAO) programs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To determine eligibility of applicants courteously in an employment focused setting.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Courteous service rating	86.0%	86.5%	87.0%	87.5%	88.0%

- ◆ Goal 2 - To approve medical eligibility applications in accessible offices within timeframes established by federal and state regulations for Arizona's children and families who meet MAO eligibility criteria.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● MAO timeliness rate	94%	95%	95%	95%	95%
● Sites where low-income pregnant women may apply for medical assistance	392	402	412	422	432

**DEA.16.5 SUBPROGRAM SUMMARY**  
**FOOD STAMPS**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 46-136

**Subprogram Mission:**

To improve levels of nutrition among low-income households.

**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 stamp coupons.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	339,629.9	325,254.8	325,254.8
<b>Program Total</b>	<b>339,629.9</b>	<b>325,254.8</b>	<b>325,254.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To approve food stamp allotments in the correct amount and determine eligibility within timeframes established by federal regulations for Arizona households that meet eligibility criteria.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average FS applications approved	30,334	27,400	26,400	25,400	24,400
● FS timeliness rate	94.6%	95.0%	95.0%	95.0%	95.0%
● FS payment accuracy rate	92.5%	94.7%	94.8%	94.9%	95.0%

- ◆ Goal 2 - To assist recipients gain economic independence by referring mandatory recipients to the Food Stamp Employment and Training program (FSET) to obtain educational training and job skills.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● FS sanction timeliness rate	89.5%	90.0%	90.5%	91.0%	91.5%
● FS cases with earned income	42.1%	42.6%	43.1%	43.6%	44.1%

**DEA.16.6 SUBPROGRAM SUMMARY**  
**GENERAL ASSISTANCE (SLI)**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 46, Ch. 2, Art. 2

**Subprogram Mission:**

To provide financial assistance to individuals who are temporarily unemployable due to physical or mental disability.

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	5,686.6	1,879.4	4,721.7
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
<b>Program Total</b>	<b>5,686.6</b>	<b>1,879.4</b>	<b>4,721.7</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To approve financial benefits in the correct amount and determine eligibility within timeframes established by state law, policy and procedures for Arizona individuals who meet eligibility criteria.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● GA payment accuracy rate	91.0%	91.5%	92.0%	92.5%	93.0%
● GA timeliness rate	96.0%	96.0%	96.0%	96.0%	96.0%

**DEA.16.7 SUBPROGRAM SUMMARY**  
**TUBERCULOSIS CONTROL (SLI)**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-716

**Subprogram Mission:**

*To provide financial assistance to individuals who are certified unemployable by the state Tuberculosis Control Office as a result of communicable tuberculosis.*

**Subprogram Description:**

This subprogram provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	13.7	19.4	15.6
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
<b>Program Total</b>	<b>13.7</b>	<b>19.4</b>	<b>15.6</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To approve Arizona's individuals who meet eligibility criteria for financial benefits in the correct amount and determine eligibility within timeframes established by state policy and procedures.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● TC timeliness rate	77.8%	78.3%	78.8%	79.3%	79.8%

**DEA.16.8 SUBPROGRAM SUMMARY**  
**INSTITUTIONAL SUPPORT PAYMENTS (SLI)**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 46-252

**Subprogram Mission:**

*To provide a state subsidy to Supplemental Security Income (SSI) recipients who reside in licensed facilities as specified by state law.*

**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, licensed 24-hour residential care behavioral health facilities and other licensed long term care institutions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	350.2	360.0	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
<b>Program Total</b>	<b>350.2</b>	<b>360.0</b>	<b>288.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To approve a subsidy in the correct amount and determine eligibility within timeframes established by state law policy and procedures for Arizona's SSI recipients who meet eligibility criteria.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● ISP timeliness rate	99.7%	99.5%	99.5%	99.5%	99.5%

**DEA.16.9 SUBPROGRAM SUMMARY**  
**FULL EMPLOYMENT DEMONSTRATION PROJECT**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 (SLI) LAWS 1994, Ch. 301

**Subprogram Mission:**

*To help facilitate the transition from welfare to employment by empowering individuals and families to achieve self-sufficiency and a competitive position in the work force.*

**Subprogram Description:**

Senate Bill 1456 mandates that the department establish this demonstration project for a three-year period. Individuals receiving Cash Assistance under Temporary Assistance to Needy Families (CA) and food stamps in the zip code areas selected by the Department of Economic Security (DES) Director, will be required to work for at least the federal minimum wage. CA benefits, food stamp benefits, and state general funds will be used to reimburse employers for wages paid to CA recipients. The employers are

reimbursed 100 percent of the wages paid up to 40 hours at minimum wage, the employer share of worker's compensation, social security, and unemployment insurance. The payments will be made from the Arizona Full Employment Demonstration Project Fund established for this project. Waivers were granted in May 1995 with a November 1, 1995 implementation date.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	47.5	110.6	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24.4	202.1	0.0
Federal Funds	51.7	263.5	0.0
<b>Program Total</b>	<b>123.6</b>	<b>576.2</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To evaluate the effect of replacing Cash Assistance under Temporary Assistance to Needy Families (CA) and food stamp benefits with wages from employment on the ability of the client to achieve self-sufficiency and obtain employment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CA JOB Start employed closures	N/A	N/A	N/A	N/A	N/A
● FS JOB Start employed closures	N/A	N/A	N/A	N/A	N/A

**DEA.16.10 SUBPROGRAM SUMMARY**  
**YOUTH SUPPORT RESEARCH**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 (SLI) LAWS 1994, 8th Special, Ch.1

**Subprogram Mission:**

*To assess the effects of using incentive rewards to reinforce the positive study habits and academic performance of students.*

**Subprogram Description:**

The research project was designed by the Arizona State University (ASU), College of Education, under an interagency service agreement between Arizona State University and the Department of Economic Security. The K-12 pilot program to be designed is aimed at increasing school performance and reducing gang activity using in-kind incentives. The incentives will consist of coupons for merchandise from community businesses.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	14.0	14.0	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
<b>Program Total</b>	<b>14.0</b>	<b>14.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To contract with ASU to conduct a study to test if incentive rewards impact academic performance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contracts issued to ASU	1	1	N/A	N/A	N/A

**DEA.16.11 SUBPROGRAM SUMMARY**  
**OFFICE OF PROGRAM EVALUATION**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(A)(3)(4), Ch. 14, Art. 1

**Subprogram Mission:**

*To evaluate programs and provide assistance to improve the quality performance of the Family Assistance Administration (FAA).*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	994.8	1,051.1	1,054.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	689.0	706.3	636.6
Federal Funds	932.0	951.8	1,208.3
<b>Program Total</b>	<b>2,615.8</b>	<b>2,709.2</b>	<b>2,899.4</b>
<b>FTE Positions</b>	<b>64.5</b>	<b>64.5</b>	<b>64.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure evaluation of the Family Assistance Administration Food Stamp program performance is conducted.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● QC Food Stamp reviewable reviews assigned per year	1,242	1,200	1,200	1,200	1,200
● QC Food Stamp reviewable reviews completed per year	93.2%	94%	94%	94%	94%

- ◆ Goal 2 - To provide accurate data for the Family Assistance Administration to improve program services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Federal Food Stamp differences	9	7	5	3	3

- ◆ Goal 3 - To ensure evaluation of Family Assistance Administration local office performance is conducted.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Management Evaluation (ME) reviews assigned per year	28	24	24	24	24
● ME reviews completed per year	100%	100%	100%	100%	100%

- ◆ Goal 4 - To effectively evaluate and provide assistance to the Family Assistance Administration local offices in their efforts to issue timely and accurate benefits.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● FAA Local Offices' average satisfaction rating of OPE effectively evaluating and providing assistance (1=excellent; 5=poor)	1.4	2.5	2.0	1.5	1.5

- ◆ Goal 5 - To provide accurate data for the Family Assistance Administration to improve program services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case read reversals	19	15	12	9	6

**DEA.17 PROGRAM SUMMARY**  
**ADMINISTRATION FOR CHILDREN, YOUTH AND FAMILIES**

**Division of Children, Youth, and Families**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	23,636.8	25,858.5	32,734.9
Other Appropriated Funds	156.0	156.0	196.5
Other Non Appropriated Funds	43.6	96.8	1,359.5
Federal Funds	24,555.9	24,309.2	29,006.7
<b>Program Total</b>	<b>48,392.3</b>	<b>50,420.5</b>	<b>63,297.6</b>
FTE Positions	1,245.5	1,269.5	1,440.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Newly hired CPS Specialists beginning training within 7 months of hire	93%	93%	93%	93%	93%

**DEA.18 PROGRAM SUMMARY**  
**CHILD ABUSE PREVENTION**  
**Division of Children, Youth, and Families**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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; makes available information on child abuse and neglect to agencies and groups that deal with this problem; and encourages development of community prevention programs.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,783.5	3,000.0	3,000.0
Other Appropriated Funds	649.9	737.8	770.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	227.2	425.7	641.3
<b>Program Total</b>	<b>3,660.6</b>	<b>4,163.5</b>	<b>4,411.3</b>
FTE Positions	0.0	0.0	0.0

**This Program Contains the following Subprograms:**

- ▶ **Healthy Families Pilot (SLI)**
- ▶ **Child Abuse Prevention**

**DEA.18.1 SUBPROGRAM SUMMARY**  
**HEALTHY FAMILIES PILOT (SLI)**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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. Participation continues until the child reaches five years of age. The Healthy Families Arizona subprogram is funded from two separate funding sources and a separate evaluation is being conducted for each subprogram (see DEA 1802.SUB).

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,783.5	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	0.0	0.0	0.0
<b>Program Total</b>	<b>2,783.5</b>	<b>3,000.0</b>	<b>3,000.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To prevent child abuse and neglect in families with children under the age of five (5) years.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children receiving services	1,361	1,474	1,474	1,474	1,474
● Families not having a validated report of child abuse or neglect	97.7%	96%	96%	96%	96%

- ◆ Goal 2 - To promote child development and wellness in families with children under the age of five (5) years.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Program children having developmental screens to identify delays at appropriate intervals	72.66%	76%	80%	84%	88%

DEA.18.2 SUBPROGRAM SUMMARY  
**CHILD ABUSE PREVENTION**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 8-550.01

**Subprogram Mission:**

*To utilize home-based, family-centered services which promote health, prevent child abuse, and optimize child development and to provide information about model child abuse prevention programs*

*that will increase knowledge and skills of participants.*

**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. Participation continues until the child reaches five years of age. The Healthy Families Arizona subprogram is funded from two separate funding sources and a separate evaluation is being conducted for each subprogram (see DEA 1801.SUB). The annual conference provides information on the entire prevention continuum from public awareness campaigns to prosecuting crimes against children.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	649.9	737.8	770.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	227.2	425.7	641.3
<b>Program Total</b>	<b>877.1</b>	<b>1,163.5</b>	<b>1,411.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To prevent child abuse and neglect in families with children under the age of five (5) years.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children receiving services	355	356	356	356	356
● Families not having a validated report of child abuse or neglect	95.5%	96%	96%	96%	96%

- ◆ Goal 2 - To promote child development and wellness in families with children under the age of five (5) years.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Program children having developmental screens to identify delays at appropriate intervals	76.33%	78%	80%	84%	88%

- ◆ Goal 3 - To increase knowledge, educate and provide networking opportunities for individuals interested in child welfare issues.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average evaluation rating on scale 1-5	4.3	4.3	4.4	4.5	4.6

DEA.19 PROGRAM SUMMARY

**FAMILY PRESERVATION**

**Division of Children, Youth, and Families**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

A.R.S. 41-1954(A)(1)(b)

**Program Mission:**

*To strengthen and preserve families through the provision of a continuum of family-centered services which are coordinated, community based, accessible, and responsive.*

**Program Description:**

This program 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. The Office of Prevention and Family Support provides communities the resources to develop, through collaboration, proactive family centered support and preservation services, which are community based, and do not rely solely upon referrals from Child Protective Services. Family Support Services are preventive services provided on a proactive basis to families; family preservation services are intensive intervention services to meet the needs of families.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,618.2	9,099.5	16,801.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.8	15.0	15.0
Federal Funds	5,587.5	6,950.4	7,068.5
<b>Program Total</b>	<b>13,216.5</b>	<b>16,064.9</b>	<b>23,884.6</b>
FTE Positions	0.0	3.0	3.0

**This Program Contains the following Subprograms:**

- ▶ In-Home Children Services
- ▶ Intensive Family Services (SLI)
- ▶ High-Risk Infants

DEA.19.1 SUBPROGRAM SUMMARY

**IN-HOME CHILDREN SERVICES**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

A.R.S. Title 8, Ch 5

**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. Community based family support and preservation services which are not limited to Child Protective Services 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,939.9	5,977.6	13,679.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,719.0	5,870.0	5,941.5
<b>Program Total</b>	<b>9,658.9</b>	<b>11,847.6</b>	<b>19,620.7</b>
FTE Positions	0.0	3.0	3.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● In-home service only cases (unduplicated)	3,469	3,642	3,824	4,015	4,215
● Cost per family for parent aide services	\$577	\$577	\$577	\$577	\$577
● Cost per family for in-home support services	\$800	\$800	\$800	\$800	\$800
● Cost per family for case management services	\$1,007	\$1,007	\$1,007	\$1,007	\$1,007

- ◆ Goal 2 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Family Preservation participants not having subsequent substantiated CPS reports	NA	Baseline	95%	96%	96%

● Increase in parenting competence and effectiveness	NA	Baseline	5%	7%	10%
● Families assessed by Family Builders	NA	2,328	4,679	4,679	4,679
● Families receiving Family Builders services	NA	931	1,838	1,838	1,838
● Families with reduced level of risk - Family Builders	NA	Baseline	90%	92%	92%

◆ Goal 3 - To increase collaboration among agencies, providers, and the community in family preservation and support programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average collaboration survey rating on scale 1-5	NA	Baseline	3.2	3.5	3.7
● Increase in collaboration	NA	Baseline	4%	6%	6%

**DEA.19.2 SUBPROGRAM SUMMARY**  
**INTENSIVE FAMILY SERVICES (SLI)**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-194(A)(1)(b)

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,267.8	2,435.6	2,435.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.8	15.0	15.0
Federal Funds	868.5	1,080.4	1,127.0
<b>Program Total</b>	<b>3,147.1</b>	<b>3,531.0</b>	<b>3,577.6</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New children served	1,742	1,794	1,866	1,903	1,903

**DEA.19.3 SUBPROGRAM SUMMARY**  
**HIGH-RISK INFANTS**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(A)(1)(b)

**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). This 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	410.5	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
<b>Program Total</b>	<b>410.5</b>	<b>686.3</b>	<b>686.3</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Families (infants) served	351	350	350	350	350
● Infants removed from the home	12%	12%	13%	13%	12%

**DEA.20 PROGRAM SUMMARY**  
**CHILD PROTECTION**  
**Division of Children, Youth, and Families**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 8-546(A)(5)

**Program Mission:**

*To protect children from alleged child maltreatment involving a parent, legal guardian or custodian.*

**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.

**Funding and FTE Amounts:** (\$ Thousands)

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	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	14,209.6	14,937.5	17,979.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	269.9	330.1	469.2
<b>Program Total</b>	<b>14,479.5</b>	<b>15,267.6</b>	<b>18,448.2</b>
FTE Positions	2.0	2.0	11.0

**Program Goals and Performance Measures:**

◆ Goal 1 - To investigate reports of alleged child maltreatment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CPS reports received	38,228	38,229	38,994	40,556	41,772
● Families referred to Family Builders by CPS* *All cases referred to Family Builders receive a response from a service provider.	NA	3,146	6,323	6,323	6,323
● CPS reports investigated	32,110	31,904	30,748	32,610	33,778
● Families assessed by Family Builders	NA	2,328	4,679	4,679	4,679
● CPS reports investigated	84%	83%	79%	81%	81%
● Family Builders referrals assessed	NA	74%	74%	74%	74%
● CPS and Family Builders response rate	84%	92%	96%	96%	96%

◆ Goal 2 - To diminish the trauma of multiple interviews experienced by child sex abuse victims.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Videotaped interviews in Pima County	413	419	419	419	419
● Videotaped interviews in Pima County	47%	49%	49%	49%	49%

DEA.21 PROGRAM SUMMARY  
**ALTERNATIVE FAMILY SERVICES**  
 Division of Children, Youth, and Families  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 8, Ch 5, CFR 93.667, 93.645, 93.658

**Program Mission:**

*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'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; filing of petitions to terminate parental rights; adoptive home recruitment, study and supervision; adoption services; adoption subsidy; child welfare group home licensing and monitoring; other out-of-home support services to individuals or families; and independent living skills training.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
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General Funds	40,906.9	39,712.2	45,398.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	655.0	892.5	892.5
Federal Funds	33,857.9	40,588.9	44,516.8
<b>Program Total</b>	<b>75,419.8</b>	<b>81,193.6</b>	<b>90,807.7</b>
FTE Positions	0.0	0.0	0.0

**This Program Contains the following Subprograms:**

- ▶ Adoption Services
- ▶ Out-of-Home Children Services
- ▶ Child Severance Project (Laws 1994, Ch. 116, Sec.)
- ▶ Independent Living

DEA.21.1 SUBPROGRAM SUMMARY  
**ADOPTION SERVICES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 8 Ch 1 Art. 1 & 2

**Subprogram 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.*

**Subprogram Description:**

This subprogram 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	12,702.0	13,478.5	15,345.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	6,502.5	7,735.4	9,089.9
<b>Program Total</b>	<b>19,204.5</b>	<b>21,213.9</b>	<b>24,435.4</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To promote placements in permanent adoptive homes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New adoptions subsidized	467	536	616	707	813
● Increase in new adoptions subsidized	20.7%	14.8%	14.9%	14.8%	15.0%



**DEA.21.2 SUBPROGRAM SUMMARY**  
**OUT-OF-HOME CHILDREN SERVICES**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. Title 8, Ch. 5, Articles 1, 2, & 3

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	27,690.3	25,583.8	29,906.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	655.0	892.5	892.5
Federal Funds	26,470.2	31,756.5	35,024.0
<b>Program Total</b>	<b>54,815.5</b>	<b>58,232.8</b>	<b>65,822.9</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in newly licensed ethnically and culturally diverse foster homes (Special contract entered into for Native American families)	10%	82%*	9%	15%	30%

- ◆ Goal 2 - To obtain permanent placements for children in out-of-home care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in number of ACYF adoptions finalized	11%	10%	15%	20%	25%
● Increase in legal guardianships filed	7.8%	5%	15%	20%	25%

**DEA.21.3 SUBPROGRAM SUMMARY**  
**CHILD SEVERANCE PROJECT (LAWS 1994, CH. 116, SEC.)**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 8-553, CFDA 93 645

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	514.6	649.9	146.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	745.0	842.3	148.2
<b>Program Total</b>	<b>1,259.6</b>	<b>1,492.2</b>	<b>294.7</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average months from the date the case is approved for TPR proceedings to the time of the filing of the TPR petition	5.5	4.5	4.0	3.5	3.0

**DEA.21.4 SUBPROGRAM SUMMARY**  
**INDEPENDENT LIVING**

Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 8-521 CFDA 93 674

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	140.2	254.7	254.7
<b>Program Total</b>	<b>140.2</b>	<b>254.7</b>	<b>254.7</b>
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.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Independent Living Program participants	473	480	500	540	520
● Independent Living Subsidy participants	154	159	164	169	174
● Independent Living Program participants who have graduated from high school or received a GED	87%	88%	89%	90%	91%
● Independent Living Program participants who have enrolled in college or a trade school	10%	11%	12%	15%	16%
● Independent Living Program participants who are employed or referred for employment	35%	40%	45%	50%	51%

**DEA.22 PROGRAM SUMMARY**  
**COMPREHENSIVE CHILD CARE**  
**Division of Employment and Rehabilitation Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	15,635.8	32,098.6	17,400.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	51,923.8	71,038.0	102,683.0
Program Total	67,559.6	103,136.6	120,083.1
FTE Positions	181.0	187.0	199.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve the efficiency and quality of the child care program administration.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction rating	91%	91.5%	92%	92.5%	93%

- ◆ Goal 2 - To increase the availability and supply of child care providers to support the needs of children and families.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Former cash assistance recipients, trained and placed in the early childhood-child care business.	N/A	25	100	150	200

- ◆ Goal 3 - To increasingly meet the child care needs of low income working families at or below 135% of the federal poverty level

so that they may obtain or maintain employment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Low-income working families in need that receive child care assistance	N/A	64.4%	77.7%	86%	97.5%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● TANF-related growth rate	(18.2)%	<1%	5%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● TCC growth rate	17.0%	36.9%	37%	37%	37%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Benefit Extension growth rate	417%	23.2%	37%	37%	37%

**DEA.23 PROGRAM SUMMARY**  
**COMPREHENSIVE MEDICAL AND DENTAL PROGRAM**  
**Division of Children, Youth, and Families**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 plan 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

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General Funds	2,591.0	3,290.2	2,794.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,585.6	9,160.9	9,119.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>10,176.6</b>	<b>12,451.1</b>	<b>11,914.2</b>
<b>FTE Positions</b>	<b>49.5</b>	<b>49.5</b>	<b>49.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average number of children enrolled	7,941	8,308	8,972	9,690	10,465
● Average annual cost of children served	\$1,432	\$1,679	\$1,706	\$1,751	\$1,891
● Timeliness of payments to providers (days)	25	30	29	28	28
● Referrals for treatment based on Early & Periodic Screening, Diagnosis & Treatment (EPSDT) screening	1,161	1,277	1,469	1,763	2,115
● Average immunized children in foster care age two and under	80%	90%	90%	90%	90%
● Average foster parent survey rating based on scale 1-10	NA	Baseline	NA	NA	NA

- ◆ Goal 2 - To continue to develop CMDP into a managed care health plan.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Registered physicians in Maricopa/Pima counties	N/A	100	150	200	500
● Increase of children assigned in Maricopa/Pima counties	NA	65%	85%	100%	100%

**DEA.24 PROGRAM SUMMARY**  
**CHILD SUPPORT**  
**Child Support Enforcement**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(c), LAWS 1994, Ch. 374

**Program Mission:**

*To provide effective and fair child support services by locating parents, establishing paternity and child support orders, and enforcing those orders to enable families to become or remain self-sufficient while reducing the financial burden on the tax payer.*

**Program Description:**

The program provides intake services, locates absent parents, establishes paternity and establishes the legal obligation to pay child support. The program collects and enforces child support payments through various administrative and judicial remedies. Child support services are provided to custodial parents who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS), Medical Assistance services or foster care, as well as to any other custodial or non-custodial parent who applies for child support services. 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. During State Fiscal Year 1999, the program will provide payment processing services statewide for non-Title IV-D child support and spousal maintenance cases.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,923.3	3,214.6	2,882.8
Other Appropriated Funds	6,344.7	8,532.7	10,622.6
Other Non Appropriated Funds	173.2	150.4	0.0
Federal Funds	18,743.2	24,053.9	34,313.9
<b>Program Total</b>	<b>28,184.4</b>	<b>35,951.6</b>	<b>47,819.3</b>
<b>FTE Positions</b>	<b>716.2</b>	<b>716.2</b>	<b>721.2</b>

**This Program Contains the following Subprograms:**

- ▶ Overall Child Support
- ▶ Paternity Establishment
- ▶ Support Order Establishment
- ▶ Enforcement

DEA.24.1 SUBPROGRAM SUMMARY  
**OVERALL CHILD SUPPORT**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(c);

**Subprogram Mission:**

*To provide effective and fair child support services by locating parents, establishing paternity and child support orders and enforcing those orders to enable families to become or remain self-sufficient while reducing the financial burden on the taxpayers.*

**Subprogram Description:**

The program provides intake services, locates absent parents, establishes paternity and establishes the legal obligation to pay child support. The program collects and enforces child support payments through various administrative and judicial remedies. Child support services are provided to custodial parents who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS), Medical Assistance services or foster care, as well as to any other custodial or non-custodial parent who applies for child support services. 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 six counties. During State Fiscal Year 1999, the program will provide payment processing services statewide for non-Title IV-D child support and spousal maintenance cases.

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**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase IV-D child support collections.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IV-D cases	304,503	310,593	316,805	323,141	329,604
● Court ordered IV-D cases	100,799	110,448	120,902	132,223	144,484
● IV-D cases with at least one payment in the state fiscal year	59,826	65,809	72,389	79,628	87,591
● Total IV-D collections (thousands)	\$147,139	\$160,000	\$173,600	\$186,600	\$199,600
	.7	.0	.0	.0	.0
● Change in IV-D collections from prior fiscal year	13.79%	8.74%	8.50%	7.49%	6.97%

**DEA.24.2 SUBPROGRAM SUMMARY**  
**PATERNITY ESTABLISHMENT**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(c)

**Subprogram Mission:**

To establish legal paternity for children born out of wedlock.

**Subprogram Description:**

The subprogram establishes legal paternity for children born out of wedlock through voluntary acknowledgment, genetic testing, and judicial determination.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	613.8	697.5	511.4
Other Appropriated Funds	421.6	258.7	1,743.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,448.4	1,865.0	4,780.4
<b>Program Total</b>	<b>2,483.8</b>	<b>2,821.2</b>	<b>7,035.7</b>
FTE Positions	143.2	143.2	144.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of paternity establishments for children who were born out of wedlock.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IV-D caseload in the paternity function	39.81%	37.50%	35.06%	32.48%	29.74%
● Children in the IV-D caseload requiring paternity establishment	193,934	186,364	177,726	167,926	156,862

● Children for whom paternity was established in the IV-D caseload	10,601	11,449	12,365	13,354	14,423
● Total children for whom paternity was established including those established in the Hospital Based Paternity Program	15,691	16,704	17,620	18,609	19,678
● Change in the number of children for whom IV-D paternities were established from prior fiscal year	4.85%	8.00%	8.00%	8.00%	8.00%

**DEA.24.3 SUBPROGRAM SUMMARY**  
**SUPPORT ORDER ESTABLISHMENT**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(c); (LAWS 1994, Ch. 374)

**Subprogram Mission:**

To establish a non-custodial parent's legal obligation to provide support to his or her children.

**Subprogram Description:**

The subprogram establishes legal orders of financial and medical support in accordance with Arizona Supreme Court guidelines.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	577.4	425.1	639.0
Other Appropriated Funds	421.6	258.7	1,743.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,120.8	825.2	4,517.4
<b>Program Total</b>	<b>2,119.8</b>	<b>1,509.0</b>	<b>6,900.3</b>
FTE Positions	143.2	143.2	144.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the establishment of legal obligations of support in IV-D cases.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IV-D caseload in the establishment function	20.89%	20.74%	20.57%	20.40%	20.22%
● IV-D cases requiring establishment	63,612	64,406	65,179	65,925	66,642
● IV-D support orders established	7,068	7,633	8,244	8,904	9,616
● Change in the number of IV-D orders established from the prior fiscal year	-5.05%	8.00%	8.00%	8.00%	8.00%

**DEA.24.4 SUBPROGRAM SUMMARY**  
**ENFORCEMENT**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 41-1954(c); (LAWS 1994, Ch. 374)

**Subprogram Mission:**

To enforce child support orders.

**Subprogram Description:**

This subprogram enforces the regular payment of support from non-custodial parents primarily through wage withholding and, when necessary, through other means including the intercept of state and federal tax refunds, the intercept of unemployment insurance payments, liens on real and personal property, suspension of drivers and professional licenses, referral to collection agencies, reporting of arrearages to credit bureaus, the establishment of judgments for past due amounts and contempt of court actions.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,732.1	2,092.0	1,732.4
Other Appropriated Funds	5,501.5	8,015.3	7,134.8
Other Non Appropriated Funds	173.2	150.4	0.0
Federal Funds	16,174.0	21,363.7	25,016.1
<b>Program Total</b>	<b>23,580.8</b>	<b>31,621.4</b>	<b>33,883.3</b>
<b>FTE Positions</b>	<b>429.8</b>	<b>429.8</b>	<b>432.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase compliance with court orders.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IV-D cases in the enforcement function (The definition of cases in the enforcement function has changed with the implementation of ATLAS Phase II. Federal year 1997 shows the first year the change took effect.)	96,980	106,553	116,928	128,170	140,350
● IV-D caseload in a IV-D enforcement function	31.85%	34.31%	36.91%	39.66%	42.58%
● IV-D cases with at least one payment in the state fiscal year (This measure has changed from previous years to report collections according to the new federal definition.)	59,826	65,809	72,389	79,628	87,591
● IV-D caseload with a IV-D collection	19.65%	21.19%	22.85%	24.64%	26.57%
● Change in IV-D cases with a IV-D collection from prior fiscal year	5.69%	10.00%	10.00%	10.00%	10.00%

**DEA.25 PROGRAM SUMMARY**

**ADMINISTRATION-DEVELOPMENTAL DISABILITIES**

**Long Term Care System Fund**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,487.3	6,169.0	7,160.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,218.5	7,428.2	8,955.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>12,705.8</b>	<b>13,597.2</b>	<b>16,116.4</b>
<b>FTE Positions</b>	<b>270.4</b>	<b>268.9</b>	<b>379.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase communication with individuals, families, and communities by providing information about the division's programs and related systems and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● People provided information	N/A	N/A	Baseline	N/A	N/A
● Satisfied with information provided	N/A	N/A	Baseline	85%	90%

- ◆ Goal 2 - To increase consumer satisfaction with DDD services, supports, and systems.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfaction surveys distributed	N/A	N/A	N/A	N/A	N/A
● Satisfaction surveys completed	N/A	N/A	N/A	N/A	N/A
● Increase in division's consumer satisfaction rating	N/A	N/A	Baseline	5%	5%

- ◆ Goal 3 - To increase opportunities for problem resolution for individuals with developmental disabilities and their families.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mediations conducted	0	12	15	20	25
● Successful resolutions conducted	N/A	60%	70%	85%	90%
● Increase of consumer satisfaction	N/A	N/A	Baseline	5%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trained peer mentors (cumulative)	N/A	18	48	72	100
● Individuals mentored (cumulative)	N/A	10	48	72	100

DEA.26 PROGRAM SUMMARY  
**DDD CASE MANAGEMENT SERVICES**  
**Developmental Disabilities/Long Term Care**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 coordinate the assistance needed by ALTCS and Non-ALTCS eligible individuals and their families.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,946.8	3,872.0	4,812.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,009.6	8,693.6	10,584.3
Federal Funds	106.3	137.2	140.4
<b>Program Total</b>	<b>13,062.7</b>	<b>12,702.8</b>	<b>15,537.1</b>
<b>FTE Positions</b>	<b>393.5</b>	<b>397.5</b>	<b>463.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide quality case management services for all DDD clients.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DDD clients receiving case management services	6,989	6,989	6,989	6,989	6,989
● ALTCS clients receiving case management services	8,443	9,287	10,216	11,237	12,360
● DDD case managers	125.2	129.2	130.2	130.2	130.2
● ALTCS case managers	268.3	268.3	311.3	356.3	401.3
● Annual turnover rate for case managers	15%	15%	12%	12%	12%
● Clients receiving case management services	100%	100%	100%	100%	100%

- ◆ Goal 2 - To improve the timeliness of the eligibility determination process.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Intake applications	3,892	4,125	4,372	4,372	4,372
● Eligibility determinations completed within 30 days of application	N/A	Baseline	25%	30%	40%
● Eligibility determinations completed within 60 days of application	N/A	Baseline	50%	50%	50%
● Eligibility determinations completed within 90 days of application	N/A	Baseline	25%	20%	10%

DEA.27 PROGRAM SUMMARY  
**DDD HOME AND COMMUNITY BASED SERVICES**  
**Developmental Disabilities/Long Term Care System**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 as further described in the following subprograms.

Expenditure data for the subprograms is not available.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	66,733.9	69,108.2	94,822.8
Other Appropriated Funds	0.0	0.0	12,000.0
Other Non Appropriated Funds	98,752.6	107,405.4	106,619.8
Federal Funds	1,276.2	1,983.6	1,983.6
<b>Program Total</b>	<b>166,762.7</b>	<b>178,497.2</b>	<b>215,426.2</b>
<b>FTE Positions</b>	<b>186.0</b>	<b>186.0</b>	<b>120.2</b>

**This Program Contains the following Subprograms:**

- ▶ Licensed Group Homes
- ▶ Licensed Adult Developmental Homes
- ▶ Licensed Child Developmental Foster Homes
- ▶ At Home With Family
- ▶ Independent Living
- ▶ Individually Designed Living Arrangements
- ▶ Secure Facility

DEA.27.1 SUBPROGRAM SUMMARY  
**LICENSED GROUP HOMES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide quality home and community based services which promote community integration, independence, dignity, and choice to eligible individuals with developmental disabilities who live in licensed residential settings.

**Subprogram Description:**

This subprogram consists of home and community based services provided to eligible adults and children who live in licensed state and vendor operated residential settings serving six or fewer individuals. The types of services provided include habilitation, room and board, day treatment, services and other Home and Community Based Services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide quality residential services to eligible individuals with developmental disabilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State-operated group home settings	14	14	14	14	14
● Vendor operated group home settings	600	600	600	600	600
● DDD clients living in state-operated group homes	13	13	13	13	13
● ALTCS clients living in state-operated group homes	52	52	52	52	52
● DDD clients living in vendor-operated group homes	325	356	363	363	363
● ALTCS clients living in vendor-operated group homes	1,651	1,721	1,791	1,791	1,791
● Consumer satisfaction with licensed group homes	N/A	N/A	Baseline	N/A	N/A

**DEA.27.2 SUBPROGRAM SUMMARY**  
**LICENSED ADULT DEVELOPMENTAL HOMES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

*To provide quality services which promote community integration, independence, dignity, and choice to eligible adults with developmental disabilities in licensed Adult Developmental Homes.*

**Subprogram Description:**

This subprogram consists of home and community based services provided to eligible adults who live in licensed family homes serving three or fewer individuals. The types of services provided include habilitation, room and board, day treatment services, and other home and community based services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide quality Home and Community Based Services to eligible adults in licensed Adult Developmental Homes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DDD clients living in Adult Developmental Homes	61	62	64	66	68
● ALTCS clients living in Adult Developmental Homes	257	298	351	386	424
● Increase in consumer satisfaction of Adult Developmental Homes services	N/A	N/A	Baseline	5%	5%

**DEA.27.3 SUBPROGRAM SUMMARY**  
**LICENSED CHILD DEVELOPMENTAL FOSTER HOMES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 46-134(2)(c)(i-ii), 36-558.01

**Subprogram Mission:**

*To provide temporary care to children, who have been adjudicated dependent, emphasizing the most home-like, least restrictive settings possible, while demonstrating reasonable efforts for reunification of the child with the family or permanency planning.*

**Subprogram Description:**

The subprogram provides temporary care to foster children emphasizing the most home-like, least restrictive setting possible. The types of services provided include habilitation, room and board, day treatment services, counseling, and other home and community based support services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of children returned home or placed in adoptive settings.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DDD children living in child development foster homes	61	62	64	66	68
● ALTCS children living in child development foster homes	257	298	351	386	424
● Children returned home or placed in adoptive homes	18%	20%	22%	24%	25%

**DEA.27.4 SUBPROGRAM SUMMARY**  
**AT HOME WITH FAMILY**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide quality family support services, which promote choice, independence, dignity, decision making, and inclusion within the community to eligible individuals with developmental disabilities who reside at home with their families.

**Subprogram Description:**

The subprogram consists of home and community based family support and services to eligible individuals who live with their families. The types of services provided include assistance to families, early intervention, respite, community resource development, and other supports and services.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide supports to individuals in their family home.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals living at home with family	7,180	7,596	8,030	8,496	8,985
● Families receiving Assistance to Family payments	756	756	756	756	756

**DEA.27.5 SUBPROGRAM SUMMARY**  
**INDEPENDENT LIVING**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide quality supports and services, which promote choice, independence, dignity, decision making, and inclusion within the community to adults with developmental disabilities who live independently.

**Subprogram Description:**

The subprogram consists of home and community based supports and services provided to adults who live independently or semi-independently. The types of services and supports provided include assistance to families, habilitation, day treatment services, and other home and community based supports and services.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide payments to individuals living independently or semi-independently so they may purchase supports and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals living independently and receiving Assistance to Family payments	85	90	118	118	118

**DEA.27.6 SUBPROGRAM SUMMARY**  
**INDIVIDUALLY DESIGNED LIVING ARRANGEMENTS**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide support services to eligible individuals whose families design, support, monitor, and administer specialized individual living arrangements.

**Subprogram Description:**

The subprogram consists of home and community based support services provided to ALTCS eligible individuals. The types of support services are individually designed by the family to meet the person's needs.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide support services to eligible individuals in



individually designed living arrangements (IDLA).

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Individuals receiving IDLA support services	35	35	35	35	35

**DEA.27.7 SUBPROGRAM SUMMARY**  
**SECURE FACILITY**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-551 et seq.

**Subprogram Mission:**

*To provide specialized placement and programs for adults who commit certain serious felonies but are determined incompetent to stand trial.*

**Subprogram Description:**

The subprogram consists of Home and Community Based Services (HCBS) and intervention programs targeted to the specific criminal behavior, provided to adults who live in a secure facility. The types of services provided will include habilitation, room and board, day treatment, and other home and community based services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide secure facility placements for adults who commit certain serious felonies but are determined incompetent to stand trial.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Individuals placed in a secure facility (Implementation-10/1/99)	0	0	0	6*	6

**DEA.28 PROGRAM SUMMARY**  
**INSTITUTIONAL SERVICES**  
**Developmental Disabilities/Long Term Care System**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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, as further described in the following subprograms.

Expenditure data for the subprograms is not available.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,346.2	11,051.0	11,726.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,416.4	13,412.6	14,370.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>22,762.6</b>	<b>24,463.6</b>	<b>26,097.2</b>
<b>FTE Positions</b>	<b>574.7</b>	<b>562.7</b>	<b>522.0</b>

**This Program Contains the following Subprograms:**

- ▶ Intermediate Care Facilities for the Mentally Retarded
- ▶ Large Group Living Facilities
- ▶ Nursing Facilities
- ▶ Residential Treatment Centers
- ▶ Arizona Training Programs

**DEA.28.1 SUBPROGRAM SUMMARY**  
**INTERMEDIATE CARE FACILITIES FOR THE MENTALLY RETARDED**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-2939(B)(1)

**Subprogram Mission:**

*To provide active treatment to Arizona Long Term Care System (ALTCS) eligible individuals with developmental disabilities to maximize their functional capabilities, and to pursue home and community based placement whenever possible.*

**Subprogram Description:**

This subprogram consists of certified state and vendor operated residential facilities in Phoenix, which provide active treatment and other services in accordance with federal regulations. Active treatment is defined as a continuous program which includes 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain certification for 100% of state operated Intermediate Care Facilities for the Mentally Retarded (ICF/MR).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State-operated ICF/MR	4	4	4	4	4
● Vendor operated ICF/MR	1	1	1	1	1
● ICF/MR certified	100%	100%	100%	100%	100%

**DEA.28.2 SUBPROGRAM SUMMARY**  
**LARGE GROUP LIVING FACILITIES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide residential care, supervision, and services to individuals with developmental disabilities on a short-term basis as required.

**Subprogram Description:**

This subprogram consists of one large vendor operated residential facility in Phoenix, as certified by DES/DDD, that provides care and supervision on a 24 hour basis.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide short-term residential services to individuals with developmental disabilities requiring this level of care, as identified by the Individual Service and Program Plan (ISPP) team.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals in the LGLF	3	3	3	3	3

**DEA.28.3 SUBPROGRAM SUMMARY**  
**NURSING FACILITIES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide nursing, residential care, and supervision to eligible individuals with developmental disabilities and to pursue home and community based placement whenever appropriate.

**Subprogram Description:**

This subprogram provides 24 hour nursing care and supervision in a Medicaid/Medicare certified residential setting.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of individuals with developmental disabilities transitioning to Home and Community Based Settings from nursing facility settings as indicated by the Preadmission Screening and Annual Resident Review (PASARR) process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals identified as inappropriately placed	5	5	5	5	5
● Individuals moved within 30 days of notification	70%	75%	80%	85%	90%

**DEA.28.4 SUBPROGRAM SUMMARY**  
**RESIDENTIAL TREATMENT CENTERS**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-552

**Subprogram Mission:**

To provide residential care and supervision to eligible individuals with developmental disabilities and to pursue home and community based placement whenever appropriate.

**Subprogram Description:**

This subprogram provides 24 hour behavioral health care and supervision in Joint Commission on Accreditation of Health Organizations (JCAHO) accredited Residential Treatment Centers (RTC).

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To move individuals with developmental disabilities from Residential Treatment Centers to home and community based settings as identified by the Individual Service and Program Plan (ISPP) team.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals residing in Residential Treatment Centers	5	3	3	3	3
● Individuals identified to move	4	3	3	3	3
● Individuals moved to home and community based settings	4	2	2	2	2

DEA.28.5 SUBPROGRAM SUMMARY  
**ARIZONA TRAINING PROGRAMS**  
 Contact: Karl Matzinger, Acting Budget Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 A.R.S. 36-2939(B)(1)

**Subprogram 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.

**Subprogram Description:**

Intermediate Care Facilities for the Mentally Retarded (ICF/MR): Consists of certified residential facilities in Coolidge 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. In accordance with the individual plans developed for the ten remaining residential clients at the Arizona Training Program at Tucson (ATPT), the transitions to residential community placements were completed on February 5, 1997. Six clients were placed in vendor operated group homes, one client was placed in an adult developmental home and three clients were placed in an Individually Designed Living Arrangement (IDLA). The ATPT continues to provide day programs, case management services, therapies, community nursing, adaptive equipment, and training services to clients throughout District II. Large Group

Living Facilities (LGLF): Consists of large residential facilities in Coolidge certified by DES/DDD, that provide care and supervision on a 24 hour basis. State Operated Group Homes (SOGH): Consists of home and community based services provided to eligible adults and children who live in licensed state operated residential settings serving six or fewer individuals. 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain certification for 100% of state operated Intermediate Care Facilities for the Mentally Retarded (ICF/MR).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ICF/MR in Coolidge	6	6	6	6	6
● ICF/MR in Tucson	2	0	0	0	0
● ICF/MR certified in Tucson and Coolidge	100%	100%	100%	100%	100%
● Consumer satisfaction rating of ICF/MR	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 2 - To move individuals with developmental disabilities from Large Group Living Facilities (LGLF) to home and community based settings as identified by the Individual Service and Program Plan (ISPP) team.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals identified by ISPP team to move to home and community based settings	N/A	10	10	10	10
● Individuals moved to home and community based settings	N/A	10%	20%	30%	40%

- ◆ Goal 3 - To provide quality residential services to eligible individuals with developmental disabilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DDD clients living in state-operated group homes in Coolidge	12	12	12	12	12
● ATLCS clients living in state-operated group homes in Coolidge	23	23	23	23	23
● Consumer satisfaction with group homes	N/A	N/A	Baseline	N/A	N/A

DEA.29 PROGRAM SUMMARY  
**MEDICAL SERVICES**  
**Long Term Care System Fund**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 services, pharmacy services, laboratory services, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,013.3	8,196.4	9,805.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,095.6	21,179.3	24,185.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>26,108.9</b>	<b>29,375.7</b>	<b>33,990.9</b>
<b>FTE Positions</b>	<b>64.6</b>	<b>64.6</b>	<b>37.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide cost effective, quality health care.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Health plans	5	5	5	5	5
● Member months	96,485	106,804	112,376	117,948	123,845
● Increase of consumer satisfaction rating with health plans	N/A	N/A	N/A	N/A	5%

DEA.30 PROGRAM SUMMARY  
**REHABILITATION SERVICES**  
**Division of Employment and Rehabilitation Services**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	12,674.7	12,436.0	14,492.1
Other Appropriated Funds	0.0	1,114.9	0.0
Other Non Appropriated Funds	10,064.5	11,785.1	14,835.6
Federal Funds	33,452.5	40,239.5	44,285.3
<b>Program Total</b>	<b>56,191.7</b>	<b>65,575.5</b>	<b>73,613.0</b>
<b>FTE Positions</b>	<b>492.0</b>	<b>511.0</b>	<b>528.5</b>

**This Program Contains the following Subprograms:**

- ▶ Rehabilitation Services Administration
- ▶ Vocational Rehabilitation Services
- ▶ Independent Living Rehabilitation Services
- ▶ Employment Support Services (SLI)

DEA.30.1 SUBPROGRAM SUMMARY  
**REHABILITATION SERVICES ADMINISTRATION**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 Advisory Council (SRAC), Blindness and Visual Impairment (BVI), and Spinal/Head Injury Council. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,072.2	2,309.1	2,367.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,699.7	3,648.9	5,120.2
Federal Funds	12,900.3	14,523.8	14,950.0
<b>Program Total</b>	<b>18,672.2</b>	<b>20,481.8</b>	<b>22,437.7</b>
<b>FTE Positions</b>	<b>492.0</b>	<b>511.0</b>	<b>528.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide administrative support to field staff, advisory councils, internal and external customers (including individuals with disabilities) and to manage businesses for individuals who are blind.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State Plans/Grants approved	3	3	3	3	3

- ◆ Goal 2 - To provide employment opportunities for (primarily) legally blind individuals (and rehabilitation services to individuals with severe disabilities referred from other RSA Programs) at Arizona Industries for the Blind.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals employed at AIB	52	52	55	57	60

- ◆ Goal 3 - To maintain the number of businesses operated by individuals who are legally blind in the Business Enterprise Program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Business operations managed by legally blind individuals	43	44	45	45	45

- ◆ Goal 4 - To provide automation support to field staff, advisory councils, internal and external customers (including individuals with disabilities) and to businesses for individuals who are blind.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Subrecipient contractors / entities reporting data using Financial and Client Tracking System (FACTS)	12	12	60	60	60

**DEA.30.2 SUBPROGRAM SUMMARY**  
**VOCATIONAL REHABILITATION SERVICES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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 Governor's State Rehabilitation Advisory Council (SRAC), 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,102.3	3,285.1	3,655.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,600.5	2,975.9	3,681.7
Federal Funds	19,522.1	24,489.6	28,081.9
<b>Program Total</b>	<b>24,224.9</b>	<b>30,750.6</b>	<b>35,418.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To respond to the employment needs of individuals who are disabled.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals successfully rehabilitated	1,854	1,920	2,015	2,015	2,015

- ◆ Goal 2 - To increase the efficiency of the Vocational Rehabilitation program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from application to plan implementation	165	165	157	157	157

**DEA.30.3 SUBPROGRAM SUMMARY**  
**INDEPENDENT LIVING REHABILITATION SERVICES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 (SLI) 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	529.6	575.0	575.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	372.3	599.0	1,243.5
Federal Funds	644.3	797.7	839.5
<b>Program Total</b>	<b>1,546.2</b>	<b>1,971.7</b>	<b>2,658.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain and increase the ability of individuals to make decisions leading to self-determination and to live independently.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals closed with increased independence	893	897	897	897	897

- ◆ Goal 2 - To maintain the ability to provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals receiving eye exams/glasses	9,137	8,400	8,000	8,000	8,000

DEA.30.4 SUBPROGRAM SUMMARY  
**EMPLOYMENT SUPPORT SERVICES (SLI)**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
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, i.e., 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	6,970.6	6,266.8	7,894.6
Other Appropriated Funds	0.0	1,114.9	0.0
Other Non Appropriated Funds	4,392.0	4,561.3	4,790.2
Federal Funds	385.8	428.4	413.9
<b>Program Total</b>	<b>11,748.4</b>	<b>12,371.4</b>	<b>13,098.7</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals receiving ESS	1,548	1,539	1,539	1,539	1,539

DEA.31 PROGRAM SUMMARY  
**EMPLOYMENT SECURITY**  
**Division of Employment and Rehabilitation Services**  
Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
A.R.S. 23-601 to A.R.S. 23-799

**Program Mission:**

*To provide the citizens of Arizona with a system of integrated re-employment services, income maintenance, evaluation, and training opportunities, to enable them to locate and retain suitable jobs and build sustainable careers.*

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	179.3	171.6	193.4
Other Appropriated Funds	0.0	85.0	85.0
Other Non Appropriated Funds	174,192.0	195,019.0	195,009.4
Federal Funds	28,468.9	32,018.5	37,042.6
<b>Program Total</b>	<b>202,840.2</b>	<b>227,294.1</b>	<b>232,330.4</b>
FTE Positions	794.0	805.5	797.5

**This Program Contains the following Subprograms:**

- ▶ **Employment Security Administration**
- ▶ **Employment Services**
- ▶ **Unemployment Insurance**

**DEA.31.1 SUBPROGRAM SUMMARY**  
**EMPLOYMENT SECURITY ADMINISTRATION**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 (SLI) PL 93-112

**Subprogram Mission:**

To provide the support which enables the Employment Service Administration's (ESA) subprograms to meet their missions.

**Subprogram Description:**

To provide support to the ESA 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	179.3	171.6	193.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11.9	19.0	9.4
Federal Funds	25,489.0	29,199.0	34,223.1
<b>Program Total</b>	<b>25,680.2</b>	<b>29,389.6</b>	<b>34,425.9</b>
FTE Positions	794.0	805.5	797.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase communication links with ESA staff.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ESA staff satisfied with ESA communication	52%	37%	42%	47%	52%
● Increase in ESA communication rating by staff	N/A	-15%	5%	5%	5%

**DEA.31.2 SUBPROGRAM SUMMARY**  
**EMPLOYMENT SERVICES**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 (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 when providing jobs to eligible job seekers.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	2,979.9	2,819.5	2,819.5
<b>Program Total</b>	<b>2,979.9</b>	<b>2,819.5</b>	<b>2,819.5</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Job seekers placed	38,739	43,342	43,342	43,342	43,342

**DEA.31.3 SUBPROGRAM SUMMARY**  
**UNEMPLOYMENT INSURANCE**  
 Contact: Karl Matzinger, Acting Manager  
 Phone: 542-3786  
 Contact: Rex Critchfield, Supervisor  
 Phone: 542-3928  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	85.0	85.0
Other Non Appropriated Funds	174,180.1	195,000.0	195,000.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>174,180.1</b>	<b>195,085.0</b>	<b>195,085.0</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● UI benefits paid within 14 days of first compensable week ending date	97%	95%	95%	95%	95%

- ◆ Goal 2 - To ensure sufficient funds are available to meet UI payment needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to deposit 90% of taxes collected	3	3	3	2	1

**DEA.32 PROGRAM SUMMARY**

**JOB TRAINING PARTNERSHIP ACT**

**Division of Employment and Rehabilitation Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	2,000.0	3,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	35,569.9	38,235.6	48,416.6
<b>Program Total</b>	<b>35,569.9</b>	<b>40,235.6</b>	<b>51,416.6</b>
<b>FTE Positions</b>	<b>36.0</b>	<b>36.0</b>	<b>33.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To improve the service delivery system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● SDAs exceeding standards	81%	88%	94%	100%	100%
● Substate grantee enrollments	5,004	5,504	6,054	6,659	7,325

- ◆ Goal 2 - To improve placement in quality jobs, as defined by state performance standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quality job placements by SDAs	544	598	658	724	796
● Quality job placements by SSAs	538	565	593	623	654

- ◆ Goal 3 - To increase productivity of service provider staff through technical assistance and support seminars to enhance staff knowledge and experience.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training sessions provided to SDAs and SSAs	10	10	10	10	10
● Customer satisfaction rating	78%	83%	88%	93%	98%

- ◆ Goal 4 - To meet and/or exceed the statewide average of all seven federal performance standards for the SDAs and SSAs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Technical assistance dollars provided to SDAs and SSAs	\$91,373	\$100,000	\$100,000	\$100,000	\$100,000
● Statewide average increase of SDAs and SSAs of all federal performance standards	10%	10%	10%	10%	10%

**DEA.33 PROGRAM SUMMARY**

**JOB OPPORTUNITIES AND BASIC SKILLS**

**Division of Employment and Rehabilitation Services**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

A.R.S. 46-138.01, TANF

**Program Mission:**

*To administer employment and training services to public assistance recipients which lead to their employment.*

**Program Description:**

The JOBS Administration provides comprehensive education, training, and employment services to individuals receiving Temporary Assistance to 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,637.7	2,758.2	6,194.5
Other Appropriated Funds	500.7	4,385.1	1,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	9,992.6	20,619.5	21,991.8
<b>Program Total</b>	<b>15,131.0</b>	<b>27,762.8</b>	<b>29,186.3</b>
<b>FTE Positions</b>	<b>223.7</b>	<b>225.2</b>	<b>227.2</b>

**This Program Contains the following Subprograms:**

- ▶ **JOBS Administration**
- ▶ **Job Opportunities and Basic Skills**
- ▶ **Food Stamp Employment and Training**

**DEA.33.1 SUBPROGRAM SUMMARY**

**JOBS ADMINISTRATION**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786

Contact: Rex Critchfield, Supervisor  
Phone: 542-3928

A.R.S. 46-138.01 TANF



**Subprogram Mission:**

To administer employment and training services to public assistance recipients which lead to their employment.

**Subprogram Description:**

The JOBS Administration provides comprehensive education, training, and employment services to individuals receiving Temporary Assistance to 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,590.2	1,584.3	1,635.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,089.5	6,673.6	7,240.7
<b>Program Total</b>	<b>5,679.7</b>	<b>8,257.9</b>	<b>8,876.2</b>
FTE Positions	223.7	225.2	227.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of public assistance recipients who obtain employment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants who obtained employment	9,553	14,339	19,126	23,686	34,770

**DEA.33.2 SUBPROGRAM SUMMARY  
JOB OPPORTUNITIES AND BASIC SKILLS**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
Federal TANF Block Grant

**Subprogram Mission:**

To assist Temporary Assistance to Needy Families (TANF) recipients in obtaining 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,945.4	1,000.0	4,385.1
Other Appropriated Funds	500.7	4,385.1	1,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,676.6	13,557.0	14,362.2
<b>Program Total</b>	<b>9,122.7</b>	<b>18,942.1</b>	<b>19,747.3</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients who obtained employment	7,433	10,252	14,937	22,468	29,957

**DEA.33.3 SUBPROGRAM SUMMARY  
FOOD STAMP EMPLOYMENT AND TRAINING**

Contact: Karl Matzinger, Acting Manager  
Phone: 542-3786  
Contact: Rex Critchfield, Supervisor  
Phone: 542-3928  
A.R.S. 46-138.01.A.4

**Subprogram Mission:**

To assist Food Stamp recipients in obtaining 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	102.1	173.9	173.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	226.5	388.9	388.9
<b>Program Total</b>	<b>328.6</b>	<b>562.8</b>	<b>562.8</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of Food Stamp recipients who obtain employment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients who obtained employment	2,120	4,087	4,189	4,541	4,813





<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF ENVIRONMENTAL QUALITY</b>	
Russell Rhoades, Director	EVA
Contact: Claudette Fredericson, Budget Manager	207-4402

**Agency Mission:**

*To preserve, protect and enhance the environment and the public health, and to be a leader in the development of public policy designed 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 Office of Air Quality 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 Office of Waste Programs 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 Office of Water Quality 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	13,530.6	14,329.0	14,647.8
➤ AIR QUALITY	17,007.1	25,931.3	17,280.6
➤ WASTE PROGRAMS	43,954.4	92,666.7	57,051.5
➤ WATER QUALITY	9,337.6	14,001.4	10,961.8
➤ MULTI-DISCIPLINARY PROGRAM	1,923.6	4,234.0	1,048.9
➤ WATER INFRASTRUCTURE FINANCE AUTHORITY	4,570.0	12,470.0	36,700.0
Capital Funds	0.0	0.0	0.0
Agency Total	<u>90,323.3</u>	<u>163,632.4</u>	<u>137,690.6</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	20,381.1	32,279.7	34,853.4
Other Appropriated Funds	7,450.0	23,904.0	18,573.5
Other Non Appropriated Funds	51,904.5	94,823.1	75,604.7
Federal Funds	10,587.7	12,625.6	8,659.0
Operating Funds Subtotal	<u>90,323.3</u>	<u>163,632.4</u>	<u>137,690.6</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>90,323.3</u>	<u>163,632.4</u>	<u>137,690.6</u>
FTE Positions	<u>826.1</u>	<u>854.7</u>	<u>825.8</u>

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To protect and improve environmental quality.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Annual tonnage reduction of vehicular emissions from administration of comprehensive Vehicle Emissions Program	350	376	400	424
● Areas qualifying for redesignation to air quality attainment status	3	3	3	3	3
● Perennial stream miles assessed	2,674	2,700	2,700	2,700	2,700
● Perennial stream miles assessed fully supporting designated uses	829	850	850	850	850
● Wells assessed	2,197	2,200	2,200	2,200	2,200
● Wells assessed exceeding Aquifer Water Quality standards	1,909	1,910	1,910	1,910	1,910
● Superfund Sites cleaned up, or cases closed, requiring no further remediation	15	28	25	15	15
● Billions of gallons of water treated and returned to beneficial use	10.6	11.2	10.6	10.6	10.6
● Thousands of tons of contaminated soil treated and returned to acceptable quality	30.2	9.0	8.0	8.0	8.0
● Reduction in statewide hazardous waste generated compared to 1992 base year (annual)	54%	36%	36%	38%	38%
● Public waste recycled on an annual basis as reported by local governments and municipalities	5.2	5.4	5.8	6.0	6.2
● Petroleum contaminated soil sites cleaned up, or cases closed, requiring no further remediation	135	150	175	180	180
● Leaking underground storage tank cases closed	756	960	1,080	950	800
● Voluntary Remediation sites cleaned up, or cases closed, requiring no further remediation	N/A	Baseline	N/A	N/A	N/A
● Gallons of water treated and returned to beneficial use through the Voluntary Remediation Subprogram (VRP)	N/A	Baseline	N/A	N/A	N/A
● Tons of soil remediated through the Voluntary Remediation Subprogram (VRP)	N/A	Baseline	N/A	N/A	N/A
● Tons of soil remediated through the Greenfields Pilot Subprogram (GPP)	N/A	Baseline	N/A	N/A	N/A
● Annual number of pounds of hazardous substances removed from soils and water treated	N/A	Baseline	N/A	N/A	N/A
◆ Goal 2 - To improve external customer service and communication.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Statutorily set permit timelines met	100%	100%	100%	100%	100%
● ADEQ major reports, policy statements, and notices available electronically	N/A	80%	90%	100%	100%

**EVA.1 PROGRAM SUMMARY  
ADMINISTRATION**

Contact: John Hagen  
Phone: 207-2204

A.R.S. 49-101 - 49-1106

**Program Mission:**

*To protect public health and the environment by providing overall executive management of the agency and staff support to facilitate the divisions achieving their program missions. Manage the business side of the agency efficiently and effectively while responding to customer needs in a timely manner.*

**Program Description:**

This program includes the traditional administrative functions: facilities management, accounting, budgeting, auditing, information technology, human resources, legal, policy management, public affairs, total quality and strategic planning to support the overall functioning of the agency.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,360.8	3,281.3	4,611.2
Other Appropriated Funds	205.8	287.4	291.7
Other Non Appropriated Funds	7,781.6	10,537.4	9,595.9
Federal Funds	182.4	222.9	149.0
<b>Program Total</b>	<b>13,530.6</b>	<b>14,329.0</b>	<b>14,647.8</b>
<b>FTE Positions</b>	<b>184.0</b>	<b>197.3</b>	<b>196.4</b>

**This Program Contains the following Subprograms:**

- ▶ Executive Management
- ▶ Administrative Program Management
- ▶ Financial Management
- ▶ Information Resources
- ▶ Management Services
- ▶ Human Resources
- ▶ Legal Services
- ▶ Program Support And Assistance
- ▶ Public Affairs/Outreach

**EVA.1.1 SUBPROGRAM SUMMARY  
EXECUTIVE MANAGEMENT**

Contact: John Hagen  
Phone: 207-2204

A.R.S. 49-101 - 49-110

**Subprogram Mission:**

*To provide direction, set policy and develop and implement*

*legislation. Provide executive leadership for the agency. Ensure coordination and consistency and promote effectiveness and efficiency of agency actions. Work with agency customers to resolve problems and set priorities. 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, ensuring consistent and fair decisions.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	550.4	377.1	530.0
Other Appropriated Funds	60.4	79.4	80.7
Other Non Appropriated Funds	346.0	426.9	445.1
Federal Funds	90.5	106.4	71.1
<b>Program Total</b>	<b>1,047.3</b>	<b>989.8</b>	<b>1,126.9</b>
<b>FTE Positions</b>	<b>26.5</b>	<b>27.8</b>	<b>27.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve external and internal customer service, and ensure consistent and fair decisions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADEQ external and internal performance measures met	N/A	N/A	80%	85%	90%

**EVA.1.2 SUBPROGRAM SUMMARY  
ADMINISTRATIVE PROGRAM MANAGEMENT**

Contact: John Hagen  
Phone: 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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,353.6	928.2	1,303.7
Other Appropriated Funds	12.3	16.2	16.5
Other Non Appropriated Funds	2,894.1	3,624.1	3,699.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,260.0</b>	<b>4,568.5</b>	<b>5,019.2</b>
<b>FTE Positions</b>	<b>4.5</b>	<b>4.6</b>	<b>4.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Deputy Director Office performance measures met	N/A	N/A	80%	85%	90%

EVA.1.3 SUBPROGRAM SUMMARY  
**FINANCIAL MANAGEMENT**  
 Contact: Michael D. Clark, Chief Financial Officer  
 Phone: 207-4756  
 A.R.S. 49-101 - 49-110

**Subprogram Mission:**

*To provide timely and accurate financial and economic data; to ensure that ADEQ recovers from responsible parties the costs of remedial actions undertaken by ADEQ; and to provide performance and revenue audit services.*

**Subprogram Description:**

The subprogram provides traditional comptroller functions; budget and grant preparation and monitoring; and audit services for the department. The comptroller function provides payroll, accounts receivable, accounts payable, general accounting, cost recovery, and financial systems. The budget and grant function prepares and submits the annual state budget, federal grants and any other budgetary requirements; monitors the receipt of and expenditure of funds; makes adjustments as requested; provides advice and recommendations to the Management Team on financial issues. The audit function provides financial, performance and revenue audit services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	612.4	233.0	327.5
Other Appropriated Funds	4.8	23.2	22.9
Other Non Appropriated Funds	1,188.2	2,000.1	1,286.6
Federal Funds	-7.2	0.0	0.0
<b>Program Total</b>	<b>1,798.2</b>	<b>2,256.3</b>	<b>1,637.0</b>
<b>FTE Positions</b>	<b>51.8</b>	<b>57.1</b>	<b>57.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely, cost-effective and quality support for external and internal customer service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Miscellaneous billings which are processed and mailed within 5 days	N/A	90%	95%	95%	95%
● Mailed invoices received	N/A	90%	95%	95%	95%

EVA.1.4 SUBPROGRAM SUMMARY  
**INFORMATION RESOURCES**  
 Contact: James Ryan, Manager  
 Phone: 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; Office of Information Technology Management; System Administration; Help Desk; Technology Evaluation and Assessment; Communications; Operations; Programming; GIS/GPS Coordination; and Data Coordination. The Office of Information Technology (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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,754.4	996.3	1,400.4
Other Appropriated Funds	78.4	103.0	104.8
Other Non Appropriated Funds	2,109.2	2,887.1	2,588.3
Federal Funds	66.4	78.1	52.2
<b>Program Total</b>	<b>4,008.4</b>	<b>4,064.5</b>	<b>4,145.7</b>
<b>FTE Positions</b>	<b>39.2</b>	<b>41.5</b>	<b>41.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To meet customer requests for information assistance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADEQ major reports, policy statements, and notices available electronically	N/A	80%	90%	100%	100%
● Average seervice requests per month	N/A	1,000	1,000	1,000	1,000
● Customers reporting services meet or exceed expectation	N/A	50%	60%	70%	80%

EVA.1.5 SUBPROGRAM SUMMARY  
**MANAGEMENT SERVICES**  
 Contact: Kathleen Dougherty, Manager  
 Phone: 207-4727  
 Contact: Tara Roesler, Manager  
 Phone: 207-4719  
 A.R.S. 49-101 - 49-110

**Subprogram Mission:**

*To provide logistical support of the overall ADEQ Mission.*

**Subprogram Description:**

Provide facility, transportation, and procurement services necessary for ADEQ operations to ensure compliance with applicable laws and regulations.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	342.8	234.8	330.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	378.5	467.1	487.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>721.3</b>	<b>701.9</b>	<b>817.1</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>19.3</b>	<b>19.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To procure agency requirements in a timely manner meeting and exceeding customer expectations in accordance with applicable rules and statutes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual purchase requisitions processed	3,840	4,200	4,500	4,500	4,500
● Meet or exceed customer expectations based upon post service assessments of jointly developed service agreements	N/A	90%	90%	90%	90%
● Meet or exceed customer expectations based upon a customer satisfaction survey attached to every 25th Purchase Order	N/A	85%	85%	85%	85%

- ◆ Goal 2 - To provide timely, cost effective and quality general services support for ADEQ employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Management systems improvement projects initiated and implemented	N/A	3	3	3	3
● Customers reporting via survey average or above average service	N/A	60%	70%	75%	80%
● Complaints received by section manager	N/A	50%	60%	70%	80%

**EVA.1.6 SUBPROGRAM SUMMARY**  
**HUMAN RESOURCES**  
 Contact: Michael Shcolnik, Manager  
 Phone: 207-4795  
 A.R.S. 38-101 - 38-921, 49-104

**Subprogram Mission:**

*To provide quality, comprehensive, human resources services and programs including employment, classification/compensation, employee relations, affirmative action, benefits, safety, training, and development designed to support the agency in a manner which maximizes the opportunity for the agency to pursue and accomplish its mission.*

**Subprogram Description:**

To provide comprehensive human resources services which include technical expertise in areas of employment,

classification/compensation, employee relations, affirmative action, benefits, safety, and training and development.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	138.5	94.9	133.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	212.7	262.4	273.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>351.2</b>	<b>357.3</b>	<b>407.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.8</b>	<b>9.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide all agency supervisors and managers with quality human resources support services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADEQ employees scheduled for core skills training	N/A	40%	50%	60%	70%
● Customers reporting average or above average service (%)	N/A	Baseline	N/A	N/A	N/A

**EVA.1.7 SUBPROGRAM SUMMARY**  
**LEGAL SERVICES**  
 Contact: Mark Santana, Manager  
 Phone: 207-4251  
 A.R.S. 49, 46.6

**Subprogram Mission:**

*To ensure that the agency's regulatory, enforcement, and quasi-judicial mandates and functions are carried out in a manner that is based on sound legal principles and that is 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, whereby 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. Managing 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. Ensuring that policies adopted by the agency are legally acceptable and enforceable.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	392.5	268.9	377.9
Other Appropriated Funds	49.6	65.2	66.4
Other Non Appropriated Funds	287.0	418.2	345.5
Federal Funds	32.7	38.4	25.7
<b>Program Total</b>	<b>761.8</b>	<b>790.7</b>	<b>815.5</b>
FTE Positions	18.0	19.0	18.8

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop clear and effective rules in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Priority rulemakings (to which department commits program and OAC resources for any given fiscal year) that will be adopted by the Director and submitted to the Governor's Regulatory Review Council (GRRC)	32%	41%	45%	47%	47%
● Administrative enforcement actions and civil actions initiated by A) each division, and B) concluded for each division	N/A	Baseline	N/A	N/A	N/A

**EVA.1.8 SUBPROGRAM SUMMARY**  
**PROGRAM SUPPORT AND ASSISTANCE**  
 Contact: Wayne Aerni, Strategic Planning Officer  
 Phone: 207-4217  
 A.R.S. 49-101 - 49-110

**Subprogram Mission:**

To provide information, assistance, training and guidance to all ADEQ staff in the areas of Total Quality, Data Quality Objectives, Strategic Planning and the Policy Management System with the purpose of supporting and promoting consistent agency direction and continuity.

**Subprogram Description:**

The Office of Program Support and Assistance (PSA) is responsible for developing and implementing the ADEQ Policy Management System; and coordinating the agency strategic planning activities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5.7	3.9	5.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	111.2	137.2	143.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>116.9</b>	<b>141.1</b>	<b>148.6</b>
FTE Positions	4.0	4.3	4.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide overall direction in the development of

policy and the policy management system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New ADEQ policies established annually	N/A	15	20	25	25

**EVA.1.9 SUBPROGRAM SUMMARY**  
**PUBLIC AFFAIRS/OUTREACH**  
 Contact: Amy Rezzonico, Public Information Officer  
 Phone: 207-2215  
 A.R.S. 49-101 - 49-105, 49-456

**Subprogram Mission:**

To maintain and improve the quality of Arizona's air, land and water resources by providing information, services for the public, regulated community, media, legislature and other government entities.

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	210.5	144.2	202.7
Other Appropriated Funds	0.3	0.4	0.4
Other Non Appropriated Funds	254.7	314.3	327.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>465.5</b>	<b>458.9</b>	<b>530.8</b>
FTE Positions	2.0	2.0	13.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To respond to political and press inquiries in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Press inquiries responded to in 24 hours	N/A	80%	80%	80%	80%

**EVA.2 PROGRAM SUMMARY**  
**AIR QUALITY**  
 Contact: Nancy C. Wrona, Division Director  
 Phone: 207-2308  
 A.R.S. 49-401 - 49-593

**Program Mission:**

To control 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 Program ensures air quality through development and management of statewide air pollution control programs, issues permits, conducts inspections, anticipates problems through ongoing monitoring and assessment and responds to emergencies.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	5,345.5	4,489.4	2,405.2
Other Appropriated Funds	5,502.9	13,690.5	8,145.1
Other Non Appropriated Funds	3,637.8	4,794.8	4,755.5
Federal Funds	2,520.9	2,956.6	1,974.8
<b>Program Total</b>	<b>17,007.1</b>	<b>25,931.3</b>	<b>17,280.6</b>
<b>FTE Positions</b>	<b>171.0</b>	<b>166.9</b>	<b>163.2</b>

**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: 207-2308  
 A.R.S. 49-401 - 49-593

**Subprogram Mission:**

*To provide leadership, management, support and direction for all air programs for efficient and effective delivery of services.*

**Subprogram Description:**

Provide management and administrative services to the program. Plan, control and monitor expenditures of staff and budgetary resources. Provide for staff training and employee evaluations. Develop policies and procedures. Provide input on legislative issues. Assist in development of agency strategic plans and action plans for their implementation. Develop, implement and monitor workplans. Evaluate program effectiveness. Oversee delegation agreements with local jurisdictions.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	423.1	289.8	407.4
Other Appropriated Funds	2,288.4	5,280.1	3,338.8
Other Non Appropriated Funds	471.9	622.0	616.9
Federal Funds	365.7	430.1	287.3
<b>Program Total</b>	<b>3,549.1</b>	<b>6,622.0</b>	<b>4,650.4</b>
<b>FTE Positions</b>	<b>54.9</b>	<b>54.1</b>	<b>52.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To coordinate the implementation of external and internal Air Division performance measures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Air Quality Division performance measures met	N/A	80%	85%	90%	90%

EVA.2.2 SUBPROGRAM SUMMARY  
**AIR POLLUTION EMISSION CONTROL**  
 Contact: Nancy C. Wrona, Division Director  
 Phone: 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 and enforcement.*

**Subprogram Description:**

The Air Pollution Control Program is mandated by statutes and rules to control air pollution within the State of Arizona. The program staff is responsible for assuring compliance through permits, inspections and enforcement actions.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,837.0	2,971.1	1,365.5
Other Appropriated Funds	2,941.8	8,048.6	4,441.3
Other Non Appropriated Funds	1,146.2	1,510.8	25.3
Federal Funds	166.5	195.8	130.8
<b>Program Total</b>	<b>9,091.5</b>	<b>12,726.3</b>	<b>5,962.9</b>
<b>FTE Positions</b>	<b>86.1</b>	<b>83.1</b>	<b>82.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections per fiscal year	444	445	445	450	450
● Facilities brought into compliance within 120 days of initial notification of violation	80%	80%	80%	80%	80%

- ◆ Goal 2 - To efficiently develop and implement non-attainment area plans.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Areas qualifying for redesignation to air quality attainment status	3	3	3	3	3

EVA.2.3 SUBPROGRAM SUMMARY  
**AIR QUALITY MANAGEMENT AND ANALYSIS**  
 Contact: Nancy C. Wrona, Division Director  
 Phone: 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 subprogram is designed to develop and maintain statewide air pollution control programs, including the State Implementation Plan (SIP) and development of emission management rules; to monitor ambient air quality and visibility conditions; to conduct research in support of other air quality programs and to fulfill statutory mandates; to coordinate a cooperative Statewide Smoke Management Program; and to conduct air quality models to project future conditions.



Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	85.4	1,228.5	632.3
Other Appropriated Funds	272.7	361.8	365.0
Other Non Appropriated Funds	2,019.7	2,662.0	4,113.3
Federal Funds	1,988.7	2,330.7	1,556.7
<b>Program Total</b>	<b>4,366.5</b>	<b>6,583.0</b>	<b>6,667.3</b>
FTE Positions	30.0	29.7	27.8

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the actual pollutants in the environment.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Annual tonnage reduction of vehicular emissions from administration of comprehensive Vehicle Emissions Program	350	376	400	424	450

**EVA.3 PROGRAM SUMMARY**  
**WASTE PROGRAMS**  
 Contact: Jean Calhoun, Division Director  
 Phone: 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, by ensuring cleanup of contamination where it has occurred and by responding to customer needs in a timely manner.*

**Program Description:**

This program regulates solid and hazardous waste treatment, storage and disposal facilities, hazardous waste generators and underground storage tanks. It issues permits, conducts inspections, approves closure and post closure activities and oversees remediation of contamination. It encourages recycling, reuse and other forms of pollution prevention.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,493.9	17,409.8	16,649.0
Other Appropriated Funds	989.3	6,345.5	6,588.9
Other Non Appropriated Funds	34,715.1	64,493.4	30,862.8
Federal Funds	3,756.1	4,418.0	2,950.8
<b>Program Total</b>	<b>43,954.4</b>	<b>92,666.7</b>	<b>57,051.5</b>
FTE Positions	235.5	254.8	243.6

**This Program Contains the following Subprograms:**

- ▶ Waste Programs Management
- ▶ Solid Waste
- ▶ Hazardous Waste
- ▶ Underground Storage Tanks
- ▶ Superfund

▶ **Emergency Response**

**EVA.3.1 SUBPROGRAM SUMMARY**  
**WASTE PROGRAMS MANAGEMENT**  
 Contact: Jean Calhoun, Division Director  
 Phone: 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:**

Provide management and administrative services to the program. Plan, control and monitor expenditures of staff and budgetary resources. Provide for staff training and employee evaluations. Develop policies and procedures. Provide input on legislative issues. Assist in development of agency strategic plans and action plans for their implementation. Develop, implement and monitor workplans. Evaluate program effectiveness. Oversee delegation agreements with local jurisdictions.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	787.7	471.1	662.1
Other Appropriated Funds	64.7	66.4	80.7
Other Non Appropriated Funds	2,540.1	3,347.0	961.6
Federal Funds	1,051.7	1,237.0	826.2
<b>Program Total</b>	<b>4,444.2</b>	<b>5,121.5</b>	<b>2,530.6</b>
FTE Positions	64.6	72.3	69.6

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To coordinate the implementation of external and internal Waste Division performance measures.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Waste Division performance measures met	85%	85%	85%	90%	90%

**EVA.3.2 SUBPROGRAM SUMMARY**  
**SOLID WASTE**  
 Contact: Byron James, Manager  
 Phone: 207-4122  
 A.R.S. 49-701 - 49-868

**Subprogram Mission:**

*To protect public health and the environment by assuring proper handling, storage, treatment and disposal of household, industrial and special wastes not regulated as hazardous waste, and by promoting recycling.*

**Subprogram Description:**

The subprogram is responsible for issuing permits to landfills and other solid waste facilities, conducting facility inspections and site investigations, initiating enforcement and remediation actions related to compliance issues, awarding and monitoring recycling grants and providing for a recycling outreach program.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	334.1	482.5	645.3
Other Appropriated Funds	670.3	983.3	1,118.0
Other Non Appropriated Funds	908.9	2,103.2	1,714.5
Federal Funds	44.5	52.4	35.0
<b>Program Total</b>	<b>1,957.8</b>	<b>3,621.4</b>	<b>3,512.8</b>
FTE Positions	24.1	25.5	25.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To process permit applications for landfills and other solid waste facilities in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections per fiscal year	419	350	375	400	425

- ◆ Goal 2 - To bring non-complying solid waste facilities into compliance with state laws, rules and standards through timely, appropriate and effective enforcement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facilities brought into compliance within 120 days of initial notification of violation	68%	70%	75%	80%	80%
● Petroleum contaminated soil sites cleaned up, or cases closed, requiring no further remediation	135	150	175	180	180

- ◆ Goal 3 - To promote solid waste recycling (reduce, reuse and recycle) through education, grants and contracts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public waste recycled on an annual basis as reported by local governments and municipalities	5.2%	5.4%	5.8%	6.0%	6.2%

**EVA.3.3 SUBPROGRAM SUMMARY**  
**HAZARDOUS WASTE**  
 Contact: Dennis Clayton, Manager  
 Phone: 207-4103  
 A.R.S. 49-901 - 49-944

**Subprogram Mission:**

*To protect human health and the environment from the release or improper management of hazardous wastes.*

**Subprogram Description:**

The subprogram permits hazardous waste treatment, storage and disposal facilities; conducts inspections to ensure that hazardous wastes are safely handled and properly recycled or disposed of; keeps hazardous waste management facilities in compliance; educates handlers on how to comply with federal and state standards; expedites the clean-up of hazardous waste sites; and gathers and reports information needed to regulate the generation, transportation, storage, treatment and disposal of hazardous wastes.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	215.2	147.4	207.2
Other Appropriated Funds	251.6	295.8	390.2
Other Non Appropriated Funds	44.8	178.0	0.0
Federal Funds	997.7	1,173.5	783.8
<b>Program Total</b>	<b>1,509.3</b>	<b>1,794.7</b>	<b>1,381.2</b>
FTE Positions	26.9	26.1	24.6

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To process hazardous waste permits within the time frames established by the Licensing Time Frame (LTF) rules.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hazardous waste operating permits processed within Licensing Time Frame requirements (%)	N/A	Baseline	N/A	N/A	N/A

- ◆ Goal 2 - To minimize risk to the public health and environment from the mismanagement of hazardous waste.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hazardous waste inspections	110	70	70	70	70
● Facilities brought into compliance within 120 days of initial notification of violation	29%	70%	70%	70%	70%

- ◆ Goal 3 - To respond to reports/complaints from the public regarding the mismanagement of hazardous waste.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reports/complaints received	128	125	125	125	125
● Complaints responded to within 15 days	50%	50%	50%	50%	50%

**EVA.3.4 SUBPROGRAM SUMMARY**  
**UNDERGROUND STORAGE TANKS**  
 Contact: Ronald Kern, Manager  
 Phone: 207-4242  
 A.R.S. 49-1001 - 49-1071

**Subprogram Mission:**

*To protect human health and the environment by assuring the proper installation, operation and closure of Underground Storage Tanks (UST's), by ensuring the clean up of contamination emanating from leaking underground storage tanks (LUST's) and by providing public education and financial assistance.*

**Subprogram Description:**

The subprogram is responsible for identifying UST's and LUST's; preventing UST releases through compliance inspections and enforcement; cleaning up of LUST sites through site investigations, technical guidance, enforcement and state lead actions; and promoting the UST release prevention program and LUST cleanup actions through expeditious and efficient processing of applications for financial assistance.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,000.0	1,578.0	460.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,403.6	58,238.7	27,893.9
Federal Funds	784.2	922.4	616.1
<b>Program Total</b>	<b>32,187.8</b>	<b>60,739.1</b>	<b>28,970.0</b>
<b>FTE Positions</b>	<b>72.5</b>	<b>76.9</b>	<b>73.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To prevent or minimize release of pollutants through inspection, investigation and monitoring.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections	1,000	1,000	1,000	1,000	1,000
● UST facilities in compliance at time of inspection	30%	30%	20%	25%	25%
● Inspections per UST FTE	181	200	200	200	200

- ◆ Goal 2 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Non-complying facilities brought into compliance with UST regulations within 120 days of initial notification of violation	44%	70%	50%	75%	85%

- ◆ Goal 3 - To establish an appropriate remediation plan and to ensure that clean up actions are implemented on sites which have had a release from an UST system containing regulated substance(s).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Leaking underground storage tank cases closed per fiscal year	756	960	1,080	950	800

**EVA.3.5 SUBPROGRAM SUMMARY**  
**SUPERFUND**  
 Contact: Jeff Kulon, Manager  
 Phone: 207-4187  
 A.R.S. 49-281 - 49-296

**Subprogram Mission:**

*To protect public health and the environment through investigation, management, and clean-up of sites contaminated with hazardous substances.*

**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; development of evidence and scientific data needed for cost recovery and for

bringing lawsuits against responsible parties; and providing funding to the Attorney General's Office, Arizona Department of Health Services and political subdivisions for the purpose of assisting ADEQ with its hazardous substance remediation efforts.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	14,623.3	14,523.3
Other Appropriated Funds	2.7	5,000.0	5,000.0
Other Non Appropriated Funds	2,774.0	453.0	292.8
Federal Funds	790.1	929.3	620.6
<b>Program Total</b>	<b>3,566.8</b>	<b>21,005.6</b>	<b>20,436.7</b>
<b>FTE Positions</b>	<b>42.9</b>	<b>49.5</b>	<b>46.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish an appropriate remediation plan and to ensure that clean up actions are implemented on sites contaminated with hazardous substances.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Superfund sites cleaned up, or cases closed, requiring no further remediation	15	28	25	15	15
● Billions of gallons of water treated and returned to beneficial use	10.6	11.2	10.6	10.6	10.6
● Thousands of tons of contaminated soil treated and returned to acceptable standards	30.2	9.0	8.0	8.0	8.0
● Pounds of hazardous substances removed from soils and water treated (annual)	N/A	Baseline	N/A	N/A	N/A

**EVA.3.6 SUBPROGRAM SUMMARY**  
**EMERGENCY RESPONSE**  
 Contact: Dale Anderson, Manager  
 Phone: 207-4104  
 A.R.S. 49-108, 49-282

**Subprogram Mission:**

*To protect public health and the environment from emergency releases of hazardous materials and pollutants.*

**Subprogram Description:**

Upon receiving a spill report or request for assistance, the subprogram responds to hazardous materials and pollutant releases that pose a threat to public safety; identifies materials and problems and assesses health and environmental risks; and advises local authorities and responsible parties of safe handling, proper containment, control and disposal procedures consistent with the state's Hazardous Material Response Recovery Plan, and with state and federal environmental law. When necessary, subprogram performs cleanup or reimburses a local agency.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	156.9	107.5	151.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	43.7	173.5	0.0
Federal Funds	87.9	103.4	69.1
<b>Program Total</b>	<b>288.5</b>	<b>384.4</b>	<b>220.2</b>
FTE Positions	4.5	4.5	4.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promote the reporting and mitigation of emergency releases of hazardous materials and pollutants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Incident reports received and recorded	492	450	450	450	450
● Incidents with ADEQ on-site response	236	200	200	200	200
● Incidents responded to vs. incident reports received and recorded	48%	45%	45%	45%	45%

**EVA.4 PROGRAM SUMMARY**  
**WATER QUALITY**  
 Contact: Ed Sadler, Division Director  
 Phone: 207-2306  
 A.R.S. 49-201 - 49-391

**Program Mission:**

*To preserve, protect and enhance water quality, public health and the environment through water quality assessment, regulatory oversight, technical assistance, public education and cleanup of contamination where it has occurred and by responding to customer needs in a timely manner.*

**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 promotes voluntary programs to protect aquifers for drinking water.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	4,746.4	3,421.6	5,049.8
Other Appropriated Funds	737.0	3,563.0	3,524.5
Other Non Appropriated Funds	858.0	3,492.6	33.5
Federal Funds	2,996.2	3,524.2	2,354.0
<b>Program Total</b>	<b>9,337.6</b>	<b>14,001.4</b>	<b>10,961.8</b>
FTE Positions	209.1	206.5	194.2

**This Program Contains the following Subprograms:**

- ▶ **Water Quality Program Management**
- ▶ **Safe Drinking Water**

- ▶ **Water Quality Assessment And Management**
- ▶ **Point Source**
- ▶ **Non-Point Source**

**EVA.4.1 SUBPROGRAM SUMMARY**  
**WATER QUALITY PROGRAM MANAGEMENT**  
 Contact: Ed Sadler, Division Director  
 Phone: 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. Plan, control and monitor expenditures of staff and budgetary resources. Provide for staff training and employee evaluations. Develop policies and procedures. Provide input on legislative issues. Oversee strategic plan and workplan implementation. Evaluate program effectiveness. Oversee delegation agreements with local jurisdiction.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,200.0	868.9	1,170.3
Other Appropriated Funds	182.2	880.8	871.3
Other Non Appropriated Funds	14.6	57.9	0.0
Federal Funds	408.8	480.8	321.2
<b>Program Total</b>	<b>1,805.6</b>	<b>2,288.4</b>	<b>2,362.8</b>
FTE Positions	36.4	36.8	36.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To coordinate the implementation of external and internal Water Quality Division performance measures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Water Quality Division performance measures met	N/A	N/A	80%	85%	90%

**EVA.4.2 SUBPROGRAM SUMMARY**  
**SAFE DRINKING WATER**  
 Contact: Bob Munari, Manager  
 Phone: 207-4617  
 A.R.S. 49-351 - 49-356

**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 and, to a lesser extent, semi-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, conduct outreach and program development. The Wellhead Protection Program involves the promotion of voluntary programs in communities aimed at protecting aquifers for drinking water use. During 1998 staff will begin assessing source waters to ascertain their susceptibility to contamination and will begin collecting compliance samples for many contaminants on behalf of small water systems.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,205.7	757.5	1,564.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4.8	103.0	33.4
Federal Funds	679.2	798.9	533.6
<b>Program Total</b>	<b>1,889.7</b>	<b>1,659.4</b>	<b>2,131.7</b>
<b>FTE Positions</b>	<b>45.4</b>	<b>36.7</b>	<b>32.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Regulated public water systems (PWS's)	1,720	1,720	1,730	1,730	1,740
● Drinking water system inspections per fiscal year	847	800	700	700	700
● Facilities brought into compliance within 120 days of initial notification of violation	60%	60%	60%	60%	60%
● Water systems with no unresolved maximum contaminant level violations relating to acute contaminants (microbiological, nitrate/nitrite)	85%	88%	91%	94%	97%
● Water systems with no unresolved maximum contaminant level violations relating to chronic contaminants (all other chemicals)	90%	91%	93%	94%	95%
● Water systems with no unresolved major deficiencies	30%	45%	60%	65%	70%

**EVA.4.3 SUBPROGRAM SUMMARY**  
**WATER QUALITY ASSESSMENT AND MANAGEMENT**  
 Contact: Wayne Hood III, Manager  
 Phone: 207-4416  
 A.R.S. 49-202 - 49-205, 49-208.

**Subprogram Mission:**

*To monitor and assess water quality conditions and resolve pollution problems across the state, establish water quality standards and management plans, provide technical assistance, design and carry-out an integrated watershed management approach and planning strategy for all water programs.*

**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, establishing water quality standards and resolving pollution problems. 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	522.7	358.1	503.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	753.1	2,992.0	0.0
Federal Funds	667.7	785.4	524.6
<b>Program Total</b>	<b>1,943.5</b>	<b>4,135.5</b>	<b>1,027.9</b>
<b>FTE Positions</b>	<b>37.2</b>	<b>43.4</b>	<b>40.9</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To conserve and enhance public health, aquatic ecosystems and water quality conditions for rivers, lakes, and groundwater.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Perennial stream miles assessed	2,674	2,700	2,700	2,700	2,700
● Perennial stream miles assessed supporting designated uses	829	850	850	850	850
● Wells assessed	2,197	2,200	2,200	2,200	2,200
● Wells assessed exceeding Aquifer Water Quality Standards	1,909	1,910	1,910	1,910	1,910

- ◆ Goal 2 - To identify sources of water pollution using a Total Maximum Daily Load (TMDL) approach and allocate pollution control responsibilities in watersheds where water quality goals are not being achieved.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● TMDL's required	N/A	150	150	100	100
● TMDL's completed	N/A	N/A	15	15	15

**EVA.4.4 SUBPROGRAM SUMMARY**  
**POINT SOURCE**  
 Contact: Chuck Graf, Manager  
 Phone: 207-4661  
 Contact: Mark Charles, Manager  
 Phone: 207-4567  
 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 point sources.*

**Subprogram Description:**

The Point Source Discharge Permitting, Compliance & Enforcement 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 of dredge & fill activities; 3) reviewing engineering design plans and construction of wastewater collection, treatment, and disposal facilities, and issuing approvals to construct, approval of construction, and subdivision approvals; 4) conducting compliance (operation & maintenance) 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 8 activities require program development through rulemaking, policies and guidance.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,516.5	1,230.6	1,521.2
Other Appropriated Funds	533.0	2,576.8	2,548.9
Other Non Appropriated Funds	0.9	3.7	0.1
Federal Funds	261.6	307.7	205.5
<b>Program Total</b>	<b>2,312.0</b>	<b>4,118.8</b>	<b>4,275.7</b>
<b>FTE Positions</b>	<b>62.8</b>	<b>63.1</b>	<b>62.1</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all point source discharges meet surface water, groundwater, and reuse standards by efficiently issuing permits and construction approvals.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Aquifer Protection Permits (APP) issued per fiscal year	63	80	100	120	144
● Tons per year of nitrogen eliminated from domestic wastewater treatment plant discharges	12,179	12,000	12,000	12,000	12,000
● Acre-feet per year of beneficial reuse of treated domestic and industrial wastewater	N/A	Baseline	N/A	N/A	N/A
● Acre-feet per year of wastewater discharges to groundwater eliminated through APP permitting of non-discharging impoundments	N/A	Baseline	N/A	N/A	N/A

**EVA.4.5 SUBPROGRAM SUMMARY  
NON-POINT SOURCE**

Contact: Mark Charles, Manager  
Phone: 207-4456

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 non-point sources. Non-point sources include discharges from irrigated agriculture, concentrated animal feeding operations, livestock grazing, silviculture, urban runoff, construction, mining and recreation activities. ADEQ's Non-Point Source Program is comprised of the following 5 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 non-point 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 rules requiring sector-based, 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 non-point source pollution.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	301.5	206.5	290.3
Other Appropriated Funds	21.8	105.4	104.3
Other Non Appropriated Funds	84.6	336.0	0.0
Federal Funds	978.9	1,151.4	769.1
<b>Program Total</b>	<b>1,386.8</b>	<b>1,799.3</b>	<b>1,163.7</b>
<b>FTE Positions</b>	<b>27.3</b>	<b>26.5</b>	<b>22.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assure that non-point sources of pollution meet Water Quality Standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections per fiscal year	30	30	30	30	30

**EVA.5 PROGRAM SUMMARY**

**MULTI-DISCIPLINARY PROGRAM**

Contact: Karen Heidel, Ph.D.  
Phone: 207-2204

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 environmental education, pollution prevention and laboratory activities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	434.5	297.6	418.2
Other Appropriated Funds	15.0	17.6	23.3
Other Non Appropriated Funds	743.0	3,058.9	33.0
Federal Funds	731.1	859.9	574.4
<b>Program Total</b>	<b>1,923.6</b>	<b>4,234.0</b>	<b>1,048.9</b>
<b>FTE Positions</b>	<b>21.5</b>	<b>23.2</b>	<b>19.4</b>

**This Program Contains the following Subprograms:**

- ▶ Arizona-Sonora Border Activities
- ▶ Environmental Education
- ▶ Environmental Justice
- ▶ Pollution Prevention and Compliance Assistance
- ▶ Laboratory Coordination
- ▶ Voluntary Remediation

EVA.5.1 SUBPROGRAM SUMMARY  
**ARIZONA-SONORA BORDER ACTIVITIES**  
 Contact: Placido Dos Santos, Special Projects Manager  
 Phone: 628-6744  
  
 A.R.S. 49-104

**Subprogram Mission:**

*To improve environmental quality along the Arizona-Sonora International Border.*

**Subprogram Description:**

The program 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	54.5	37.3	52.4
Other Appropriated Funds	15.0	17.6	23.3
Other Non Appropriated Funds	73.5	225.0	33.0
Federal Funds	678.8	798.4	533.3
<b>Program Total</b>	<b>821.8</b>	<b>1,078.3</b>	<b>642.0</b>
<b>FTE Positions</b>	<b>9.2</b>	<b>8.9</b>	<b>7.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve coordination with ADEQ programs and environmental activities along the Arizona-Sonora border.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual outreach activities participated in along the Arizona-Sonora border	N/A	24	36	36	36

EVA.5.2 SUBPROGRAM SUMMARY  
**ENVIRONMENTAL EDUCATION**  
 Contact: Stephanie Wilson, Environmental Education Coordinator  
 Phone: 207-4145  
  
 A.R.S. 15-214, 49-104

**Subprogram Mission:**

*To disseminate information concerning the environment to help citizens understand the environmental issues facing Arizona.*

**Subprogram Description:**

The environmental education program consists of providing speakers on topics as requested by various groups; manning a booth at various public events; sending requested environmental information to individuals, schools and groups; maintaining the ADEQ library; and providing funding to organizations for environmental education activities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the amount of environmental education activities available to the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Educational programs or events either sponsored or participated in annually	N/A	Baseline	N/A	N/A	N/A

EVA.5.3 SUBPROGRAM SUMMARY  
**ENVIRONMENTAL JUSTICE**  
 Contact: Juanita Copeland, EJ Community & Tribal Liaison  
 Phone: 207-2331  
  
 A.R.S. 49-104

**Subprogram Mission:**

*To achieve a healthy environment for all Arizonans and assure that no segment of the population is subject to undue exposure to pollution.*

**Subprogram Description:**

The major goals of the Environmental Justice (EJ) Program include addressing and resolving, when plausible the environmental issues that impact the EJ populations. The methods of resolution are: to involve program staff when necessary, to encourage suggestions from the EJ populations as to their methods of resolution, to present their suggestions to ADEQ management for approval, and

then to implement the suggestions. The EJ Committee's final project report contains a number of recommendations, for consideration and implementation upon approval of ADEQ management, and this is one of the responsibilities and goals of this program.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

FTE Positions: 0.0, 0.0, 0.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To form partnerships among industry, government and the private sector in order to perform clean-up and remediation of abandoned sites.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Partners involved in cleanups and remediation of abandoned sites	N/A	20	24	26	28
● Abandoned sites cleaned up annually by partnerships	N/A	5	6	6	6

**EVA.5.4 SUBPROGRAM SUMMARY**  
**POLLUTION PREVENTION AND COMPLIANCE ASSISTANCE**  
 Contact: Sandra Eberhardt, Pollution Prevention Unit  
 Phone: 207-4210  
 Contact: Doug Sawyer, Ombudsman  
 Phone: 207-4248  
 A.R.S. 49-961 - 49-973

**Subprogram Mission:**

*To promote industrial procedures, processes, and improvements that will result in a reduction of potential or actual releases of pollutants to the environment and to assure the development of appropriate pollution prevention plans and the submission toxic data reports by the regulated community.*

**Subprogram Description:**

The subprogram is responsible for certifying comprehensive pollution prevention plans and annual reports from regulated facilities and maintaining information on toxic use, pollutant releases, hazardous waste generation, pollution prevention plans, goals, and methods. The program also encourages pollution prevention through planning assistance and information sharing, partnering, a department Green Team, recognition awards, grants and discounted hazardous waste fees for facilities with certified pollution prevention plans.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	303.9	208.2	292.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	52.3	61.5	41.1
<b>Program Total</b>	<b>356.2</b>	<b>269.7</b>	<b>333.7</b>
<b>FTE Positions</b>	<b>10.3</b>	<b>10.3</b>	<b>9.6</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide pollution prevention technical assistance to Arizona businesses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● On site voluntary compliance audits annually	N/A	12	15	18	20
● Requests for technical assistance information	N/A	250	300	350	400
● Annual percentage reduction on statewide hazardous waste generation compared to 1992 base year	54%	36%	36%	38%	38%
● P2 plans, revisions, amendments, and progress reports reviewed and responded to within 90 days of receipt (%)	N/A	Baseline	N/A	N/A	N/A

**EVA.5.5 SUBPROGRAM SUMMARY**  
**LABORATORY COORDINATION**  
 Contact: Tara Roesler, Manager  
 Phone: 207-4719  
 A.R.S. 49-104

**Subprogram Mission:**

*To provide timely, accurate and complete sample evaluation, analysis, and reports through centrally managing agency laboratory resources to meet program needs and minimize cost.*

**Subprogram Description:**

The ADEQ laboratory program oversees the distribution and expenditures of laboratory resources by agency programs. Included within are federal and state dollars used for contracts and MOU derived level of service with Arizona's Department of Health Service (ADHS). Contracts are written annually with ADHS and outside labs to meet program needs. Assistance is provided by distributing and monitoring lab budget dollars, maximizing value of contractual services, scheduling lab services and monitoring expenditures and overall service quality. Maximizing use of ADHS is a priority.



Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	76.1	52.1	73.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	669.5	2,660.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>745.6</b>	<b>2,712.1</b>	<b>73.2</b>
FTE Positions	2.0	2.0	2.1

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To collect, analyze, and report monitoring data.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual laboratory test samples taken and performed	4,854	5,000	5,200	5,400	5,600

**EVA.5.6 SUBPROGRAM SUMMARY**  
**VOLUNTARY REMEDIATION**  
 Contact: Peggy Guichard-Watters, Administrator  
 Phone: 207-4209  
  
 A.R.S. 49-104.A17, B17, 49-282.05, 49-285.B

**Subprogram Mission:**

*To assist the public and business community with the investigation and cleanup of contaminated or potentially contaminated property by providing an expedited process for interaction with the department to address environmental concerns.*

**Subprogram Description:**

This subprogram has been in existence for some time as part of the WQARF program, and it is recently expanded to include other remedial programs within the department. The goals of the program include: providing expedited reviews and resolutions of applicable remedial actions, simplifying the volunteering party's interaction with the Agency, and providing incentives, where possible, for participating in the Program.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	173.9	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>173.9</b>	<b>0.0</b>
FTE Positions	0.0	2.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide expedited reviews and resolution of remedial actions through the Department's Voluntary Remediation Subprogram.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New sites accepted into the VRP	N/A	Baseline	N/A	N/A	N/A
● VRP sites cleaned up, or cases closed, requiring no further	N/A	Baseline	N/A	N/A	N/A

remediation	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Gallons of water treated and returned to beneficial use through the VRP	N/A	Baseline	N/A	N/A	N/A
● Tons of soil remediated through the VRP	N/A	Baseline	N/A	N/A	N/A

- ◆ Goal 2 - To provide an opportunity for the public to perform expedited soil remediations through the Greenfields Pilot Subprogram (GPP).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New sites accepted into the Greenfields Pilot Program (GPP)	N/A	Baseline	N/A	N/A	N/A
● GPP documents of no further action received	N/A	Baseline	N/A	N/A	N/A
● GPP audits conducted	N/A	Baseline	N/A	N/A	N/A
● Tons of soil remediated through the GPP	N/A	Baseline	N/A	N/A	N/A

**EVA.6 PROGRAM SUMMARY**  
**WATER INFRASTRUCTURE FINANCE AUTHORITY**  
 Contact: Greg Swartz, Administrator  
 Phone: 207-4707  
  
 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, wastewater 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	3,380.0	5,720.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,169.0	8,446.0	30,324.0
Federal Funds	401.0	644.0	656.0
<b>Program Total</b>	<b>4,570.0</b>	<b>12,470.0</b>	<b>36,700.0</b>
FTE Positions	5.0	6.0	9.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To serve as a conduit source of finance for publicly owned water projects (Water Quality Bonds).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for financial assistance	N/A	1	2	4	5
● Financial assistance agreements	N/A	1	2	4	5
● Financial assistance awarded (\$ in thousands)	N/A	300	1,000	1,500	2,000

- ◆ Goal 2 - To subsidize traditional wastewater and non-traditional water quality projects (Clean Water Revolving Fund).

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Requests for financial assistance	83	93	80	80	80
● Financial assistance agreements	8	10	7	5	5
● Financial assistance awarded (millions)	\$38.584	\$63.078	\$53.0	\$30.0	\$30.0

◆ Goal 3 - To finance publicly and privately owned drinking water systems (Drinking Water Revolving Fund).

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Requests for financial assistance.	N/A	183	200	200	200
● Financial assistance agreements	N/A	17	40	30	30
● Financial assistance awarded (millions)	N/A	\$11.091	\$25.0	\$20.0	\$20.0



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF HEALTH SERVICES</b>	
James Allen, Director	HSA
Contact: Mary Wiley, Manager, Strategic Planning	542-1269

**Agency Mission:**

*To assess and assure the physical and behavioral health of all Arizonans through epidemiologic investigation, education, intervention, prevention, delivery of services, and the advancement of public policies that address current and emerging health issues in a manner that demonstrates our efficiency, effectiveness, integrity and leadership.*

**Agency Description:**

The Department of Health Services (DHS) is responsible for the provision of most public health programs, most behavioral health programs, emergency medical services, state laboratory support, vital records maintenance, disease control and epidemiological monitoring. DHS is composed of six divisions: overall administration, direction and agency leadership are provided by the 1) Director's Office; program services are provided by 2) Public Health Services, 3) Behavioral Health Services, 4) Assurance and Licensure Services; and agency and program support are provided by 5) Information and Technology Services and 6) Business and Financial Services.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	17,800.2	20,267.7	20,649.2
➤ DISEASE CONTROL RESEARCH COMMISSION	3,189.0	7,554.2	11,804.1
➤ ASSURANCE & LICENSURE SERVICES	7,253.5	7,553.8	7,745.3
➤ BEHAVIORAL HEALTH SERVICES ADMINISTRATION	3,672.2	2,187.3	1,234.6
➤ ADULT BEHAVIORAL HEALTH SERVICES	190,841.9	209,203.3	206,543.9
➤ CHILDREN'S BEHAVIORAL HEALTH	77,928.9	100,780.3	97,785.9
➤ ARIZONA STATE HOSPITAL	24,622.2	29,863.0	34,116.6
➤ PUBLIC HEALTH ADMINISTRATION	283.6	175.8	273.0
➤ LOCAL AND MINORITY HEALTH	1,342.1	1,235.6	1,238.3
➤ COMMUNITY AND FAMILY HEALTH SERVICES	4,348.3	6,240.1	5,989.3
➤ CHILDREN'S REHABILITATIVE SERVICES	33,856.0	33,255.1	32,938.2
➤ WOMEN'S AND CHILDREN'S HEALTH	10,968.7	13,847.4	16,078.5
➤ NUTRITION SERVICES	83,356.7	84,923.7	85,100.8
➤ EPIDEMIOLOGY & DISEASE CONTROL	5,990.1	6,851.4	7,914.1

➤ ENVIRONMENTAL HEALTH	810.4	1,417.2	1,363.5
➤ HIV/STD PREVENTION, CONTROL & SERVICES	7,312.5	8,232.4	9,924.9
➤ ARIZONA IMMUNIZATION PROGRAM	5,191.7	4,952.5	4,952.5
➤ TOBACCO EDUCATION AND PREVENTION	17,841.8	32,008.2	25,000.0
➤ STATE LABORATORY SERVICES (SLS)	5,848.1	6,853.0	5,070.0
➤ EMERGENCY MEDICAL SERVICES (EMS)	2,251.8	2,636.8	2,675.6
➤ HEALTH PLANNING, EVALUATION AND STATISTICS	2,364.9	2,867.9	2,898.6
➤ HEALTH SYSTEMS DEVELOPMENT	9,329.6	25,532.8	33,531.0
➤ PSYCHIATRIC REVIEW BOARD (SLI)	47.8	80.4	82.7
➤ ARIZONA POISON CONTROL	937.5	1,550.0	1,550.0
Capital Funds	<u>30.0</u>	<u>175.0</u>	<u>0.0</u>
Agency Total	<u>517,419.5</u>	<u>610,244.9</u>	<u>616,460.6</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	205,647.3	230,719.8	232,855.7
Other Appropriated Funds	15,216.6	16,370.8	37,824.4
Other Non Appropriated Funds	161,202.3	223,367.1	207,261.9
Federal Funds	<u>135,323.3</u>	<u>139,612.2</u>	<u>138,518.6</u>
Operating Funds Subtotal	<u>517,389.5</u>	<u>610,069.9</u>	<u>616,460.6</u>
Capital Funds	<u>30.0</u>	<u>175.0</u>	<u>0.0</u>
Agency Total	<u>517,419.5</u>	<u>610,244.9</u>	<u>616,460.6</u>
FTE Positions	<u>1,167.9</u>	<u>1,232.0</u>	<u>1,315.6</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To promote and protect the health of Arizona citizens through public health practices.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Infant mortality per 1,000 live births (data from calendar year 1996)	7.7	7.0	7.0	7.0	7.0
● Very low birth weight babies (data from calendar year 1996)	6.8%	6.7%	6.7%	6.6%	6.5%
● Prevalence of youth <18 using tobacco	N/A	Baseline	25%	25%	25%
● Injury - related deaths children (1-14) per 100,000 (data from calendar year 1996)	19	18	17	16	15
● Patients hospitalized for diabetic complications	N/A	Baseline	<.05%	<.05%	<.05%
● Discharges of children (1-14 years old) hospitalized for asthma--rate per 100,000	211	210	209	208	207

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● Births by girls <15 years old--rate per 1,000	1.9	1.5	1.5	1.5	1.5
● Births by girls 15-17 years old--rate per 1,000	59.4	55	50	45	45
● Two-year olds appropriately vaccinated	59.2%	71%	75%	80%	85%

◆ Goal 2 - To ensure a comprehensive, unified behavioral health system for Arizonans.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients--new generation psychotropic drugs	245	2,500	2,600	2,800	3,000
● Clients with improved functioning	N/A	71%	75%	85%	85%
● RBHA clients satisfied with services	84%	85%	85%	85%	85%
● FY-end census ASH--forensic	126	130	147	167	187
● FY-end census ASH--general adult	167	170	153	133	113
● FY-end census--sexual predator program	0	60	120	180	240
● ASH Maricopa County clients placed in the community	40	125	150	N/A	N/A

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Health/child care facilities--all types	4,651	4,971	8,741	9,080	10,336
● Health/Child Care Review Services - other licenses	401	415	447	1,669	1,751
● Decrease in informal dispute resolutions	N/A	N/A	Baseline	<5%	<5%
● Decrease in prehearing settlements	N/A	N/A	Baseline	<5%	<5%

◆ Goal 4 - To deliver effective and efficient support services to DHS programs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Internal customers satisfied with DHS services	N/A	N/A	Baseline	>5%	>5%

◆ Goal 5 - To deliver meaningful information to key policy makers and stakeholders in a timely manner.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External customers satisfied with DHS services	N/A	N/A	Baseline	>5%	>5%

**HSA.1 PROGRAM SUMMARY ADMINISTRATION**

Contact: James B. Griffith, Deputy Director  
Phone: 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 and supports a well-trained staff to help implement all quality and strategic goals.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13,478.1	14,632.8	14,834.0
Other Appropriated Funds	0.0	0.0	420.2
Other Non Appropriated Funds	3,754.0	4,961.2	4,721.3
Federal Funds	568.1	673.7	673.7
<b>Program Total</b>	<b>17,800.2</b>	<b>20,267.7</b>	<b>20,649.2</b>
FTE Positions	232.5	232.5	227.5

**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: Jim Griffith, Deputy Director  
Phone: 542-1025

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; process improvement; legislative services; agency legal counsel; investigation and resolution of consumer complaints; coordination and promotion of health-related activities for informational and educational consumer needs; 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 DHS and its contractors; and provides agency-wide training and quality support of a staff that is reflective of the culturally diverse population.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,905.6	2,165.9	2,022.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	373.6	492.7	435.7
Federal Funds	51.8	31.8	31.8
<b>Program Total</b>	<b>2,331.0</b>	<b>2,690.4</b>	<b>2,490.2</b>
<b>FTE Positions</b>	<b>43.5</b>	<b>45.5</b>	<b>40.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Turnover	17%	21%	20%	18%	18%
● Reporting satisfaction	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 2 - To reduce the number of formal EEO-related complaints.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints filed	24	26	28	30	32
● Complaints successfully resolved	7	15	15	15	20

- ◆ Goal 3 - To commit to excellence in customer-centered service in external agency relationships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External customers satisfied	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 4 - To reduce turnaround time for investigations for the Bureau of Emergency Medical Services and the Division of Assurance and Licensure Services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Turnaround time - EMS investigations	N/A	Baseline	<2.5%	<5%	<5%
● Turnaround time - ALS investigations	N/A	Baseline	<2.5%	<5%	<5%

- ◆ Goal 5 - To increase customer service with auditing services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reporting satisfaction	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 6 - To provide legal services to the department and review the recommended decisions from the Office of Administrative Hearings (O.A.H.) and Administrative Law Judges (A.L.J.) and revise or reverse, as necessary.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Issues/actions	116	166	170	180	195
● Enforcement actions-HCL	134	184	170	170	210
● Grievance/appeals-BHS	113	114	125	125	150
● Actions upheld	120%	100%	100%	100%	100%

- ◆ Goal 7 - To ensure personnel actions and performance appraisals are processed timely (within five days of receipt) and accurately.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Actions processed timely	96%	97%	98%	98%	98%
● Appraisals processed timely	95%	97%	99%	99%	99%
● Appraisals processed without error	95%	97%	98%	98%	98%

- ◆ Goal 8 - To improve the development of rules packages.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rule packages completed as scheduled	N/A	N/A	Baseline	N/A	N/A

**HSA.1.2 SUBPROGRAM SUMMARY**  
**BUSINESS AND FINANCIAL SERVICES**  
 Contact: David Borg, Assistant Director  
 Phone: 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 program develops and monitors the agency budget request; manages inventory control, facilities, including capital building renewal and ADA projects; processes and monitors financial expenditures and purchase and contract requisitions for procurement of goods and services. The program has contracted the Office of Oversight and Protection for the Seriously Mentally Ill to a vendor and monitors the compliance with the contracted services on a monthly basis.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,026.5	7,155.8	7,476.8
Other Appropriated Funds	0.0	0.0	420.2
Other Non Appropriated Funds	2,324.1	3,175.0	2,992.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,350.6</b>	<b>10,330.8</b>	<b>10,889.1</b>
<b>FTE Positions</b>	<b>98.3</b>	<b>96.3</b>	<b>96.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve services by developing mutually beneficial relationships with our customers through partnerships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers satisfied	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 2 - To implement and continually enhance a business system which satisfies and anticipates customer needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to process: - \$0-1,000	7	6	6	3	3

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● Average days to process: - \$1,001-5,000	14	7	7	5	5
● Average days to process: - \$5,001-10,000	20	9	9	7	7
● Average days to process: - over \$10,000	30	15	15	15	15
● Average days to process: - over \$25,000	N/A	25	25	25	25
● Average calendar days to pay claims	<30	<10	<10	<8	<8
● Average working days to pay travel claims	<15	<5	<5	<4	<4

◆ Goal 3 - To improve advocacy services to seriously mentally ill clients through effective monitoring of contracted services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients trained in advocacy	N/A	240	480	504	529
● Clients satisfied	N/A	N/A	Baseline	N/A	N/A

**HSA.1.3 SUBPROGRAM SUMMARY**  
**INFORMATION TECHNOLOGY SERVICES**  
 Contact: Diane Vrenios, Assistant Director  
 Phone: 542-1073  
 A.R.S. 36-132

**Subprogram Mission:**

*To support and improve the effectiveness and efficiency of DHS' programs and operations by providing information technology leadership through customer service.*

**Subprogram Description:**

Information Technology Services, as a support program, provides the necessary services to allow the agency to utilize computer technology for its operations, reporting and planning.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,546.0	5,311.1	5,334.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,056.3	1,293.5	1,293.5
Federal Funds	516.3	641.9	641.9
<b>Program Total</b>	<b>6,118.6</b>	<b>7,246.5</b>	<b>7,269.9</b>
<b>FTE Positions</b>	<b>90.7</b>	<b>90.7</b>	<b>90.7</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reporting satisfaction	N/A	N/A	Baseline	N/A	N/A

◆ Goal 2 - To create an infrastructure for continuous staff development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff with training plans	N/A	0	10%	30%	50%
● Class hours taken	N/A	N/A	Baseline	N/A	N/A

◆ Goal 3 - To enhance the agency's connectivity infrastructure.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Users authorized to access Internet	N/A	300	600	900	1500
● Programs accessible via DHS home page	N/A	8	11	20	25
● Staff able to access network	N/A	70%	85%	87%	90%
● LANs upgraded from 10 to 100 MB	N/A	0	2	4	10
● Time network available	N/A	90%	92%	94%	95%

**HSA.2 PROGRAM SUMMARY**  
**DISEASE CONTROL RESEARCH COMMISSION**  
 Contact: Dawn C. Schroeder, Executive Director  
 Phone: 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	818.5	0.0	0.0
Other Appropriated Funds	0.0	0.0	5,000.0
Other Non Appropriated Funds	2,370.5	7,554.2	6,804.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,189.0</b>	<b>7,554.2</b>	<b>11,804.1</b>
<b>FTE Positions</b>	<b>0.8</b>	<b>0.0</b>	<b>0.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To inform medical researchers and others involved in health care in Arizona of DCRC funds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● RFPs mailed	1,163	1,100	1,100	N/A	1,100

◆ Goal 2 - To provide assistance to new researchers by offering DCRC proposal writing workshops.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workshop participants	204	150	150	N/A	150

**HSA.3 PROGRAM SUMMARY**  
**ASSURANCE & LICENSURE SERVICES**  
 Contact: Linda Palmer, Assistant Director  
 Phone: 255-1221  
 A.R.S. Title 36

**Program Mission:**

To ensure the health and safety of all Arizonans through a comprehensive system of monitoring and licensing health care and child care facilities.

**Program Description:**

Protects the safety of residents of child care, day care, adult home and community-based care facilities, behavioral health, long term and medical care facilities through certification, inspection, licensure, complaint investigation, training, quality improvement, and enforcement activities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,289.2	4,578.2	4,693.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,187.4	1,198.7	1,274.7
Federal Funds	1,776.9	1,776.9	1,776.9
<b>Program Total</b>	<b>7,253.5</b>	<b>7,553.8</b>	<b>7,745.3</b>
FTE Positions	112.8	114.8	114.8

**This Program Contains the following Subprograms:**

- ▶ **Licensure Administration**
- ▶ **Child Care Licensure**
- ▶ **Health Care Licensure**
- ▶ **Enforcement/Training/Fingerprinting**
- ▶ **Quality Assurance**

**HSA.3.1 SUBPROGRAM SUMMARY**  
**LICENSURE ADMINISTRATION**  
 Contact: Linda Palmer, Assistant Director  
 Phone: 255-1221  
 A.R.S. Title 36

**Subprogram Mission:**

To provide the leadership and direction to ensure the health and safety of all clients of health and child care facilities through a unified system of monitoring and licensing.

**Subprogram Description:**

Oversees the day-to-day operations of the division and protects the safety of residents and clients of child and day care, adult home and community-based, behavioral health, long term and medical care facilities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	927.8	1,039.6	1,067.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	102.5	52.9	53.7
Federal Funds	114.9	114.9	114.9
<b>Program Total</b>	<b>1,145.2</b>	<b>1,207.4</b>	<b>1,235.9</b>
FTE Positions	17.6	14.6	14.6

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff reporting satisfaction	N/A	N/A	Baseline	N/A	N/A

**HSA.3.2 SUBPROGRAM SUMMARY**  
**CHILD CARE LICENSURE**  
 Contact: Joan Johnson, Office Chief  
 Phone: 255-1221  
 A.R.S. Title 36-881 - 892, 8-504A-B

**Subprogram Mission:**

To ensure the health and safety of children in child care facilities, child care group homes, school-based programs, and DES-licensed foster care homes throughout Arizona.

**Subprogram Description:**

The office 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; performs health and sanitation inspections of DES-licensed foster care homes and inspects and licenses DDD children's group homes; monitors facilities for compliance, investigates complaints; establishes appropriate rules; and offers technical assistance and training to care givers and provides education to consumers.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,258.0	1,228.0	1,257.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	183.0	162.3	162.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,441.0</b>	<b>1,390.3</b>	<b>1,420.2</b>
FTE Positions	39.0	40.0	40.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that regulated child care facilities, including school-based programs and child care group homes are properly licensed and in compliance with all applicable rules and statutes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Child care facilities licensed	1,357	1,387	1,832	1,923	2,019
● Child care group homes	181	201	263	276	289

licensed					
● School-based programs licensed	N/A	N/A	700	735	771

◆ Goal 2 - To promote safety and the health of children.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction evaluations	N/A	N/A	Baseline	>5%	>5%
● Providers trained	N/A	N/A	5,756	6,043	4,345
● Informational materials distributed	N/A	N/A	14,688	15,422	16,193
● Consumer awareness publications	N/A	N/A	Baseline	>5%	>5%
● Newsletter	N/A	N/A	Baseline	>5%	>5%

◆ Goal 3 - To increase the availability, affordability and quality of training and education for child care providers and to increase consumer awareness.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Providers trained	2,558	3,837	5,756	6,043	4,345
● Informational materials distributed	10,200	12,240	14,688	15,422	16,193
● Consumer awareness publications	N/A	N/A	Baseline	>5%	>5%
● Newsletters	N/A	N/A	Baseline	>5%	>5%
● Customer satisfaction evaluation	N/A	N/A	Baseline	>5%	>5%

◆ Goal 4 - To ensure the health and safety of residents in DD and child foster care homes through timely inspection.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DD inspections	618	649	681	715	751
● Foster care inspections	N/A	N/A	1,900	1,900	1,900

**HSA.3.3 SUBPROGRAM SUMMARY**  
**HEALTH CARE LICENSURE**  
 Contact: Linda Palmer, Assistant Director  
 Phone: 255-1221  
 A.R.S. Title 36

**Subprogram Mission:**

*To ensure that the health and safety of the public is promoted and safeguarded through licensing and certification services.*

**Subprogram Description:**

The office ensures that statute is enforced with respect to the licensure and certification of Arizona's home and community-based (HCB) adult care, adult day health care, supervisory care, and adult foster care homes and supportive residential living centers; long-term nursing care institutions and intermediate care for the mentally retarded; medical facilities like 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), and approves all Methadone treatment agencies. In addition, the office 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 license, denial of registration

and assessment of civil penalties; provides technical assistance, establishes appropriate rules and basic health and safety requirements. The office also conducts quality improvement and staff and provider education.

Funding and FTE Amounts:	(\$ Thousands)		
	FY 1997 Actual	FY 1998 Estimate	FY 1999 Estimate
General Funds	1,714.2	1,856.5	1,903.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	887.8	968.1	1,042.8
Federal Funds	1,543.2	1,543.2	1,543.2
<b>Program Total</b>	<b>4,145.2</b>	<b>4,367.8</b>	<b>4,489.9</b>
<b>FTE Positions</b>	<b>47.2</b>	<b>48.2</b>	<b>48.2</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To ensure regulated long-term care, home and community-based, medical and behavioral health care facilities are properly licensed and in compliance with all applicable state and federal regulations through timely site visits.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Behavioral health facilities licensed	884	900	950	997	1,046
● Medical facilities licensed	931	1024	1,126	1,182	2,141
● Home and Community-Based facilities licensed	522	650	1,113	1,168	1,226
● Long-term care facilities licensed	158	160	176	184	193

◆ Goal 2 - To promote safety and the health of clients.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Priority 1 complaints investigated within 48 hours	N/A	N/A	Baseline	100%	100%
● Informal Dispute Resolutions	N/A	N/A	Baseline	<5%	<5%

◆ Goal 3 - To ensure that all hearing aid dispensers, audiologists, speech pathologists and midwives are properly licensed and in compliance with all applicable rules and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hearing Aid Dispensers licensed	401	415	447	469	492
● Audiologists licensed	N/A	N/A	N/A	1,050	1,102
● Speech language pathologists licensed	N/A	N/A	N/A	150	157

**HSA.3.4 SUBPROGRAM SUMMARY**  
**ENFORCEMENT/TRAINING/FINGERPRINTING**  
 Contact: Joan Johnson, Office Chief  
 Phone: 255-1221  
 AR.S. Title 36

**Subprogram Mission:**

*To ensure the health and safety of Arizona's children and adults in health and child care facilities through training of health and child care personnel and fingerprinting and enforcement activities.*

**Subprogram Description:**

The subprogram provides ongoing training and education for health



and child care licensing personnel to facilitate the development of knowledge, skills and abilities to perform job functions; ensures that employees of licensed child care and behavioral health facilities which provide services directly to juveniles, with or without supervision, submit fingerprints and certification required as a condition of employment, maintains all fingerprint information and an official registry of personnel; and uses a database to track the progress of enforcement actions to ensure that actions are in accordance with statute, rule and regulation.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	383.9	409.6	418.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14.1	15.4	15.8
Federal Funds	118.8	118.8	118.8
<b>Program Total</b>	<b>516.8</b>	<b>543.8</b>	<b>553.5</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure compliance with statutes, rules and regulations through enforcement actions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cease and desist	33	54	47	49	51
● Suspension/revocation	4	4	3	4	5
● Denial registration (employee)	31	22	85	89	93
● Denial licensure (facility)	4	10	7	8	9
● Civil penalties	2	4	5	6	7
● Civil penalties	\$3,000	\$7,000	\$3,720	\$3,906	\$4,101

- ◆ Goal 2 - To promote the safety of juveniles in licensed child care and behavioral health facilities through prompt and efficient fingerprinting services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fingerprint cards processed	12,851	13,707	15,763	16,551	16,628
● Registration cards processed	10,795	15,271	17,562	18,440	19,362
● Criminal histories investigated	N/A	1,418	1,631	1,712	1,797
● Hours training conducted	N/A	2,000	2,400	2,520	2,646

- ◆ Goal 3 - To increase the quality and availability of training and education for staff, consumers and providers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff training classes	N/A	N/A	Baseline	>5%	>5%
● Provider education classes	N/A	N/A	Baseline	>5%	>5%
● Informational materials distributed	N/A	N/A	Baseline	>5%	>5%

**HSA.3.5 SUBPROGRAM SUMMARY**  
**QUALITY ASSURANCE**

Contact: Linda Palmer, Assistant Director  
 Phone: 255-1221

A.R.S. Title 36

**Subprogram Mission:**

*To ensure the health and safety of residents in health and child care facilities through timely and comprehensive investigations.*

**Subprogram Description:**

The subprogram has been charged with the responsibility to record, document, investigate and provide the process for resolution of complaints against child care, behavioral health care, long term care, and medical facilities and home and community-based services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5.3	44.5	45.7
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
<b>Program Total</b>	<b>5.3</b>	<b>44.5</b>	<b>45.7</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promote safety and the health of clients in all child care facilities by addressing all complaints within the stated guidelines.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints - centers	1,172	1,230	1,291	1,355	1,422
● Complaints - group homes	87	91	95	99	103
● Complaints - unlicensed centers	31	32	33	34	35
● Complaints - unlicensed group homes	244	256	268	281	295

- ◆ Goal 2 - To promote safety and the health of clients by addressing all complaints within the stated guidelines.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints - home and community based	862	905	950	997	1,064
● Complaints - long term care	411	431	452	474	497
● Complaints - medical	187	196	205	215	225
● Complaints - behavioral health	215	225	236	247	259
● Complaints - hearing aid dispensers	15	16	17	18	19

**HSA.4 PROGRAM SUMMARY**  
**BEHAVIORAL HEALTH SERVICES**  
**ADMINISTRATION**

Contact: Rhonda Baldwin, Assistant Director  
 Phone: 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:**

BHS coordinates, plans, administers, regulates and monitors all facets of the public behavioral health prevention and treatment system and contracts with five Regional Behavioral Health Authorities (RBHAs) to ensure the availability 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 medical records to identify areas where quality of service could be improved.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,518.5	2,022.3	1,069.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	153.7	165.0	165.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,672.2</b>	<b>2,187.3</b>	<b>1,234.6</b>
FTE Positions	1.2	1.2	1.2

**This Program Contains the following Subprograms:**

- ▶ Administration
- ▶ Client Satisfaction
- ▶ Managed Care and Actuarial

HSA.4.1 SUBPROGRAM SUMMARY  
**ADMINISTRATION**  
Contact: Rhonda Baldwin, Assistant Director  
Phone: 381-8999  
  
A.R.S. 36-3402

**Subprogram Mission:**

*To promote the well-being of persons in Arizona through the provision of quality-oriented, cost-effective behavioral health education, prevention, intervention and treatment services.*

**Subprogram Description:**

Information not provided by agency.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,481.0	1,922.3	969.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	153.7	165.0	165.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,634.7</b>	<b>2,087.3</b>	<b>1,134.6</b>
FTE Positions	1.2	1.2	1.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To enhance program management by collecting, reporting and using accurate data of dollars expended and clients served.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Real-time management information reports	N/A	N/A	5	5	5
● Defect-free report reports	N/A	N/A	5	5	5

HSA.4.2 SUBPROGRAM SUMMARY  
**CLIENT SATISFACTION**  
Contact: Ron Smith, Deputy Assistant Director  
Phone: 381-8999  
  
A.R.S. 36-3402

**Subprogram Mission:**

*To provide effective oversight of quality of RBHA services.*

**Subprogram Description:**

Information not provided by agency.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	28.9	100.0	100.0
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
<b>Program Total</b>	<b>28.9</b>	<b>100.0</b>	<b>100.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients responding	25%	25%	28%	28%	30%
● Reporting satisfaction	84%	85%	85%	85%	85%

HSA.4.3 SUBPROGRAM SUMMARY  
**MANAGED CARE AND ACTUARIAL**  
Contact: Michael Priniski, C.F.O  
Phone: 381-8999  
  
A.R.S. 36-3402

**Subprogram Mission:**

*To provide effective oversight of RBHA contract performance.*

**Subprogram Description:**

Information not provided by agency.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,008.6	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
<b>Program Total</b>	<b>1,008.6</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure the fiscal and financial accountability of the

RBHAs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Past deficiencies corrected	75%	90%	95%	95%	95%
● Assets/ liabilities = 1.0	N/A	100%	100%	100%	100%
● RBHAs meeting capitalization requirement	N/A	4	5	5	5

**HSA.5 PROGRAM SUMMARY**  
**ADULT BEHAVIORAL HEALTH SERVICES**  
 Contact: Ron Smith, Deputy Assistant Director  
 Phone: 381-8889  
 A.R.S. 36-189, 550,

**Program Mission:**

*To develop and implement a mental health program that provides care and services to adults.*

**Program Description:**

The program contracts through RBHAs and their provider networks to provide a wide range of services and treatment in the least restrictive environment for various Title XIX and non-Title XIX eligible adults with behavioral health problems. The program also provides a comprehensive approach to prevention, including: early intervention; community mobilization; parent, family, and community education; and life skills development. Finally, the program monitors the financial viability of the RBHAs through review of financial statements and the annual independent certified audit; uses a review of medical records to identify areas where quality of service could be improved; and ensures compliance with contract standards.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	99,901.3	101,313.4	101,902.4
Other Appropriated Funds	672.1	8,603.0	9,398.0
Other Non Appropriated Funds	69,469.7	78,363.7	75,407.7
Federal Funds	20,798.8	20,923.2	19,835.8
<b>Program Total</b>	<b>190,841.9</b>	<b>209,203.3</b>	<b>206,543.9</b>
FTE Positions	43.1	43.0	44.4

**This Program Contains the following Subprograms:**

- ▶ **Oversight & Regulation**
- ▶ **General Mental Health Services Title XIX**
- ▶ **General Mental Health Services Non-Title XIX**
- ▶ **Substance Abuse Services Title XIX**
- ▶ **Substance Abuse Services Non-Title XIX**
- ▶ **Services for Persons with Serious Mental Illness Title XIX**
- ▶ **Services for Persons with Serious Mental Illness Non Title XIX**
- ▶ **Services for Persons with Serious Mental Illness - Psychotropic Drug Program**
- ▶ **Services for Persons with Serious Mental Illness - Geriatric/Residential Beds**
- ▶ **Services for Persons with Serious Mental Illness - Court Monitor**
- ▶ **Community Placement**

▶ **Prevention**

**HSA.5.1 SUBPROGRAM SUMMARY**  
**OVERSIGHT & REGULATION**  
 Contact: Ron Smith, Deputy Assistant Director  
 Phone: 381-8999  
 A.R.S. 36-3402

**Subprogram Mission:**

*To provide effective oversight of RBHA services and contract performance.*

**Subprogram Description:**

Review medical records to identify areas where quality of service could be improved; and ensure compliance with contract standards.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	2,453.4	3,719.4	3,025.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	900.1	1,593.1	1,530.9
Federal Funds	341.7	472.0	471.1
<b>Program Total</b>	<b>3,695.2</b>	<b>5,784.5</b>	<b>5,027.4</b>
FTE Positions	32.0	32.0	33.4

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Needs assessment completed	100%	100%	100%	100%	100%
● RBHA plans completed	100%	100%	100%	100%	100%

- ◆ **Goal 2 - To ensure the RBHAs comply with all contractual standards.**

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Meet open/active ratio	4	4	5	5	6
● Meet contract time lines	N/A	4	5	5	6
● Ethnic representation met	N/A	3	4	4	5

**HSA.5.2 SUBPROGRAM SUMMARY**  
**GENERAL MENTAL HEALTH SERVICES TITLE XIX**  
 Contact: Christine Dye, Bureau Chief  
 Phone: 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 adults.*

**Subprogram Description:**

The agency 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 adults.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,522.1	3,642.7	3,549.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,816.0	6,879.3	6,726.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,338.1</b>	<b>10,522.0</b>	<b>10,275.5</b>
FTE Positions	0.0	0.0	0.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-TXIX	8,452	8,265	11,765	11,560	11,850

**HSA.5.3 SUBPROGRAM SUMMARY**  
**GENERAL MENTAL HEALTH SERVICES NON-TITLE XIX**  
 Contact: Christine Dye, Bureau Chief  
 Phone: 381-8999  
 A.R.S. 36-189 (B)

**Subprogram Mission:**

To provide prevention, intervention and treatment services to improve the general mental health of targeted non-Title XIX adults.

**Subprogram Description:**

The agency 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 non-Title XIX adults.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,770.0	7,777.8	7,777.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,058.2	6,683.8	6,683.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>14,828.2</b>	<b>14,461.6</b>	<b>14,461.6</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide general mental health services to all targeted non-Title XIX adults by ensuring adequate funding to the RBHAs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-non TXIX	16,596	18,840	19,100	19,300	19,652

**HSA.5.4 SUBPROGRAM SUMMARY**  
**SUBSTANCE ABUSE SERVICES TITLE XIX**  
 Contact: Christine Dye, Bureau Chief  
 Phone: 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 RBHAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Title XIX individuals and families involved in substance use/abuse.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,107.9	1,591.4	1,550.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,247.3	2,998.3	2,932.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,355.2</b>	<b>4,589.7</b>	<b>4,483.1</b>
FTE Positions	0.3	0.3	0.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide alcohol treatment services to all targeted clients by ensuring that the RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-TXIX	3,052	3,870	4,075	4,000	4,000

- ◆ Goal 2 - To provide substance abuse treatment services to all targeted clients by ensuring that the RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-TXIX	4,392	4,796	5,091	5,000	5,000

**HSA.5.5 SUBPROGRAM SUMMARY**  
**SUBSTANCE ABUSE SERVICES NON-TITLE XIX**  
 Contact: Christine Dye, Bureau Chief  
 Phone: 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 RBHAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Non-Title XIX individuals and families involved in substance use/abuse.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,738.6	11,809.6	11,764.5
Other Appropriated Funds	0.0	1,300.0	1,550.0
Other Non Appropriated Funds	3,421.1	3,023.8	2,720.3
Federal Funds	16,513.1	17,224.5	16,542.2
<b>Program Total</b>	<b>30,672.8</b>	<b>33,357.9</b>	<b>32,577.0</b>
<b>FTE Positions</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide alcohol treatment services to all targeted clients by ensuring that the RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-non-TXIX	9,292	12,768	11,540	11,460	11,800

- ◆ Goal 2 - To provide substance abuse treatment services to all targeted clients by ensuring that the RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-non-TXIX	13,372	16,506	15,320	15,570	15,760

**HSA.5.6 SUBPROGRAM SUMMARY**  
**SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS TITLE XIX**

Contact: Mike Franczak, Bureau Chief  
Phone: 381-8995

A.R.S. 36-550, 3402

**Subprogram Mission:**

*To develop and implement a mental health program that provides appropriate behavioral health services to persons with serious mental illness.*

**Subprogram Description:**

The agency contracts with the RHBAs for the development and maintenance of a comprehensive system of care for persons with serious mental illness.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	16,027.9	17,656.2	17,215.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,577.4	33,692.3	32,419.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>46,605.3</b>	<b>51,348.5</b>	<b>49,634.8</b>
<b>FTE Positions</b>	<b>2.2</b>	<b>2.4</b>	<b>2.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To deliver services to the targeted population of Title XIX adults with serious mental illness by ensuring RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Clients served - total	21,361	18,521	19,000	22,000	23,000
● Clients served - Title XIX	N/A	7,496	8,000	10,500	20,000

**HSA.5.7 SUBPROGRAM SUMMARY**  
**SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS NON TITLE XIX**

Contact: Mike Franczak, Bureau Chief  
Phone: 381-8995

A.R.S. 36-550, 3402

**Subprogram Mission:**

*To develop and implement a mental health program that provides appropriate behavioral health services to persons with serious mental illness.*

**Subprogram Description:**

The agency contracts with the RHBAs for the development and maintenance of a comprehensive system of care for persons with serious mental illness.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	44,310.4	45,053.9	44,969.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,449.6	23,493.1	22,395.1
Federal Funds	1,491.6	726.7	672.1
<b>Program Total</b>	<b>66,251.6</b>	<b>69,273.7</b>	<b>68,036.3</b>
<b>FTE Positions</b>	<b>6.6</b>	<b>6.3</b>	<b>6.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide services to targeted population of non-Title XIX adults with serious mental illness by ensuring RBHAs have adequate funding.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served-total	21,361	18,521	19,000	22,000	23,000
● Clients served-non TXIX	N/A	11,025	11,000	11,500	13,000

**HSA.5.8 SUBPROGRAM SUMMARY**  
**SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - PSYCHOTROPIC DRUG PROGRAM**

Contact: Aimee Schwartz, M.D., Medical Director  
Phone: 381-8995

A.R.S. 36-550, 3402

**Subprogram Mission:**

*To develop and implement a mental health program that provides care and services to persons with serious mental illness.*

**Subprogram Description:**

The agency provides the RBHAs with guidance and direction in the statewide implementation and ongoing maintenance of a program that provides new generation psychotropic medications for as many of these patients as possible based on the current annual cost per client.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,257.1	1,257.1	3,257.1
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
<b>Program Total</b>	<b>1,257.1</b>	<b>1,257.1</b>	<b>3,257.1</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure all individuals with serious mental illness who meet the BHS treatment protocol are provided with the appropriate new generation psychotropic medication.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Clients served	245	2,500	2,600	2,800	3,000
● Improved function	N/A	71%	75%	85%	85%

**HSA.5.9 SUBPROGRAM SUMMARY**  
**SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - GERIATRIC/RESIDENTIAL BEDS**  
 Contact: Mike Franczak, Bureau Chief  
 Phone: 381-8995  
 A.R.S. 36-550, 3402

**Subprogram Mission:**

To develop and implement a mental health program that provides appropriate behavioral health services to persons with serious mental illness.

**Subprogram Description:**

The program funds the establishment and continuation of nine residential psychiatric health facilities, which provide secure treatment in the client's local community in the least restrictive environment while reducing the utilization of ASH and the development of community-based, therapeutic congregate living programs for elderly/geriatric persons who are no longer in need of treatment at ASH.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	7,982.1	7,982.1	7,982.1
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
<b>Program Total</b>	<b>7,982.1</b>	<b>7,982.1</b>	<b>7,982.1</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the ASH census by appropriate placement of individuals in the community, in accordance with Arnold vs. Sarn exit criteria.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Clients in ASH	467	391	350	375	400

● HUD housing slots	723	1,400	1,300	1,200	1,000
● Clients placed in HUD housing	N/A	1,300	1,200	1,100	900

**HSA.5.10 SUBPROGRAM SUMMARY**  
**SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS - COURT MONITOR**  
 Contact: Mike Franczak, Bureau Chief  
 Phone: 381-8995  
 A.R.S. 36-550, 3402

**Subprogram Mission:**

To develop and implement a mental health program that provides appropriate behavioral health services to persons with serious mental illness.

**Subprogram Description:**

Monitors implementation of the negotiated exit criteria for Arnold vs. Sarn.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	253.0	205.7	205.7
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
<b>Program Total</b>	<b>253.0</b>	<b>205.7</b>	<b>205.7</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure compliance with the negotiated exit criteria for Arnold vs. Sarn in cooperation with the Court Monitor.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Exit stipulations completed	N/A	N/A	50%	75%	80%

**HSA.5.11 SUBPROGRAM SUMMARY**  
**COMMUNITY PLACEMENT**  
 Contact: Mike Franczak, Bureau Chief  
 Phone: 381-8995  
 A.R.S. 36-550, 3402

**Subprogram Mission:**

To allow funding to follow ASH clients into the community (14 and older) and to comply with the Arnold v. Sarn exit criteria.

**Subprogram Description:**

Funds are transferred to the appropriate RBHA as patients are moved into community placement and as operational savings are realized.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	4,880.0	0.0	0.0
Other Appropriated Funds	672.1	7,303.0	7,848.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,552.1</b>	<b>7,303.0</b>	<b>7,848.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To move 200 clients into the community by FY 2001.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Patients moved into community	N/A	40	125	150	200

- ◆ Goal 2 - To comply with the Arnold v. Sarn stipulations for progress during the fiscal year.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Stipulations met	N/A	N/A	75%	80%	85%

- ◆ Goal 3 - To ensure all dollars properly follow clients as they are moved into the community.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Dollars properly following patients	N/A	100%	100%	100%	100%

**HSA.5.12 SUBPROGRAM SUMMARY**

**PREVENTION**

Contact: Steve Sparks, Acting Office Chief  
Phone: 381-8996

A.R.S. 36-3433 (B1), 36-3001 to 3009

**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:**

A comprehensive approach to prevention targeting children and adults. Components of the program coincide with the federal Center for Substance Abuse Prevention initiatives required in the federal grant funding and include early intervention, community mobilization, parent/family/community education, life skills development, peer leadership and mentorship programs. The program also provides protection to victims of domestic violence through funding of the RBHA Safe Home Networks.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	598.8	617.5	604.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,452.4	2,500.0	2,150.4
<b>Program Total</b>	<b>3,051.2</b>	<b>3,117.5</b>	<b>2,755.3</b>
FTE Positions	0.5	0.5	0.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop standards of practice for RBHA prevention programs and ensure compliance.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Standards completed	75%	100%	100%	100%	100%
● RBHAs in compliance	N/A	75%	100%	80%	80%

**HSA.6 PROGRAM SUMMARY**

**CHILDREN'S BEHAVIORAL HEALTH**

Contact: Valinda Mores, Bureau Chief  
Phone: 381-8998

A.R.S. 36-3433

**Program Mission:**

*To develop and implement a statewide system for the delivery of comprehensive behavioral health services for all of Arizona's Title XIX and non-Title XIX eligible children and adolescents.*

**Program Description:**

The agency contracts through the RBHAs with the provider networks to provide a wide range of individualized inpatient and outpatient services and treatment for children with behavioral health needs and their families. Services are provided in the least restrictive environment and are designed to promote the preservation of the family. Additionally, the program reviews medical records to identify areas where quality of service could be improved; and ensures compliance with contract standards.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	37,623.0	46,131.8	45,181.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34,993.8	49,374.2	47,329.9
Federal Funds	5,312.1	5,274.3	5,274.5
<b>Program Total</b>	<b>77,928.9</b>	<b>100,780.3</b>	<b>97,785.9</b>
FTE Positions	23.2	23.3	23.9

**This Program Contains the following Subprograms:**

- ▶ **CBH Oversight and Regulation**
- ▶ **CBH Services Title XIX**
- ▶ **CBH Services Non-Title XIX**
- ▶ **CBH Services Respite Care**
- ▶ **Prevention**

**HSA.6.1 SUBPROGRAM SUMMARY**  
**CBH OVERSIGHT AND REGULATION**

Contact: Michael Priniski, C.F.O.  
 Phone: 381-8999

A.R.S. 36-3402

**Subprogram Mission:**

To provide effective oversight of the quality of RBHA services and contract performance.

**Subprogram Description:**

Monitor financial viability of RBHAs through review of medical records to identify areas where quality of service could be improved; and ensure compliance with contract standards.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,321.2	2,002.7	1,629.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	426.3	1,631.9	1,550.2
Federal Funds	184.0	253.5	253.7
<b>Program Total</b>	<b>1,931.5</b>	<b>3,888.1</b>	<b>3,433.0</b>
<b>FTE Positions</b>	<b>17.2</b>	<b>17.3</b>	<b>17.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Needs assessment completed	100%	100%	100%	100%	100%
● RBHA plans completed	100%	100%	100%	100%	100%

- ◆ Goal 2 - To ensure the RBHAs comply with all contractual standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meet open/active ratio	4	4	5	5	5
● Meet contract time lines	N/A	4	5	5	5
● Ethnic representation met	N/A	3	4	5	5

**HSA.6.2 SUBPROGRAM SUMMARY**  
**CBH SERVICES TITLE XIX**

Contact: Valinda Mores, Bureau Chief  
 Phone: 381-8998

A.R.S. 36-3433

**Subprogram Mission:**

To develop and implement a statewide system for the delivery of comprehensive behavioral health services for all of Arizona's Title XIX eligible children and adolescents.

**Subprogram Description:**

Title XIX eligible children are referred through the RBHAs to the providers for screening to determine the need for behavioral health services. Services are compensable by federal Title XIX/state

match funding and are developed by the DHS in conjunction with AHCCCS. These services encompass a broad continuum of care including: Joint Commission on Accreditation of Healthcare Organization (JCAHO)-level inpatient hospital and residential treatment center services, as well as outpatient group, family and individual therapies. Alternative settings are allowable for the provision of treatment; for example, school-based locations for children's outpatient services are included if provided by Title XIX registered agencies. Every child entering the system is financially screened to meet this benefit category in order to shift service costs to this federal funding source; medical necessity is required for all Title XIX services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	16,736.9	24,415.4	23,872.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,170.2	44,320.5	42,359.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>47,907.1</b>	<b>68,735.9</b>	<b>66,231.8</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide services to the targeted population of Title XIX eligible children and adolescents through contracts with RBHAs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served	18,404	19,731	19,731	19,928	20,127

- ◆ Goal 2 - To ensure that all eligible seriously emotionally handicapped children referred for residential services receive placement based upon their Individual Educational Plan (IEP).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Placed with required IEP	100%	100%	100%	100%	100%
● Placed within time guidelines	85%	90%	95%	95%	95%

**HSA.6.3 SUBPROGRAM SUMMARY**  
**CBH SERVICES NON-TITLE XIX**

Contact: Valinda Mores, Bureau Chief  
 Phone: 381-8998

A.R.S. 36-3433

**Subprogram Mission:**

To develop and implement a statewide system for the delivery of comprehensive behavioral health services for all of Arizona's non-Title XIX eligible children and adolescents.

**Subprogram Description:**

Any child under age 18 may be referred for evaluation of need for non-Title XIX mental and behavioral health services delivered through a RBHA or a provider network. Services range from inpatient to outpatient services, and are available in alternative settings, including home and community-based agencies. Additionally, the subprogram supports and monitors a statewide system to provide residential and outpatient services, including case management and educational services, to children meeting seriously emotionally handicapped criteria. Some funds may be used for



specialized treatment services to eligible children to prevent residential care or maintain a less restrictive placement subsequent to discharge.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13,949.6	14,844.9	14,823.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,397.3	3,421.8	3,420.4
Federal Funds	3,302.5	3,178.1	3,178.1
<b>Program Total</b>	<b>20,649.4</b>	<b>21,444.8</b>	<b>21,422.2</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide services to the targeted population of non-Title-XIX children and adolescents through contracts with RBHAs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served--Non-Title XIX	4,691	5,899	5,899	5,958	6,018

**HSA.6.4 SUBPROGRAM SUMMARY**  
**CBH SERVICES RESPITE CARE**  
 Contact: Valinda Mores, Bureau Chief  
 Phone: 381-8998  
 A.R.S. 36-3433

**Subprogram Mission:**

*To develop and implement a statewide system for the delivery of comprehensive behavioral health services for all of Arizona's non-Title XIX and Title XIX eligible children and adolescents.*

**Subprogram Description:**

The program provides short-term planned relief, or respite, for children with specific acuity and whose needs are determined appropriate. The services will be provided by trained therapeutic staff either in the child's home or at a designated community agency.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	252.5	252.5	252.5
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
<b>Program Total</b>	<b>252.5</b>	<b>252.5</b>	<b>252.5</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To implement respite services as part of a state-wide effort to incorporate wraparound principles of care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs initiated	N/A	3	4	5	6

**HSA.6.5 SUBPROGRAM SUMMARY**  
**PREVENTION**

Contact: Steve Sparks, Acting Office Chief  
 Phone: 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:**

Develop a statewide plan that will identify the priorities for a comprehensive prevention approach for children and adults, which coincide with the Federal Center for Substance Abuse Prevention initiatives required in grant funding: includes early intervention, community, mobilization, parent-family community education and life skills development.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,362.8	4,616.3	4,603.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,825.6	1,842.7	1,842.7
<b>Program Total</b>	<b>7,188.4</b>	<b>6,459.0</b>	<b>6,446.4</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To implement the six performance standards of practice for Regional Behavioral Health Authority (RBHA) prevention programs and ensure that all RBHAs are in compliance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standards implemented	75%	80%	100%	100%	100%
● RBHAs in compliance	N/A	75%	80%	80%	80%

**HSA.7 PROGRAM SUMMARY**  
**ARIZONA STATE HOSPITAL**  
 Contact: Jack B. Silver, C.E.O.  
 Phone: 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)

	FY1997	FY1998	FY1999

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

	Actual	Estimate	Estimate
General Funds	11,684.8	25,150.5	28,378.6
Other Appropriated Funds	11,263.2	3,224.0	4,145.9
Other Non Appropriated Funds	1,674.2	1,488.5	1,592.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>24,622.2</b>	<b>29,863.0</b>	<b>34,116.6</b>
<b>FTE Positions</b>	<b>466.5</b>	<b>529.4</b>	<b>610.5</b>

**This Program Contains the following Subprograms:**

- ▶ **Arizona State Hospital Administration**
- ▶ **Clinical Services**
- ▶ **Sexually Violent Persons**

HSA.7.1	SUBPROGRAM SUMMARY
<b>ARIZONA STATE HOSPITAL ADMINISTRATION</b>	
Contact: Jack B. Silver, C.E.O.	
Phone: 220-6000	
A.R.S. 36-202	

**Subprogram Mission:**

*To provide leadership, direction, and management for all hospital services and personnel.*

**Subprogram Description:**

Hospital Administration provides overall leadership, direction and management for the Arizona State Hospital. Included are day-to-day management of: hospital operations; fiscal operations; quality resource management; information systems; human resources; safety; physical plant; and contracts for out-source services. Hospital leadership maintains quality of services and accreditation, licensure and certification of the hospital; and ensures a safe and therapeutic environment.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,717.7	2,606.1	3,710.4
Other Appropriated Funds	3,308.4	3,224.0	4,145.9
Other Non Appropriated Funds	879.5	790.1	898.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,905.6</b>	<b>6,620.2</b>	<b>8,754.3</b>
<b>FTE Positions</b>	<b>52.0</b>	<b>41.5</b>	<b>59.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop a capital plan to modernize patient care areas.	N/A	10%	100%	N/A	N/A
● Average census/unit	34	33	29	25	20

- ◆ **Goal 2 - To meet clinical and administrative needs by effective use of resources.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in turnover/first 12 months of employment	42%	33%	23%	14%	<5%

- ◆ **Goal 3 - To develop and implement an effective automation information system.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workstations operative	77	96	126	208	247
● Project phase completion	100%	100%	100%	100%	100%
● Budget requested appropriated	10%	0%	100%	100%	100%

HSA.7.2	SUBPROGRAM SUMMARY
<b>CLINICAL SERVICES</b>	
Contact: Lisa S. Jones, M.D.	
Phone: 220-6000	
A.R.S. 36-202	

**Subprogram Mission:**

*To be the preeminent 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, rehabilitation, and restoration to competency for persons with serious and persistent mental illnesses. These services are provided within the Arizona continuum of behavioral health services.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,967.1	21,474.7	20,552.5
Other Appropriated Funds	7,954.8	0.0	0.0
Other Non Appropriated Funds	794.7	698.4	694.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>18,716.6</b>	<b>22,173.1</b>	<b>21,246.6</b>
<b>FTE Positions</b>	<b>414.5</b>	<b>487.9</b>	<b>551.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To provide effective and patient-centered treatment and rehabilitation services.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Patients satisfied with treatment and clinical services	75%	80%	85%	90%	95%

- ◆ **Goal 2 - To integrate the hospital into the statewide continuum of care.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ITDPs linked to ISPs-non-forensic patients	10%	50%	65%	80%	90%
● End -of-year census-non-forensic adults	167	170	153	133	113

● End-of-year census-forensic adults 126 130 147 167 187

**HSA.7.3 SUBPROGRAM SUMMARY**  
**SEXUALLY VIOLENT PERSONS**  
 Contact: Gene Messer, Chief of Operations  
 Phone: 22-6005  
  
 A.R.S. 36-202

**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 program is licensed separately as a Secured Residential Level 1 facility. This program is separately staffed and funded from the psychiatric hospital.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	1,069.7	4,115.7
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
<b>Program Total</b>	<b>0.0</b>	<b>1,069.7</b>	<b>4,115.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>76.0</b>	<b>76.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To deliver residential housing and treatment services which reflect the individualized needs of residents and appropriate practices of risk management.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Residents in housing status only	N/A	40	40	54	72
● Residents in treatment	N/A	20	80	126	168
● Residents	N/A	60	120	180	240
● Residents in treatment status participating in designed treatment program	N/A	50%	60%	70%	80%

**HSA.8 PROGRAM SUMMARY**  
**PUBLIC HEALTH ADMINISTRATION**  
 Contact: Norman J. Petersen, Assistant Director  
 Phone: 542-1025  
  
 A.R.S. 36-132

**Program Mission:**

*To ensure the appropriate and cost-effective delivery of medical and public health services to the citizens of Arizona.*

**Program Description:**

The office coordinates internal programs and develops and maintains linkages and coordination with federal, state, local and private organizations and agencies. The office consists of associate director and secretary with the following organization components: Office of Public Health Planning, Evaluation and Statistics; State

Laboratory Services; Health Systems Development; Epidemiology and Disease Control; Office of Local and Minority Health; Community and Family Health Services; Tobacco Education and Prevention, Border Health, and Emergency Medical Services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	234.4	126.4	236.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45.4	49.4	36.9
Federal Funds	3.8	0.0	0.0
<b>Program Total</b>	<b>283.6</b>	<b>175.8</b>	<b>273.0</b>
<b>FTE Positions</b>	<b>3.9</b>	<b>2.9</b>	<b>3.0</b>

**This Program Contains the following Subprograms:**

- ▶ Overall Public Health
- ▶ Border Health

**HSA.8.1 SUBPROGRAM SUMMARY**  
**OVERALL PUBLIC HEALTH**  
 Contact: Norman J. Petersen, Assistant Director  
 Phone: 542-1025  
  
 ARS 36-132

**Subprogram Mission:**

*To ensure the appropriate and cost-effective delivery of medical and public health services to the citizens of Arizona.*

**Subprogram Description:**

The office coordinates internal programs and develops and maintains linkages and coordination with the federal, state, local, and private organizations and agencies. The office consists of the assistant director and secretary working with the following organizational components: Office of Public Health Planning, Evaluation and Statistics; State Laboratory Services; Health Systems Development; Epidemiology and Disease Control; Office of Local and Minority Health; Community and Family Health Services; Tobacco Education and Prevention; Border Health; and Emergency Medical Services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	115.5	0.0	115.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32.8	37.9	36.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>148.3</b>	<b>37.9</b>	<b>152.2</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continually improve service through a motivated and well-trained staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reporting satisfaction	N/A	N/A	Baseline	>5%	>5%

HSA.8.2 SUBPROGRAM SUMMARY  
**BORDER HEALTH**  
 Contact: Luis Ortega, M.D., M.P.H., Office Chief  
 Phone: 230-5880  
 A.R.S. 36-132

**Subprogram Mission:**

*To promote and protect the health of all Arizonans through sound, competent public health practices along the Arizona-Mexico border.*

**Subprogram Description:**

The Office of Border Health coordinates and integrates public health program efforts to identify, monitor, control and prevent adverse health events in border communities. The office also strengthens cross-border public health collaboration with Mexico.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	118.9	126.4	120.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12.6	11.5	0.0
Federal Funds	3.8	0.0	0.0
<b>Program Total</b>	<b>135.3</b>	<b>137.9</b>	<b>120.8</b>
<b>FTE Positions</b>	<b>2.9</b>	<b>2.9</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop border community-based systems for data collection, surveillance and analysis of health status.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Border community health assessments	1	2	2	2	2
● Sentinel surveillance sites	N/A	1	N/A	1	N/A
● GIS on border communities	3	4	5	5	5

- ◆ Goal 2 - To provide technical assistance, continuing health education and dissemination of health related information to border communities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Presentations to health professionals	1	2	2	2	2
● Public meetings	1	2	3	3	3
● Information/educational materials distributed	500	1,000	1,000	1,000	1,000
● Issues of border health newsletter	N/A	1	2	2	2

- ◆ Goal 3 - To enhance and expand collaborative efforts in the areas of research, education and services with Mexican public health and academic institutions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Border health epidemiologic studies	2	2	3	N/A	N/A
● Border health conferences	N/A	N/A	1	1	1
● Border health projects	1	1	2	2	2

HSA.9 PROGRAM SUMMARY  
**LOCAL AND MINORITY HEALTH**  
 Contact: Vanessa Hill, Office Chief  
 Phone: 542-2906  
 A.R.S. 36-132, 36-110, 36-132, 36-189A

**Program Mission:**

*To improve coordination and integration of the delivery of public health services in Arizona by partnering with local health departments and health and human services agencies.*

**Program Description:**

The office provides consultation, technical assistance and advocacy for local (county) health departments, health officials and other agencies to develop and maintain programs that improve the public's health. The office also provides counties with funds for a public health nurse and/or a sanitarian, and per capita matching funds for health programs relating to communicable disease control, maternal and child health, environmental health and health education.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,296.4	1,205.2	1,208.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.1	0.4	0.0
Federal Funds	45.6	30.0	30.0
<b>Program Total</b>	<b>1,342.1</b>	<b>1,235.6</b>	<b>1,238.3</b>
<b>FTE Positions</b>	<b>5.2</b>	<b>5.2</b>	<b>5.2</b>

**This Program Contains the following Subprograms:**

- ▶ Local and Minority Health
- ▶ Direct Grants to Counties (SLI)
- ▶ Reimbursement to Counties (SLI)

HSA.9.1 SUBPROGRAM SUMMARY  
**LOCAL AND MINORITY HEALTH**  
 Contact: Vanessa Hill, Office Chief  
 Phone: 542-2906  
 A.R.S. 36-110, 132

**Subprogram Mission:**

*To improve coordination and integration of the delivery of public health services in Arizona by partnering with local health departments and health and human services agencies.*

**Subprogram Description:**

The office provides consultation, technical assistance and advocacy for county health departments, health officials and other agencies to develop and maintain public health programs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	322.1	230.9	234.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.1	0.4	0.0
Federal Funds	45.6	30.0	30.0
<b>Program Total</b>	<b>367.8</b>	<b>261.3</b>	<b>264.0</b>
FTE Positions	5.2	5.2	5.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide "Intro to Public Health Nursing" course to public health professionals as needed every two years.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants	N/A	50	N/A	75	N/A

- ◆ Goal 2 - To negotiate with county health departments to provide environmental sanitation services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agreements negotiated	14	15	N/A	15	N/A

- ◆ Goal 3 - To improve the cultural competency of service providers and ADHS staff by conducting multi-cultural health education seminars and training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff trained	100%	100%	200%	250%	500%
● Staff scores	7	7	7	7	7

**HSA.9.2 SUBPROGRAM SUMMARY**  
**DIRECT GRANTS TO COUNTIES (SLI)**  
 Contact: Vanessa Hill, Office Chief  
 Phone: 542-2906  
 A.R.S. 36-132

**Subprogram Mission:**

*To assist each county in the delivery of public health services by providing funds for a public health nurse and/or a sanitarian.*

**Subprogram Description:**

Upon presentation of signature pages to the Office of Local and Minority Health, each health department receives funds for a nurse and/or sanitarian to assist with public health services at the county level.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	578.0	578.0	578.0
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
<b>Program Total</b>	<b>578.0</b>	<b>578.0</b>	<b>578.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications/ signature pages sent timely	100%	100%	100%	100%	100%
● Payments made timely	100%	100%	100%	100%	100%
● Timely responses	100%	100%	100%	100%	100%

**HSA.9.3 SUBPROGRAM SUMMARY**  
**REIMBURSEMENT TO COUNTIES (SLI)**  
 Contact: Vanessa Hill, Office Chief  
 Phone: 542-2906  
 A.R.S. 36-189(A)

**Subprogram Mission:**

*To assist each county health department in promoting and protecting the health of the residents by providing per capita matching funds for targeted services.*

**Subprogram Description:**

The subprogram ensures that local health departments receive per capita matching funds for programs relating to communicable disease control, maternal and child health, environmental health and health education.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	396.3	396.3	396.3
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
<b>Program Total</b>	<b>396.3</b>	<b>396.3</b>	<b>396.3</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assist each county in the delivery of public health services by providing per capita matching funds for targeted services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications/ signature pages sent timely	100%	100%	100%	100%	100%
● Payments made timely	100%	100%	100%	100%	100%
● Timely responses	100%	100%	100%	100%	100%

**HSA.10 PROGRAM SUMMARY**  
**COMMUNITY AND FAMILY HEALTH SERVICES**  
 Contact: Elsie E. Eyer, Bureau Chief  
 Phone: 542-1223  
 A.R.S. 36-132

**Program Mission:**

*To provide leadership to improve the lives of Arizona families in their communities through the building of quality health care*

systems.

**Program Description:**

Community and Family Health Services (CFHS ) is composed of the Offices Children with Special Health Care Needs, Nutrition Services, Oral Health, Older Adult Health, Women's and Children's Health Services and Public Health Promotion.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	897.8	941.4	954.9
Other Appropriated Funds	92.0	100.0	100.0
Other Non Appropriated Funds	279.2	419.5	262.1
Federal Funds	3,079.3	4,779.2	4,672.3
<b>Program Total</b>	<b>4,348.3</b>	<b>6,240.1</b>	<b>5,989.3</b>
FTE Positions	18.1	18.1	18.1

**This Program Contains the following Subprograms:**

- ▶ **Child Fatality Review Program**
- ▶ **Oral Health**
- ▶ **Older Adult Health**
- ▶ **Office for Children with Special Health Care Needs**
- ▶ **Public Health Promotion**

HSA.10.1 SUBPROGRAM SUMMARY  
**CHILD FATALITY REVIEW PROGRAM**  
 Contact: Robert Schackner, Manager  
 Phone: 542-1875  
 A.R.S. 36-132, 342, 2291, 3501 et. seq.

**Subprogram Mission:**

*To reduce preventable child fatalities.*

**Subprogram Description:**

The Child Fatality Review Program supports multiagency and multidisciplinary local teams that review all child fatalities in Arizona in order to identify preventable deaths and to recommend prevention strategies. Information from local case reviews is entered in the child fatalities data collection system and aggregate data form the basis for the State Team's review process. The Team, which has wide community and agency representation, provides leadership for the program, and is responsible for developing protocols for child fatality review and system response, for providing training and technical assistance to professionals involved in review of child fatalities and for educating the public about prevention.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	92.0	100.0	100.0
Other Non Appropriated Funds	7.2	46.3	50.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>99.2</b>	<b>146.3</b>	<b>150.0</b>
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To provide community-based multiagency and multidisciplinary review of child fatality cases at the local level**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Population covered by local teams	97%	97.5%	98%	98.5%	99%
● Cases reviewed by local teams	95%	96%	97.5%	98.5%	99%

- ◆ **Goal 2 - To conduct state-level review of aggregate data from local child fatality reviews and 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual Reports	1	1	1	1	1
● Educational brochures, materials, Internet access	7,500	10,000	10,000	10,000	10,000

- ◆ **Goal 3 - To obtain full utilization of Child Fatality Review Program (CFRP) for SIDS death reviews and risk reduction recommendations.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● SIDS deaths in Arizona	49	70	65	65	65
● SIDS cases reviewed by local Child Fatality Review teams	94%	95%	95%	97%	97.5%

- ◆ **Goal 4 - To have Medical Examiners use the ADHS standardized autopsy protocol for SIDS cases.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Evaluate the Medical Examiners Reports on SIDS cases	92%	96%	97%	98%	99%

HSA.10.2 SUBPROGRAM SUMMARY  
**ORAL HEALTH**  
 Contact: Don Altman, Office Chief  
 Phone: 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 provides: consultation and technical assistance for developing oral health care standards, policies and systems; defining program coverage; quality assurance reviews; and evaluating program provider/client needs; professional development and training; preventive and/or basic treatment are provided to eligible Arizona citizens (high-risk children, homebound, frail elderly adults, and persons with HIV disease) including: dental sealant placement, fluoride mouth rinse, dental screenings, education, mobile trailers and equipment to deliver treatment in needy 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	654.0	669.9	681.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	115.3	254.7	164.4
Federal Funds	444.1	495.8	490.0
<b>Program Total</b>	<b>1,213.4</b>	<b>1,420.4</b>	<b>1,335.9</b>
<b>FTE Positions</b>	<b>11.9</b>	<b>11.9</b>	<b>11.9</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To effect policy development and standards in oral health care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hours of technical assistance/consultation/collaboration provided for policy development	2,500	2,500	2,500	2,500	2,500
● Community dental programs and facilities able to serve the indigent and high risk residents due to OOH support	8	8	8	8	8
● Agencies satisfied with services	90%	90%	95%	95%	95%
● Agencies served with improved dental policies	80%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Children served by preventive dental programs	47,500	47,500	47,500	47,500	47,500
● Schools satisfied with preventive services with request for continuation	98%	95%	95%	95%	95%
● Children in preventive program with improved oral health	95%	95%	95%	95%	95%
● Children education and/or given a dental screening	47,000	47,000	47,000	47,000	47,000

◆ Goal 3 - To facilitate the development of community-based dental care services to high risk and special needs population.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers satisfied with support to establish community dental care delivery systems	90%	90%	90%	90%	90%
● Arizona residents served through mobile dental units with improved oral health	1,500	1,500	2,000	2,000	2,000

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Professionals attending conferences, CE and training sessions	800	800	800	800	800
● Professional giving good/excellent rating for conferences, CE and training sessions	90%	90%	95%	95%	95%
● Children with increased oral health care knowledge	37,700	37,000	37,000	37,000	37,000

**HSA.10.3 SUBPROGRAM SUMMARY**  
**OLDER ADULT HEALTH**  
 Contact: Jane Lange, Office Chief  
 Phone: 542-1223  
 A.R.S. 36-132

**Subprogram Mission:**

*To promote health and prevent disease and disability among Arizona's older adults.*

**Subprogram Description:**

The subprogram is responsible for developing and implementing public health policy to promote health and prevent disease among Arizona's seniors through needs assessment, promotion of identified needs, coordination and resource identification and development. Efforts are coordinated with other DHS ongoing older adult activities and with the existing aging network throughout the state.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	76.4	80.0	81.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1.8	2.2	2.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>78.2</b>	<b>82.2</b>	<b>84.1</b>
<b>FTE Positions</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To promote and increase visibility of older adult public health issues within ADHS, the aging network, and the community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Presentations and meetings within ADHS	17	4	4	4	4
● Presentations, meetings, and published articles with aging network	10	10	10	10	10
● Interviews initiated by news media	20	6	6	6	6
● Publications distributed in written form or through Internet	600	100	100	100	100

◆ Goal 2 - To provide leadership for the Older Adult Health Falls Prevention Task Force.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Convened meetings of Falls Prevention Task Force	3	4	4	4	4
● Staffed and completed task force work products	6	6	6	6	6

◆ Goal 3 - To identify and address emerging public health issues for seniors through regular meetings with the Older Adult Health Team.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Convened meetings of Team	4	4	4	4	4

**HSA.10.4 SUBPROGRAM SUMMARY**  
**OFFICE FOR CHILDREN WITH SPECIAL HEALTH CARE NEEDS**  
 Contact: Susan Burke, Office Chief  
 Phone: 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:**

This program helps children to age 21 who have any of a broad range of disabilities or chronic illnesses which necessitate adaptations for daily functioning, prolonged or periodic hospitalizations, or special services. Program responsibilities include: universal application to services; Individualized Family Service Plan (IFSP) for all seven state agencies serving eligible children; guidelines for "best practice" for providers serving families of eligible children; and facilitating community development activities using the national "Communities Can" model. Additionally, community action teams composed of families, service providers, elected officials, community leaders and related local and state agency staff collaborate and consult with one another to provide leadership and develop integrated systems of health care.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1.9	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	427.4	595.0	595.0
<b>Program Total</b>	<b>429.3</b>	<b>595.0</b>	<b>595.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To develop a process for Universal Application (UA) to programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs using UA	0	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies using IFSP	3	5	5	7	7
● Families with IFSPs	321	367	400	440	475

◆ Goal 3 - To adopt best practice guidelines for the provision of family-centered care for CSHCN, by September 30, 1998 in all ten initial DHS programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs involved	9	10	11	12	13
● Guidelines developed	3	4	5	5	6
● Programs using at least one guideline	29%	30%	32%	35%	37%

◆ Goal 4 - To provide family-centered services to assure increased family participation and improved satisfaction of care

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Communities assessed	7	8	8	9	9
● "Communities Can" teams	6	7	7	8	9
● Teams with action plans	6	7	7	8	9

**HSA.10.5 SUBPROGRAM SUMMARY**  
**PUBLIC HEALTH PROMOTION**  
 Contact: Merrill Krenitz, Acting Office Chief  
 Phone: 542-7200  
 A.R.S. 36-132

**Subprogram Mission:**

*To improve the health of all Arizonans by providing access to comprehensive resources for disease prevention and health promotion at the community level and by providing leadership in the development and implementation of statewide policies that promote healthy communities.*

**Subprogram Description:**

Public Health Promotion addresses preventable health problems in the interest of promoting healthy Arizona communities. These include chronic diseases associated with lifestyle, such as cancer, cardiovascular disease and diabetes, and injury, including violence against women and rape. The program develops linkages and partnerships between the state and local community groups and organizations by supporting community-based coalitions and programs that promote healthy communities and by supporting leadership development at the local level through training programs, technical assistance and internships for students.



Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	165.5	191.5	191.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	154.9	116.3	45.5
Federal Funds	2,207.8	3,688.4	3,587.3
<b>Program Total</b>	<b>2,528.2</b>	<b>3,996.2</b>	<b>3,824.3</b>
FTE Positions	3.1	3.1	3.1

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To plan and implement pilot programs and demonstration projects.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Diabetes pilot programs	5	4	2	2	2
● Motor vehicle crash demonstrations	2	4	3	3	3
● Fall prevention demonstrations	1	1	1	1	1
● Violence against women demonstrations	1	26	15	15	10
● Violence prevention demonstrations	1	1	2	1	1
● Chronic disease screening demonstrations	1	2	2	2	0

- ◆ Goal 2 - To increase availability and effectiveness of primary, secondary, and tertiary prevention services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Breast cancer diagnosed at stage 1 or earlier	67%	70%	70%	70%	70%
● Doctors giving age appropriate guidelines	60%	60%	60%	N/A	N/A
● Patients CBE mammography past 2 years	71%	75%	80%	80%	80%
● Cervical cancer mortality rate (per 100,000)	2.4	1.5	1.3	1.8	1.8

- ◆ Goal 3 - To provide education, training, and information on prevention and health promotion.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Skin cancer safety trainings	25	25	30	35	35
● Diabetes health fair	5	10	10	10	10
● Breast and cervical cancer	0	1	1	1	1

- ◆ Goal 4 - To address clearly defined health problems by evaluating data of Preventive Health and Health Services Block Grant (PHHSBG) - funded programs, and by ensuring programs have established priorities and demonstrate a comprehensive public health approach.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs with priorities	95%	100%	100%	100%	100%
● Programs with comprehensive approach	80%	85%	90%	90%	95%

HSA.11	PROGRAM SUMMARY
<b>CHILDREN'S REHABILITATIVE SERVICES</b>	
Contact: Susan Burke, Chief	
Phone: 542-1860	
A.R.S. 36-132	

**Program Mission:**

*To provide medically and financially qualified individuals the highest quality comprehensive rehabilitation through an interdisciplinary team approach in a cost-effective managed care setting.*

**Program Description:**

Children's Rehabilitative Services (CRS) is a program for individuals who have certain medically handicapping or potentially handicapping conditions with potential for functional improvement.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	15,737.7	14,888.3	14,667.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,278.9	16,541.5	16,445.8
Federal Funds	1,839.4	1,825.3	1,825.3
<b>Program Total</b>	<b>33,856.0</b>	<b>33,255.1</b>	<b>32,938.2</b>
FTE Positions	15.8	15.8	15.8

**This Program Contains the following Subprograms:**

- ▶ Children s Rehabilitative Services Title XIX
- ▶ Children's Rehabilitative Services Non-Title XIX
- ▶ Adult Services

HSA.11.1	SUBPROGRAM SUMMARY
<b>CHILDREN S REHABILITATIVE SERVICES TITLE XIX</b>	
Contact: Susan Burke, Office Chief	
Phone: 542-1860	
A.R.S. 36-132	

**Subprogram Mission:**

*To assure the highest quality comprehensive care for the functional improvement of medically and financially qualified children with special health care needs.*

**Subprogram Description:**

A family-centered, interdisciplinary team approach to providing services to eligible children who have certain medically handicapping or potentially handicapping conditions and who have the potential for functional improvement in a cost-effective, managed care setting.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,214.5	16,403.3	16,403.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>16,214.5</b>	<b>16,403.3</b>	<b>16,403.3</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Members - AHCCCS	11,000	11,100	11,200	11,300	11,400
● Eligible for AHCCCS	69%	70%	71%	71%	72%
● Number SSI and Categorical (*anticipated increase due to SCHIP)	10,800	10,000	*12,000	*12,000	*12,000

- ◆ Goal 2 - To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inpatient admissions	945	828	828	911	959
● Confirmed quality issues	69	70	70	80	80

- ◆ Goal 3 - To assure appropriate use of state and federal funds through financial analysis of contracts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Amount of contract	29,990	29,990	29,990	29,990	29,990
● Total provider cost	31,500	31,500	31,500	31,500	31,500
● Provider cost covered	95%	95%	95%	95%	95%
● AHCCCS allowable	27%	27%	27%	27%	27%
● AHCCCS allowable covered	111%	111%	111%	111%	111%

- ◆ Goal 4 - To provide family-centered services to assure increased family participation and improved satisfaction of care

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfied with services	95%	95%	95%	96%	96%

**HSA.11.2 SUBPROGRAM SUMMARY**  
**CHILDREN'S REHABILITATIVE SERVICES NON-TITLE XIX**

Contact: Susan Burke, Office Chief  
Phone: 542-1860

A.R.S. 36-132

**Subprogram Mission:**

*To assure the highest quality comprehensive care for the functional improvement of medically and financially qualified children with special health care needs.*

**Subprogram Description:**

A family-centered, interdisciplinary team approach to providing services to eligible children who have certain medically handicapping or potentially handicapping conditions and who have the potential for functional improvement in a cost-effective, managed care setting.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	15,444.0	14,594.6	14,373.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	64.4	137.7	42.5
Federal Funds	1,839.4	1,825.3	1,825.3
<b>Program Total</b>	<b>17,347.8</b>	<b>16,557.6</b>	<b>16,241.2</b>
FTE Positions	15.8	15.8	15.8

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maximize benefits for CRS members and applicants by enrolling them in other governmental programs, such as Social Security Income (SSI), and increasing Title XIX funding for the government.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Members-Non-AHCCCS	5,100	5,100	5,300	5,400	5,500
● Enrolled in SSI	39%	40%	41%	42%	43%
● SSI and Categorical (*anticipated increase due to SCHIP)	10,800	10,000	*12,000	*12,000	*12,000

- ◆ Goal 2 - To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inpatient admissions	424	372	372	409	431
● Confirmed quality issues	31	35	35	30	30

- ◆ Goal 3 - To assure appropriate use of state and federal funds through financial analysis of contracts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Amount of contract	29,990	29,990	29,990	29,990	29,990
● Total provider cost	31,500	31,500	31,500	31,500	31,500
● Provider cost covered	95%	95%	95%	95%	95%

- ◆ Goal 4 - To provide family-centered services to assure increased family participation and improved satisfaction of care

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfied with services	95%	95%	95%	96%	96%

**HSA.11.3 SUBPROGRAM SUMMARY**  
**ADULT SERVICES**

Contact: Susan Burke, Office Chief  
Phone: 542-1860

A.R.S. 36-132

**Subprogram Mission:**

*To provide adults with cystic fibrosis and sickle cell anemia the highest comprehensive services through an interdisciplinary team*

approach in a managed care setting.

**Subprogram Description:**

Program provides comprehensive inpatient and outpatient services for financially qualified adults suffering from cystic fibrosis and sickle cell.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	293.7	293.7	293.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.5	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>293.7</b>	<b>294.2</b>	<b>293.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assure appropriate use of state and federal funds through financial analysis of contracts for cystic fibrosis and sickle cell services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contract (thousands) available for: - Cystic Fibrosis	\$223.6	\$223.6	\$223.6	\$223.6	\$223.6
● Contract (thousands) available for: - Sickle Cell	\$70.1	\$70.1	\$70.1	\$70.1	\$70.1

**HSA.12 PROGRAM SUMMARY**  
**WOMEN'S AND CHILDREN'S HEALTH**  
 Contact: Marianna Bridge, Office Chief  
 Phone: 220-6550  
 A.R.S. 36-132, 694.B, 694.01, 797.41-42, 899

**Program Mission:**

To promote integrated care and service systems that are responsive to individual and family needs, and to foster practices that build on the abilities and strengths of individuals, families, communities and the human service system.

**Program Description:**

The Office of Women's and Children's Health (OWCH) is composed distinct yet interrelated functions and areas of responsibility: Planning, Evaluation and Data; Community Based Services; Women's/Prenatal Care; and High Risk Infant. The office carries out its mission through the use of multidisciplinary teams that include OWCH staff and representatives from other DHS service areas.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,675.3	7,714.7	6,352.3
Other Appropriated Funds	0.0	257.0	4,834.7
Other Non Appropriated Funds	626.6	1,028.1	51.1
Federal Funds	4,666.8	4,847.6	4,840.4
<b>Program Total</b>	<b>10,968.7</b>	<b>13,847.4</b>	<b>16,078.5</b>
<b>FTE Positions</b>	<b>27.8</b>	<b>27.8</b>	<b>33.3</b>

**This Program Contains the following Subprograms:**

- ▶ **Planning, Evaluation and Data**
- ▶ **Community Based Services**
- ▶ **Women's/Prenatal Care**
- ▶ **High Risk Infant Services**

HSA.12.1 SUBPROGRAM SUMMARY  
**PLANNING, EVALUATION AND DATA**  
 Contact: Marianna Bridge, Office Chief  
 Phone: 220-6550  
 A.R.S. 36-132

**Subprogram Mission:**

To improve the health of women, their children and families through multidisciplinary consultation within and outside OWCH.

**Subprogram Description:**

This program develops and uses technical assistance and management control systems to promote employee competence, commitment, coordination and cost-effectiveness in achieving positive outcomes. This involves coordination and integration of systems and encouragement for staff who use innovative strategies in the areas of early childhood, child, adolescent, and women's health; social work; community development; program evaluation; contracts, budgets and data.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	457.2	921.6	938.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	33.5	27.8	27.8
Federal Funds	1,863.7	1,881.8	1,881.8
<b>Program Total</b>	<b>2,354.4</b>	<b>2,831.2</b>	<b>2,848.5</b>
<b>FTE Positions</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely, up-to-date and high quality data and information related to the health status and health systems' priorities identified for Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Five year needs assessment update	1	1	1	1	1
● Programs with standard reports	+45%	+60%	+70%	+80%	+85%
● Programs with evaluation plan	75%	75%	80%	85%	85%
● Programs with yearly updates	100%	100%	100%	100%	100%
● High priority programs with evaluation report	6	7	8	9	9

- ◆ Goal 2 - To have teams, that have at least one assigned population/service consultant, develop an annual action plan and use it to provide timely, up-to-date and high-quality technical assistance related to the health status and health systems priorities identified for Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teams using plan	100%	100%	100%	100%	100%
● Teams with consultant	100%	100%	100%	100%	100%
● Contracts submitted timely	97%	98%	98%	99%	99%

● Programs with bi-weekly budget report 60% 80% 85% 90% 95%

HSA.12.2 SUBPROGRAM SUMMARY  
**COMMUNITY BASED SERVICES**  
 Contact: Marianna Bridge, Office Chief  
 Phone: 220-6550  
  
 A.R.S. 36-132, 694.B, 694.01, 797.41-42, 899

**Subprogram Mission:**

*To ensure the health and safety of Arizona's families through community-based, family-centered, culturally sensitive systems of care.*

**Subprogram Description:**

This subprogram is composed of the following population-based subprograms: Children's Information Center and Pregnancy & Breast-feeding Hotlines; Genetics; Newborn Screening; Sickle Cell Anemia; Healthy Mothers/Healthy Babies; Injury Prevention; Perinatal Substance Abuse; Primary Care; and Sensory Screening (School Hearing Conservation and Early Identification of Infants at Risk for Hearing Loss). This subprogram uses community development and systems change as primary strategies in the implementation of programmatic initiatives.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	271.3	68.3	81.9
Other Appropriated Funds	0.0	0.0	2,577.7
Other Non Appropriated Funds	529.0	891.4	15.5
Federal Funds	1,490.5	1,608.7	1,601.5
<b>Program Total</b>	<b>2,290.8</b>	<b>2,568.4</b>	<b>4,276.6</b>
<b>FTE Positions</b>	<b>7.6</b>	<b>7.6</b>	<b>16.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To increase the number of public and private resources providing services for women and children and reduce barriers and facilitate entry into the health care system through collaboration with the other agencies and organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Resources in database	3,000	4,000	4,500	4,500	5,000
● Presentations	24	24	24	24	24
● Interagency committees	10	10	10	10	10

◆ Goal 2 - To operate accessible statewide computerized hotlines that provide information on medical and human service resources and the number of pregnant women and families served by the hotline.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Calls received	5,505	6,000	6,000	6,000	7,000
● Follow up calls	2,500	2,500	2,500	2,500	3,000

◆ Goal 3 - To assure comprehensive, statewide, community-based care for children with genetic disorders through development and implementation of a statewide genetics plan, and education of health professionals who provide ancillary services to these children.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Plan completed	100%	100%	100%	100%	100%
● Needs assessment done	100%	100%	100%	100%	100%
● Educational presentations	60	60	60	60	60
● Materials distributed	82,000	82,000	82,000	82,000	90,000

◆ Goal 4 - To reduce morbidity and mortality for metabolic and genetic disorders and hemoglobinopathy (including sickle cell disease) through screening, diagnosis, treatment, education, and timely and effective follow-up and counseling.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Infants screened (first, second, recall and unsatisfactory screens)	119,819	124,000	129,000	133,000	138,000
● Total rule out of abnormal tests (Includes hemoglobinopathies as of 1999)	3,858	4,700	7,900	8,200	8,500
● Referred follow-up consultation (Includes hemoglobinopathies as of 1999)	100	110	185	205	215
● Confirmed metabolic cases (including hypothyroidism)	42	50	55	62	68
● Confirmed hemoglobinopathies	N/A	N/A	10	11	12
● Education materials distributed	84,000	90,000	92,000	93,500	95,000

◆ Goal 5 - To reduce injury, death and disability among children and adolescents by providing training, consultation, technical assistance and support to professional organizations, state and local agencies, communities and advisory groups and the establishment of a statewide injury surveillance system for intentional and unintentional injuries.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Community-based projects funded	3	3	6	8	10
● Safe Kids Coalitions	1	3	4	5	6
● School playground safety	155	190	225	250	300
● Playground training sessions	2	1	2	2	4
● Data Books distributed	250	1,000	500	500	250
● Training sessions	2	1	2	2	4
● Printed safety materials	7,000	8,000	9,000	10,500	12,000

◆ Goal 6 - To increase the number of Healthy Mothers, Healthy Babies (HMHB) coalitions in state and support and monitor, through monthly reports, statewide HMHB efforts through contract with Arizona March of Dimes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● HMHB coalitions	20	20	21	21	22
● Counties with HMHB	15	15	15	15	15
● Reports comply with DHS requirements	14	15	16	17	17

- ◆ Goal 7 - To improve education and training related to problems associated with exposure of pregnant and post-partum women and infants to tobacco, alcohol and other drugs by conducting research on drug prevalence and identification of behavioral health programs and medical providers with services for substance abusing pregnant women.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Alcohol prevalence study	1	N/A	N/A	1	N/A
● Provider survey	N/A	660	700	N/A	800
● Behavioral Health programs with services	N/A	400	440	450	470
● Medical providers with services	N/A	260	260	300	320
● Training sessions	15	15	18	20	25
● Presentations	4	5	6	6	7
● Printed materials distributed	15,700	17,000	18,000	20,000	23,000

- ◆ Goal 8 - 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● School-based centers	127	137	142	142	145
● Districts with medical homes	49	60	65	65	68
● Provider slots	11,700	12,000	12,000	12,000	12,500
● Trainings	8	8	10	12	12
● Providers trained	96	100	100	100	110
● Planning grants	5	6	3	3	3

- ◆ Goal 9 - To assure all public and private state school children receive appropriate hearing and vision screening through training, statewide identification program for neonates and infants to detect hearing loss and a central registry to track infants who are at high risk for hearing loss.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Child screen/hearing	508,336	510,000	515,000	520,000	525,000
● Child screen/vision	485,564	500,000	505,000	510,000	515,000
● Training workshops	30	22	35	48	48
● Persons trained	517	400	600	650	650
● Hospitals screening NICU	18	18	18	18	18
● Hospital screening all	9	15	25	30	35
● Hospitals in registry system	3	15	25	30	35
● Newborn population screened	22%	40%	60%	80%	82%

**HSA.12.3 SUBPROGRAM SUMMARY  
WOMEN'S/PRENATAL CARE**

Contact: Marianna Bridge, Office Chief  
Phone: 220-6550

A.R.S. 36-132

**Subprogram Mission:**

*To improve the health status of women and children through early identification, education and linkage to community services.*

**Subprogram Description:**

The program consists of population-based programs, such as: community health nurses who provide home-based developmental screening, physical and environmental assessments; assist families with transition from hospital to home; help families identify and use support systems; provide guidance and health information; and ensure that all infants receive primary care and referral to other services as appropriate. Reproductive health services include pregnancy tests, medical evaluation of a woman's reproductive health, counseling, education, contraceptives and referrals, which are contracted through county health departments, community health centers and independent non-profit providers. Funding for Teen Prenatal Express and Prenatal Outreach will be provided to counties through a block grant. DHS is currently working with the counties to develop a formula to distribute the funds and to develop goals and performance measures.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	2,135.4	2,931.1	1,531.1
Other Appropriated Funds	0.0	0.0	2,000.0
Other Non Appropriated Funds	57.8	93.4	0.0
Federal Funds	1,073.4	1,197.7	1,197.7
<b>Program Total</b>	<b>3,266.6</b>	<b>4,222.2</b>	<b>4,728.8</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide initial or annual family planning exams to at least 70% of uninsured/underinsured, low income women (unduplicated clients) in the counties served by Title V funds.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Clients exams	7,392	7,787	7,787	7,398	7,028
● Pregnancy Tests	4,658	6,480	6,480	6,156	5,848

- ◆ Goal 2 - To increase number of index children (only pregnant women in targeted communities are eligible for enrollment in Health Start, the children born of these pregnancies are considered to be the "index" children), age 2 years and younger, who receive recommended primary care services at appropriate intervals.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Program index children	1,063	1,010	950	900	850
● Recommended immunizations	89.5%	90%	90.5%	91.0%	91.5%
● Identified medical home	90.5%	90.5%	91%	91%	91.5%

- ◆ Goal 3 - To increase the proportion of program women giving birth in targeted communities who receive prenatal care that starts early and includes at least five visits.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Women served prenatally	2,005	1,950	1,900	1,850	1,800
● Women with five or more visits	92%	92%	93%	93%	94%
● Average prenatal visits	10.6	11	11	11	11
● Prenatal care in first trimester	54.9%	55.5%	56.5%	57.5%	58.5%

- ◆ Goal 4 - To increase the number of families in target neighborhoods who receive education/information on the importance of prenatal care, immunizations and preventive care medical visits.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Program families	2,558	3,000	3,350	3,375	3,500
● Pre-neonatal information	1,877	2,000	2,200	2,300	2,400
● Preventive information	2,271	2,700	2,950	3,075	3,200
● Immunization information	1,924	2,100	2,200	2,300	2,400

HSA.12.4 SUBPROGRAM SUMMARY  
**HIGH RISK INFANT SERVICES**  
 Contact: Marianna Bridge, Office Chief  
 Phone: 220-6550  
 A.R.S. 36-132

**Subprogram Mission:**

*To reduce the mortality and morbidity of infants who are critically ill at birth through a statewide system of coordinated care.*

**Subprogram Description:**

This subprogram consists of programs like High Risk Perinatal (HRP) and Arizona Early Intervention (AEI) which strive to assure that risk-appropriate care is available and accessible to critically ill newborns in Arizona regardless of geographic location and ability to pay through a regionalized system of consultation, transport, inpatient developmental care and developmental follow-up clinics.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,811.4	3,793.7	3,800.4
Other Appropriated Funds	0.0	257.0	257.0
Other Non Appropriated Funds	6.3	15.5	7.8
Federal Funds	239.2	159.4	159.4
<b>Program Total</b>	<b>3,056.9</b>	<b>4,225.6</b>	<b>4,224.6</b>
<b>FTE Positions</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 High Risk Perinatal (HRP), Arizona Early Intervention (AEI), CHN and other programs; and provide risk-appropriate care and follow-up.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Referred for HRP	4,040	4,019	4,120	4,155	4,200
● Referred for other	3,000	3,500	3,800	3,900	4,200
● CHN services	5,000	5,050	5,100	5,150	5,200
● Referred with current CHN services	4,900	5,000	5,100	5,150	5,200

- ◆ Goal 2 - To increase number of critically ill infants who receive risk-appropriate neonatal inpatient care at Level II and III hospitals, and NICP enrolled infants at risk for developmental delay who receive follow-up clinic services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Level II/III hospitals with developmental care	11	12	13	14	15
● At risk with follow ups	55%	60%	60%	61%	62%

- ◆ Goal 3 - To increase the number of high-risk women who have received risk-appropriate services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Critically ill infants born in tertiary care centers	2,794	2,800	2,820	2,835	2,840
● Maternal transports	12%	14%	16%	18%	20%
● Neonatal transports	15%	11%	10%	10%	10%

HSA.13 PROGRAM SUMMARY  
**NUTRITION SERVICES**  
 Contact: Sheryl Lee, Office Chief  
 Phone: 542-1886  
 A.R.S. 36-132

**Program Mission:**

*To provide the leadership to promote the optimal nutrition status and well-being of Arizonans.*

**Program Description:**

This program directs the continued promotion, planning, implementation, assurance and evaluation of nutrition programs and services. The program collaborates with the public and private sectors and coordinates community education activities on nutrition-related risk factors for the 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 program 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	757.8	827.1	895.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	55.8	95.4	82.4
Federal Funds	82,543.1	84,001.2	84,122.9
<b>Program Total</b>	<b>83,356.7</b>	<b>84,923.7</b>	<b>85,100.8</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Community Nutrition Planning, Consultation, Evaluation, Surveillance**
- ▶ **Community Nutrition Services**
- ▶ **WIC**
- ▶ **Commodity Supplemental Food Program**

**HSA.13.1 SUBPROGRAM SUMMARY**  
**COMMUNITY NUTRITION PLANNING, CONSULTATION, EVALUATION, SURVEILLANCE**  
 Contact: Sheryl Lee, Office Chief  
 Phone: 542-1886  
 A.R.S. 36-132

**Subprogram Mission:**

*To promote healthy eating behaviors and to ensure quality nutrition services, program compliance and attainment of state regulatory standards and maximize nutrition resources by ensuring the efficiency and effectiveness of public health nutrition functions in communities.*

**Subprogram Description:**

The subprogram provides the essential community nutrition functions of promotion, planning, policy development, assurance and evaluation of nutrition interventions, services and strategies; the monitoring and reporting of the nutrition status of select populations; the management of nutrition resources and operations; finally, data are provided through the AZ Nutrition Reporting and Surveillance System (ANRSS) to CDC for inclusion in the national Pediatric and Pregnancy Nutrition Surveillance Systems.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	445.1	481.9	489.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	55.2	94.7	81.7
Federal Funds	102.3	172.7	194.4
<b>Program Total</b>	<b>602.6</b>	<b>749.3</b>	<b>765.8</b>
<b>FTE Positions</b>	<b>9.7</b>	<b>9.7</b>	<b>9.7</b>

**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 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consultation/technical assistance	536	530	530	530	530
● Training services distributed	2,500	2,000	2,000	2,500	2,500
● Students trained	26	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Visits child care	171	200	250	275	300
● Visits aging programs	25	25	25	25	25

● Aging that meet standards	85%	85%	85%	90%	90%
● Center menus reviewed	131	250	300	320	350
● Menus meet guidelines	75%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meeting guidelines-CRS Nutrition	N/A	85%	85%	90%	90%
● Meeting guidelines-perinatal nutrition	Baseline	75%	80%	85%	90%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collaborative projects implemented	17	8	8	8	8
● AZ/Grown 5 a Day media impressions (in thousands)	7,297	5,000	5,000	5,000	5,000
● Network core partners	12	12	16	18	22
● Nutrition education bulletins for food stamp recipients	N/A	48,000	64,000	96,000	96,000
● Network social marketing campaign	1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meeting nutrition standards	24.3%	25.3%	26.0%	26.5%	27.0%

◆ Goal 6 - To develop and implement quality assurance plans in WIC clinics for data quality on nutrition status variables.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quality assurance plan	N/A	8	8	16	32

**HSA.13.2 SUBPROGRAM SUMMARY**  
**COMMUNITY NUTRITION SERVICES**  
 Contact: Sheryl Lee, Office Chief  
 Phone: 542-1886  
 A.R.S. 36-132

**Subprogram Mission:**

*To improve the nutrition practices in rural counties by reducing nutrition related risks for under/over nutrition and chronic diseases (e.g.) obesity, diabetes, cancer and cardiovascular diseases.*

**Subprogram Description:**

Through contracts, provide integrated community population and school-based intervention strategies in 12 rural counties (Apache, Cochise, Coconino, Gila, Graham, Greenlee, Mohave, Navajo, Pinal, Santa Cruz, Yavapai and Yuma) to promote the US Dietary Guidelines for Americans.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	299.1	330.1	390.1
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
<b>Program Total</b>	<b>299.1</b>	<b>330.1</b>	<b>390.1</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of clients receiving direct nutrition education and intervention services to 12,000.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Clients served	24,992	10,000	10,000	10,000	10,000

- ◆ Goal 2 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rural counties with nutrition education plans	10	12	12	12	12
● Children	N/A	N/A	10%	12%	N/A

**HSA.13.3 SUBPROGRAM SUMMARY**  
**WIC**  
 Contact: Sheryl Lee, Office Chief  
 Phone: 542-1886  
 A.R.S. 36-132

**Subprogram Mission:**

*To improve the nutrition status of women and children who are at nutrition risk during critical periods of growth and development.*

**Subprogram Description:**

Administer the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), which provides nutritious supplemental foods, nutrition education and referrals to health and social services for limited-income pregnant, breast-feeding, and postpartum women, infants, and children up to age 5 through contracts with counties, community health centers and Indian tribes.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13.6	15.1	15.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.6	0.7	0.7
Federal Funds	81,375.4	82,849.6	82,949.6
<b>Program Total</b>	<b>81,389.6</b>	<b>82,865.4</b>	<b>82,966.0</b>
FTE Positions	0.3	0.3	0.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the average number of people served from

96,000 to 130,000 per month.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average people per month	119,340	122,550	124,500	127,175	130,000
● Food benefits distributed (in thousands)	67,976	71,897	73,070	74,611	76,268

- ◆ Goal 2 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Infants breastfed at birth	59.4%	65%	70%	75%	75%

- ◆ Goal 3 - To provide training and review of educational materials to all vendors to ensure program compliance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Vendors trained	517	500	500	500	500
● Food instruments that meet computer/visual edits	99.6%	99%	99%	99%	99%

**HSA.13.4 SUBPROGRAM SUMMARY**  
**COMMODITY SUPPLEMENTAL FOOD PROGRAM**  
 Contact: Sheryl Lee, Office Chief  
 Phone: 542-1886  
 A.R.S. 36-132

**Subprogram Mission:**

*To improve the nutrition status of women and children and older adults who are vulnerable to malnutrition.*

**Subprogram Description:**

Administer the subprogram which provides nutritious supplemental foods, nutrition education and referrals to health and social services for low income pregnant, breast-feeding, and postpartum women, adults aged 60 or older, and children up to age 6. Services are provided through contracts with county health departments, community health centers, food banks and Indian tribes.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	1,065.4	978.9	978.9
<b>Program Total</b>	<b>1,065.4</b>	<b>978.9</b>	<b>978.9</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the average number of participants per month.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average people per month	19,662	20,043	20,043	20,043	20,043
● Food benefits distributed	393,240	400,860	400,860	400,860	400,860



**HSA.14 PROGRAM SUMMARY**  
**EPIDEMIOLOGY & DISEASE CONTROL**  
 Contact: Lee Bland, Acting Bureau Chief  
 Phone: 230-5808  
 A.R.S. 36-132, 36-136

**Program Mission:**

*To monitor, control and prevent infectious diseases and to reduce the impact of chronic diseases.*

**Program Description:**

The program provides epidemiology and medical support, technical assistance, consultation and evaluation to program areas and to the public. The Preventive Health Block Grant Community Programs supports health activities that address selected Healthy People 2000 objectives, assesses leading health problems of the state and delivers services to remedy those problems. In addition, the program collects, maintains and analyzes infectious and chronic disease morbidity and mortality data to assess and monitor the impact of disease and assist with prevention efforts; and conducts routine and special investigations. Finally, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,937.0	3,562.4	4,763.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	540.0	484.1	354.0
Federal Funds	2,513.1	2,804.9	2,796.7
<b>Program Total</b>	<b>5,990.1</b>	<b>6,851.4</b>	<b>7,914.1</b>
FTE Positions	50.4	50.4	50.2

**This Program Contains the following Subprograms:**

- ▶ **Epidemiology and Disease Control**
- ▶ **Chronic Disease Epidemiology**
- ▶ **Infectious Disease Epidemiology**
- ▶ **Tuberculosis Control**

**HSA.14.1 SUBPROGRAM SUMMARY**  
**EPIDEMIOLOGY AND DISEASE CONTROL**  
 Contact: Lee Bland, Acting Bureau Chief  
 Phone: 230-5808  
 A.R.S. 36-132, 136

**Subprogram Mission:**

*To monitor, control and prevent infectious diseases and to reduce the impact of chronic diseases.*

**Subprogram Description:**

The program provides epidemiologic and medical direction, expertise and evaluation in support of service area programs. The program provides resources, such as the Preventive Health and Health Services Block Grant (PHHSBG), and guidance to preventive health programs to conduct assessments of the leading health problems of the state and deliver services to remedy

identified problems. End-stage renal disease treatment provides critical medical and support services to patients in need and uninsured.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	722.8	745.9	751.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	138.1	53.4	23.4
Federal Funds	1,498.5	1,763.9	1,763.9
<b>Program Total</b>	<b>2,359.4</b>	<b>2,563.2</b>	<b>2,538.5</b>
FTE Positions	4.3	4.3	4.7

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dialysis centers assisted	40	45	50	55	60
● Patients assisted	297	300	325	350	375

- ◆ **Goal 2 - To plan operations, manage resources and provide direction and consultation to staff that will facilitate meeting mission requirements.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs meeting goals	80%	83%	85%	87%	90%
● Staff needs met	80%	80%	82%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● DHS needs met	60%	70%	75%	80%	80%
● County requests met	50%	60%	70%	75%	80%

**HSA.14.2 SUBPROGRAM SUMMARY**  
**CHRONIC DISEASE EPIDEMIOLOGY**  
 Contact: Richard S. Porter, Office Chief  
 Phone: 542-7333  
 A.R.S. 36-132, 133, 136

**Subprogram Mission:**

*To monitor the occurrence and reduce the impact of chronic diseases.*

**Subprogram Description:**

The office maintains a centralized data system for the collection, management and analysis of information on birth defects and trends; Arizona cancer patients; and high-risk populations, including geographic distribution.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	706.9	865.2	1,860.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	277.2	354.8	330.6
Federal Funds	206.0	314.9	314.9
<b>Program Total</b>	<b>1,190.1</b>	<b>1,534.9</b>	<b>2,506.2</b>
<b>FTE Positions</b>	<b>25.6</b>	<b>25.6</b>	<b>25.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure statewide cancer data is accurate through technical assistance to hospital cancer registries.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case reports received	25,647	26,929	28,275	29,690	31,174
● Consultation hospital visits	12	15	15	15	15
● Audit error rate	N/A	2%	5%	5%	5%
● Data requests	93	100	110	110	110

- ◆ Goal 2 - To disseminate data and biostatistical technical assistance to researchers and service deliverers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tech assistance requests met	95%	95%	95%	95%	95%
● Data requests met	95%	100%	100%	100%	100%

- ◆ Goal 3 - To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Interviews completed	1,908	1,908	1,908	1,908	1,908
● Response rate	71%	75%	75%	75%	75%
● Calls completed	32%	40%	40%	40%	40%

- ◆ Goal 4 - To collect and maintain accurate and complete statistical data relating to the occurrence of birth defects among infants born in Arizona to Arizona residents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Births and stillbirths screened	76,000	78,000	80,000	83,000	85,000
● Registry cases monitored	14,500	16,000	18,000	20,000	22,000

**HSA.14.3 SUBPROGRAM SUMMARY**

**INFECTIOUS DISEASE EPIDEMIOLOGY**

Contact: Victorio Vaz, Office Chief  
Phone: 230-5820

A.R.S. 36-104, 132, 133, 136, 620.

**Subprogram Mission:**

*To reduce morbidity, disability and premature death due to communicable diseases.*

**Subprogram Description:**

The office monitors the epidemiology of infectious diseases--such as plague, tick-borne diseases, Hantavirus and arboviruses--in Arizona through surveillance, data analyses, distribution and

outbreak investigations; conducts post-exposure assessment of rabies for physicians; maintains a communicable disease registry; provides technical assistance, consultation and training to other agencies; maintains an active and passive surveillance system by contacting hospitals, Indian Health Service Units and counties for instances of communicable disease, vaccine preventable diseases, hantavirus pulmonary syndrome, influenza (weekly 10/1-4/15 each year) and newly emerging diseases; use information to review, amend and promulgate rules and to inform and educate the public, health care providers and the public health community.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	676.2	801.7	801.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	124.7	75.9	0.0
Federal Funds	145.6	63.8	55.6
<b>Program Total</b>	<b>946.5</b>	<b>941.4</b>	<b>857.4</b>
<b>FTE Positions</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain an active and passive 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monthly hospital contacts	16	16	16	16	16
● Indian Health contacts	9	10	10	10	10
● Persons given information	6,364	6,000	6,000	6,000	6,000

- ◆ Goal 2 - To protect public health by conducting investigations of outbreaks of communicable diseases and implementing, by FY 97, a new measure for response threshold for each reportable disease.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Outbreaks investigated	499	569	350	350	350
● Outbreaks communicable disease	11	10	10	10	10

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sites/communities surveyed	71	60	60	60	60
● Reports investigated	104	120	120	120	120
● Completed investigations	90%	95%	97%	97%	97%
● Consultations	2,114	2,000	2,000	2,000	2,000
● Animal bite consultations	189	160	160	160	160

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Samples collected/submitted	228	200	200	200	200
● Samples identified	90%	93%	95%	95%	95%

**HSA.14.4 SUBPROGRAM SUMMARY**  
**TUBERCULOSIS CONTROL**  
 Contact: Victorio Vaz, Office Chief  
 Phone: 230-5820  
 A.R.S. 36-132, 711, 713, 714, 718

**Subprogram Mission:**

*To reduce tuberculosis related infection, disease, disability, and premature death.*

**Subprogram Description:**

The office provides TB control and prevention services to persons in Arizona infected with or at risk for infection with Mycobacterium tuberculosis through intergovernmental agreements with county health departments and Indian tribes; maintains the State TB Registry to monitor appropriate treatment of TB cases and proper investigation and follow-up of case contacts.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	831.1	1,149.7	1,349.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	663.0	662.3	662.3
<b>Program Total</b>	<b>1,494.1</b>	<b>1,812.0</b>	<b>2,012.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop and maintain a computerized TB case registry to monitor disease trends and compliance with recommended guidelines for treatment.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Records in registry	9,856	11,860	12,000	13,000	14,000
● Confirmed cases entered within 5 days of receipt	80%	95%	95%	95%	95%

- ◆ Goal 2 - To develop and implement a strategic plan to eliminate indigenous tuberculosis by the year 2010; and review, amend and adopt TB statutes and rules to support strategic plan.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Contacts to active cases identified	1,19	1,350	1,350	1,350	1,350
● Persons skin tested	24,500	25,000	25,000	25,000	25,000
● Patients completing prophylaxis	1,156	2,400	2,500	2,500	2,500
● Patients completing treatment	131	200	200	200	200

**HSA.15 PROGRAM SUMMARY**  
**ENVIRONMENTAL HEALTH**

Contact: Will Humble, Acting Office Chief  
 Phone: 230-5830

A.R.S. 36-132, 136

**Program Mission:**

*To prevent and control adverse health effects due to environmental factors and reduce the occurrence of illness or injury due to transmission of infectious agents in food, water and exposure to unsanitary or unsafe conditions.*

**Program Description:**

The program identifies, measures and controls both exposure to selected environmental contaminants and associated adverse health effects; provides risk assessments, health effects studies and health-based guidance levels (HBGLs) for water and soil to DEQ; conducts joint DEQ/DHS/ATSDR (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 emergencies.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	209.4	248.7	248.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	264.5	425.9	372.2
Federal Funds	336.5	742.6	742.6
<b>Program Total</b>	<b>810.4</b>	<b>1,417.2</b>	<b>1,363.5</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide Arizonans and DEQ with a variety of timely and effective health risk assessments related to releases of hazardous substances and contaminants to the environment.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Risk assessments	22	22	33	N/A	33
● Epidemiological studies	2	2	2	N/A	2
● DHS/DEQ consultations	68	80	90	N/A	90
● HBGLs and SRL developed/maintained	2,006	2,500	2,000	N/A	2,000
● Emergency response/requests	11	12	15	N/A	15
● Inquiries for information	2,683	2,800	2,900	N/A	3,000

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Reports in registry	291	500	625	N/A	600
● Follow-up consultations	290	500	600	N/A	600
● Investigations	25	50	120	N/A	120

- ◆ Goal 3 - To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.

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Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Investigations	55	75	100	N/A	150
● Illnesses in registry	40	50	65	N/A	70

◆ Goal 4 - To reduce risk associated with foodborne disease transmission at all DOC prisons/jails and ASU and other governmental food service facilities.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Facilities inspected	136	136	136	N/A	150
● Inspected	100%	100%	100%	N/A	100%
● DOC with passing score	68%	75%	85%	N/A	90%
● ASU in compliance	74%	85%	95%	N/A	90%
● Produce warehouses inspected	130	140	150	N/A	200

◆ Goal 5 - To reduce risk associated with accidental injury and death by performing environmental health and safety inspections of adult foster care homes, BH treatment centers, homes for the DD requests from other state agencies; and DHS-licensed children's camps.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Requests-other agencies	850	850	0	N/A	0
● Inspected	100%	100%	100%	N/A	100%
● Children's camps inspected	165	165	170	N/A	200
● In compliance	N/A	Baseline	80%	N/A	100%

◆ Goal 6 - To increase assistance to CHDs by conducting joint sanitarian inspections and standardization, and program evaluation and needs assessments.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Joint inspections	25	50	75	N/A	120
● Sanitarian standardizations	0	0	10	N/A	50
● CHD program evaluations	0	0	5	N/A	25

◆ Goal 7 - To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Health consultations	5	10	10	N/A	15
● Environmental education presentations	20	30	30	N/A	50
● Community consultations	50	100	100	N/A	125
● Technical assistance consultations	100	200	200	N/A	250

HSA.16 PROGRAM SUMMARY  
**HIV/STD PREVENTION, CONTROL & SERVICES**  
 Contact: Christopher Brown, Office Chief  
 Phone: 230-5822  
 A.R.S. 13-1414, 1415; 32-1860; 36-104,

**Program Mission:**

*To prevent further transmission of all STDs including HIV and increase the quality of life among those already infected through education, monitoring, treatment and services.*

**Program 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	536.3	560.7	560.8
Other Appropriated Funds	0.0	0.0	1,700.0
Other Non Appropriated Funds	0.2	1.8	0.0
Federal Funds	6,776.0	7,669.9	7,664.1
<b>Program Total</b>	<b>7,312.5</b>	<b>8,232.4</b>	<b>9,924.9</b>
<b>FTE Positions</b>	<b>9.7</b>	<b>10.7</b>	<b>11.3</b>

**This Program Contains the following Subprograms:**

- ▶ HIV Prevention, Control and Services
- ▶ STD Prevention, Control and Services

HSA.16.1 SUBPROGRAM SUMMARY  
**HIV PREVENTION, CONTROL AND SERVICES**  
 Contact: Christopher Brown, Office Chief  
 Phone: 230-5822  
 A.R.S. 13-1415; 32-1860; 36-136, 663, 664

**Subprogram Mission:**

*To prevent further transmission of HIV infection and delay the onset of symptoms in people already infected.*

**Subprogram Description:**

Provide technical assistance, including on-site visitation, as well as training and conferences in HIV/AIDS prevention, treatment, and support services offered by Department contractors and other agencies. The subprogram tracks the HIV/AIDS epidemic, which includes processing HIV/AIDS case reports, conducting seroprevalence studies and providing these data to the Centers for Disease Control and Prevention for inclusion in national data.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	276.7	288.4	288.5
Other Appropriated Funds	0.0	0.0	1,700.0
Other Non Appropriated Funds	0.2	1.8	0.0
Federal Funds	6,039.2	6,807.6	6,801.8
<b>Program Total</b>	<b>6,316.1</b>	<b>7,097.8</b>	<b>8,790.3</b>
<b>FTE Positions</b>	<b>3.7</b>	<b>3.7</b>	<b>4.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Counties funded	14	14	14	14	15

◆ Goal 2 - To provide HIV/AIDS technical assistance, skill-building strategies, professional guidance, on-site visitation, training and conferences.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persons receiving assistance	11,000	12,150	13,000	13,500	14,000

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● HIV-related training workshops	14	8	17	6	6
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◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timely completion from initial report through case investigation: - within 12 months	69%	70%	75%	75%	75%
● Cases identified - AIDS	430	550	550	550	550
● Cases identified - HIV	362	450	450	450	450
● Studies to assess behavior changes	2	1	1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
●					

◆ Goal 5 - To develop and implement, within current legislative guidelines, state and local policies relating to HIV/AIDS.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Shipped within 48 hours	97%	98%	99%	99%	99%
● Correct product and dose	99%	100%	100%	100%	100%

**HSA.16.2 SUBPROGRAM SUMMARY**  
**STD PREVENTION, CONTROL AND SERVICES**  
 Contact: Christopher Brown, Office Chief  
 Phone: 230-5822  
 A.R.S. 36-104, 136, 621

**Subprogram Mission:**

*To prevent and control the spread of STDs, with special emphasis on decreasing the incidence of congenital syphilis and increasing the statewide screening of females for chlamydia and gonorrhea.*

**Subprogram Description:**

The subprogram maintains a registry of reported STDs, investigates and follows-up reports.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	259.5	272.3	272.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	736.8	862.3	862.3
<b>Program Total</b>	<b>996.3</b>	<b>1,134.6</b>	<b>1,134.6</b>
FTE Positions	6.0	7.0	7.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Positive results received	15,203	15,500	15,800	16,000	16,500
● Results accurate	89%	91%	93%	95%	97%

◆ Goal 2 - To improve communication and collaboration, and (within resources) assist laboratories, providers, CHDs, federal and state correctional institutions and IHS Hospitals and Service Units.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Visits	24	30	36	40	45

◆ Goal 3 - To ensure contract compliance of county health departments via referral services, medical treatment, audits and Communicable Disease Investigator performance evaluations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reports in compliance	100%	100%	100%	100%	100%

**HSA.17 PROGRAM SUMMARY**  
**ARIZONA IMMUNIZATION PROGRAM**  
 Contact: Kathy Fredrickson, Office Chief  
 Phone: 230-5852  
 A.R.S. 15-873, 36-136, 673

**Program Mission:**

*To prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.*

**Program 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 Prevention 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,584.5	1,915.1	1,915.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	46.8	46.8	46.8
Federal Funds	3,560.4	2,990.6	2,990.6
<b>Program Total</b>	<b>5,191.7</b>	<b>4,952.5</b>	<b>4,952.5</b>
FTE Positions	0.0	0.0	0.0

**Program 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CHDs and CHCs	56	56	56	N/A	56

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CHDs and CHCs in compliance	95%	100%	100%	N/A	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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Birthing hospitals	57	57	57	N/A	57
● Birthing hospitals in compliance	47	52	53	N/A	55
● Birthing hospitals in compliance	82%	91%	93%	N/A	97%
● Children born to Hep B positive mothers who receive HBIG and Hep B vaccine at birth	100%	100%	100%	N/A	100%

◆ Goal 3 - To enroll 77% of the eligible providers in the Vaccines for Children (VFC) program.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Eligible providers	2,362	2,456	2,554	N/A	2,600
● Enrolled	73%	73%	76%	N/A	77%

◆ Goal 4 - To assure that all public clinics, CHCs, licensed child care facilities (CCF), and public schools in Arizona maintain appropriate vaccination levels.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students K-6	88,500	88,500	88,500	N/A	90,000
● Children in compliance	95%	95%	95%	N/A	95%
● Children-CCF	45,500	45,500	45,500	N/A	47,000
● Children in compliance	95%	95%	95%	N/A	95%
● 2-yr. olds immunized at CHDs and CHCs	28,000	28,000	28,000	N/A	30,000
● Children in compliance at CHDs and CHCs	61%/83%	65%/85%	75%/90%	N/A	90%/90%

**HSA.18 PROGRAM SUMMARY  
TOBACCO EDUCATION AND PREVENTION**

Contact: Rosalie Lopez, Office Chief  
Phone: 542-7233

A.R.S. 36-132

**Program Mission:**

To maintain and improve the health and quality of all Arizonans by reducing the dependence on tobacco through prevention and treatment and by reducing exposure to environmental tobacco smoke.

**Program Description:**

The Arizona Tobacco Education and Prevention Program (AzTEPP) manages programs and provides technical assistance to reduce tobacco use in Arizona. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,841.8	32,008.2	25,000.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>17,841.8</b>	<b>32,008.2</b>	<b>25,000.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To develop effective programs for tobacco use prevention and cessation and to promote tobacco-free environments.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Community coalitions/projects established	16	22	30	N/A	30
● Schools with tobacco free campuses	89%	90%	100%	N/A	100%
● Rate of illegal sale of tobacco products to minors	55%	11.8%	10%	N/A	10%
● Individuals receiving cessation counseling/referral	2,644	29,000	35,000	N/A	35,000

◆ Goal 2 - To make available a statewide clearinghouse of tobacco prevention resources and services.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tobacco clearinghouse sites	7	7	7	N/A	7
● Materials distributed through clearinghouse	95,200	140,245	200,000	N/A	200,000
● Appearances by Clearinghouse in a Van	N/A	6	60	N/A	75
● Technical assistance and training provided	24	28	50	N/A	50
● Symposia sponsored on tobacco-related subjects	3	4	4	N/A	4

◆ Goal 3 - To develop and implement a statewide media and public relations campaign.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Number of Ash Kicker appearances	252	236	375	N/A	400
● Individuals who have walked through Ash Kicker	262,000	295,000	300,000	N/A	300,000
● Youth reached by media messages via television and radio (millions)	6.8	7	7	N/A	7
● Adults reached by media messages via television, radio and print (millions)	5.6	30	45	N/A	45
● Individuals reached through sponsorship exposure (millions)	2	3.6	4.3	N/A	5

**HSA.19 PROGRAM SUMMARY  
STATE LABORATORY SERVICES (SLS)**

Contact: Barbara Erickson, Ph.D., Bureau Chief  
Phone: 542-1194

**Program 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.*

**Program Description:**

The State Laboratory provides the 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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,479.1	2,696.2	2,751.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,653.1	3,534.5	1,696.2
Federal Funds	715.9	622.3	622.3
<b>Program Total</b>	<b>5,848.1</b>	<b>6,853.0</b>	<b>5,070.0</b>
FTE Positions	56.5	56.5	56.5

**This Program Contains the following Subprograms:**

- ▶ Quality Assurance and Support
- ▶ Environmental/Clinical Microbiology/Regional Labs
- ▶ Environmental/Analytical Chemistry
- ▶ Laboratory Licensure, Certification & Training

HSA.19.1 SUBPROGRAM SUMMARY  
**QUALITY ASSURANCE AND SUPPORT**  
 Contact: Wesley Press, Office Chief  
 Phone: 542-0357  
 A.R.S. 36-451 to 479, 495.15

**Subprogram Mission:**

*To ensure that all microbiological analytical and chemical support services are performed with the highest quality and in compliance with federal and state standards.*

**Subprogram Description:**

Subprogram assists in investigating infectious and communicable diseases and conditions caused by environmental contamination and in screening all newborn infants for genetic and metabolic disorders. Subprogram also supports each section of the lab by assuring that all chemical and microbiological analyses in state laboratory services (SLS) labs meet all state and federal requirements. Additionally, Laboratory Support provides receiving, media/reagent preparation, specimen processing and laboratory instrumentation maintenance and repair.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	399.7	420.1	428.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	101.5	122.9	114.8
Federal Funds	32.5	8.3	8.3
<b>Program Total</b>	<b>533.7</b>	<b>551.3</b>	<b>551.4</b>
FTE Positions	11.5	11.5	11.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● QA audits	12	12	12	14	14
● Deficiencies	20	16	12	12	10
● Reduction in deficiencies	16.8%	25%	25%	0	16.7%
● Micro PT samples	680	680	680	700	720
● Samples correct	95%	95%	98%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● NBS PT tests	150	200	200	210	210
● Correct	97%	100%	100%	100%	100%
● QA audits	6	8	10	12	12
● Deficiencies	16	12	10	10	10
● Training sessions/Collectors	20	20	25	30	40
● Unsatisfactory specimens	1.0%	0.9%	0.8%	0.8%	0.7%

- ◆ Goal 3 - To protect Arizonans' health by providing support services for testing of all samples received.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Samples received	61,000	61,000	64,000	66,000	66,000
● Kits for newborn screening	164,500	173,000	180,000	200,000	200,000
● Kits for outbreak investigation	85,500	95,000	95,000	95,000	98,000
● Glass processed for testing	260,000	260,000	260,000	260,000	260,000
● Cultures prepared for analysis	100,000	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Safety audits	20	24	24	24	24
● Deficiencies	6	4	4	2	2
● Reduction in deficiencies	20%	33.3%	0	50%	0
● Safety trainings	20	20	20	24	24
● SLS staff given safety training	95	105	110	120	120

**HSA.19.2 SUBPROGRAM SUMMARY**  
**ENVIRONMENTAL/CLINICAL**  
**MICROBIOLOGY/REGIONAL LABS**

Contact: William Slanta, Office Chief  
 Phone: 542-6123

A.R.S. 36-132, 251, 693, 909; 24-621

**Subprogram Mission:**

*To protect public health by providing clinical and reference microbiological testing to aid in the diagnosis of infectious diseases.*

**Subprogram Description:**

The subprogram directs and performs testing and reference microbiological lab services to support government agencies, other DHS programs, labs and physicians, including county epidemiologists and CDC. Testing includes the isolation and identification of various bacterial, fungal, viral and parasitological agents in clinical, water and food samples to verify foodborne or waterborne outbreaks, rabies, AIDS, TB, and various sexually transmitted diseases. Seasonal surveillance programs are established for influenza and encephalitis.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,046.7	1,123.0	1,146.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,377.5	1,933.7	103.5
Federal Funds	327.4	293.0	293.0
<b>Program Total</b>	<b>2,751.6</b>	<b>3,349.7</b>	<b>1,543.3</b>
<b>FTE Positions</b>	<b>22.5</b>	<b>22.5</b>	<b>22.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the incidence of environmentally caused disease through improved surveillance programs that monitor food and surface water (sw) and drinking water (dw).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Water tests	4,065	3,500	3,500	3,500	3,500
● Samples violating standards: Affecting populations: - sw	71	40	40	40	40
● Samples violating standards: Affecting populations: - <100	181	200	200	200	200
● Samples violating standards: Affecting populations: - 100 - 10,000	69	80	80	80	80
● Samples violating standards: Affecting populations: - 10,000 - 100,000	3	2	2	2	2
● Samples violating standards: Affecting populations: - >100,000	0	0	0	0	0
● Food tests	194	300	300	300	300
● Samples affecting populations: - <5	3	4	3	3	3
● Samples affecting populations: - 6 - 20	3	2	3	3	3
● Samples affecting populations: - >20	36	40	40	40	40

- ◆ Goal 2 - To reduce the incidence of sexually transmitted diseases, including HIV.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Positive Syphilis	425	350	350	350	350
● Positive Chlamydia/Gonorrhea	1,963	1,775	1,800	1,800	1,800
● Positive HIV	542	500	500	500	500

- ◆ Goal 3 - To ensure ongoing support for existing and expanded public health services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New cases TB identified	290	240	240	240	240
● Positive encephalitis pools identified	6	5	5	5	5
● Animals identified positive for rabies	43	50	50	50	50
● People exposed to rabid animals	33	40	35	35	35

- ◆ Goal 4 - To increase coverage of appropriate metabolic screening to at least 95% of newborns.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Initial tests	76,701	77,500	77,500	77,500	77,500
● Secondary screens	42,152	45,200	45,200	45,200	45,200
● Infants with confirmed metabolic disorders	41	40	40	40	40

- ◆ Goal 5 - To reduce the occurrence of diseases which are controllable through intervention with vaccine programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Bacterial cultures performed	233	190	200	200	200
● Significant isolates	43	50	50	50	50
● Serological tests performed	4,417	4,200	4,200	4,200	4,200
● Significant findings	134	180	180	180	180
● Influenza screenings	627	600	600	600	600
● Positive influenza cultures	154	150	150	150	150

**HSA.19.3 SUBPROGRAM SUMMARY**  
**ENVIRONMENTAL/ANALYTICAL CHEMISTRY**

Contact: Patricia A. Adler, Office Chief  
 Phone: 542-6108

A.R.S. 36-104.1, 132(A2,11), 251

**Subprogram Mission:**

*To protect the health of Arizonans by aiding state and federal governments in discovering whether pollution has occurred, defining the extent and facilitating the remediation of the contamination.*

**Subprogram Description:**

The office provides direct and reference lab services to governmental agencies to determine, prevent and treat conditions caused by environmental chemical contamination. It tests environmental samples for contamination by pollutants as defined by Arizona the EPA.



**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	786.5	876.5	893.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	365.8	325.4	325.4
Federal Funds	127.9	66.0	66.0
<b>Program Total</b>	<b>1,280.2</b>	<b>1,267.9</b>	<b>1,285.1</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To protect the public's health from environmental hazards by providing both routine and emergency environmental chemistry and analytical services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Air samples out of compliance	88	100	110	121	133
● Samples identifying hazardous situations	36	50	60	66	73
● Water samples out of compliance	152	200	220	242	266
● Hazardous waste identified	31	20	22	24	26

- ◆ Goal 2 - To implement drinking water testing program that addresses the regulated compounds of Phase II and Phase V of the safe drinking water regulations. (Not funded through FY 1998.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Violations identified	N/A	N/A	100	110	121

- ◆ Goal 3 - To implement an American Industrial Hygiene Association accredited environmental lead testing program and a Clinical Laboratory Improvement Act certified blood lead testing program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Blood samples	18	20	100	110	121
● Blood samples with elevated lead	2	5	10	11	12

**HSA.19.4 SUBPROGRAM SUMMARY**

**LABORATORY LICENSURE, CERTIFICATION & TRAINING**

Contact: Wyn Nimmo, Office Chief  
Phone: 255-3454

A.R.S. 28-691, 696

**Subprogram Mission:**

*To protect the health of Arizonans by assuring environmental, clinical and blood alcohol laboratory testing services comply with all applicable regulations.*

**Subprogram Description:**

The office monitors environmental and clinical labs (CLs) and components of the blood alcohol law enforcement program; licenses environmental labs (ELs), drug testing labs (DTLs); registers health screening services (HSS); investigates a variety of complaints; provides training, consultation and technical assistance to clinical, environmental and blood alcohol law enforcement

laboratories, for improvement of performance deficiencies revealed by licensure audits, certification surveys and proficiency evaluations. The office also provides administrative, management and technical-oriented training to other state, county and municipal agencies and private entities in coordination with the National Laboratory Training Network, the Western States Project, the EPA and AZ s DEQ. Finally, the office inquires into unlicensed entities not certified by the Health Care Finance Administration (HCFA) and acts as the lead state agency in implementing and enforcing the Clinical Laboratory Improvement Amendments (CLIA).

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	246.2	276.6	282.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	808.3	1,152.5	1,152.5
Federal Funds	228.1	255.0	255.0
<b>Program Total</b>	<b>1,282.6</b>	<b>1,684.1</b>	<b>1,690.2</b>
<b>FTE Positions</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure all licensed environmental labs are in compliance with applicable state and federal regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	202	210	210	211	211
● Surveys performed	163	175	175	195	195
● Deficiencies	1,573	1,200	1,000	800	800
● Enforcement actions	3	1	1	1	1

- ◆ Goal 2 - To provide training, consultation and technical assistance to CLs and ELs for improvement of deficiencies cited.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workshops	28	18	17	16	15
● Satisfied with training	97%	97%	98%	98%	98%
● Attendees	715	400	360	320	300
● Updates sent	7	11	12	12	12
● Labs updated	220	220	222	224	226
● Methods monitored	92	93	94	94	95
● PT samples monitored	444	642	650	652	660
● Acceptable samples	96%	95%	96%	96%	97%

- ◆ Goal 3 - To promote the safety of Arizonans through certification of DUI enforcement personnel in operation of blood level testing devices and for blood alcohol analysts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Operator permits	1,627	2,300	2,300	2,300	2,300
● Analyst permits	55	60	60	60	60
● Training courses approved	0	2	3	3	3
● Lab surveys	0	10	10	10	10
● Proficiency samples prepared	278	300	320	320	320

- ◆ Goal 4 - To ensure that CLs are in compliance with CLIA regulations through HCFA contractual survey and certification activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expected surveys	242	289	250	220	249
● Proficiency testing monitors	942	942	1,407	1,407	1,421
● Surveys done	373	370	320	369	300
● Waived/PPMP processed	2,000	1,871	1,600	1,600	1,600
● Deficiencies cited	1,425	909	800	750	700
● Enforcement actions	45	40	35	30	25

**HSA.20 PROGRAM SUMMARY**  
**EMERGENCY MEDICAL SERVICES (EMS)**  
 Contact: John Taska, Bureau Chief  
 Phone: 255-1170  
 A.R.S. 36-2201 - 2246

**Program Mission:**

*To protect the health and safety of people requiring emergency medical services; 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.*

**Program Description:**

The program provides direction for all statutorily mandated components of Arizona's EMS system including: certification and auditing of 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 setting of rates for certificated ambulance services; and investigation of complaints against individuals and programs regulated by the Bureau of EMS. In addition, this program provides administrative support for three statutorily mandated bodies: the EMS Council, Medical Direction Commission, and Trauma Advisory Board.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,251.8	2,636.8	2,675.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,251.8</b>	<b>2,636.8</b>	<b>2,675.6</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>

**This Program Contains the following Subprograms:**

- ▶ EMS Operations
- ▶ EMS Program Grants
- ▶ Communications and Dispatch
- ▶ Trauma

**HSA.20.1 SUBPROGRAM SUMMARY**  
**EMS OPERATIONS**

Contact: John Taska, Bureau Chief  
 Phone: 255-1170

A.R.S. 36-2201 through 36-2246

**Subprogram Mission:**

*To provide safe, efficient, cost-effective emergency medical services by establishing, fostering and monitoring system development and funding.*

**Subprogram Description:**

The program provides direction for all statutorily mandated components of Arizona's EMS system including: certification and auditing of 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 setting of rates for certificated ambulance services; and investigation of complaints against individuals and programs regulated by the Bureau of EMS. These programs have, as their end, protection of the health and safety of people requiring emergency medical services; promotion of improvement in Arizona's EMS system through research and education of the public and EMS providers; and prevention of illness and injury to Arizona's residents and visitors. In addition, this program provides administrative support for three statutorily mandated bodies: the EMS Council, Medical Direction Commission, and Trauma Advisory Board.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,490.9	1,637.4	1,676.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,490.9</b>	<b>1,637.4</b>	<b>1,676.2</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections	535	580	600	660	726
● Ambulances with fewer than 2 deficiencies	291	328	390	462	545
● Ambulances with fewer than 2 deficiencies	54%	56.5%	65%	70%	75%

- ◆ Goal 2 - To increase the quality improvement visits to EMT Basic Life Support (BLS) training programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● BLS programs	39	45	50	60	70
● Visits	45	60	90	120	150

**HSA.20.2 SUBPROGRAM SUMMARY**  
**EMS PROGRAM GRANTS**  
 Contact: John Taska, Bureau Chief  
 Phone: 255-1170  
 A.R.S. 36-2209 and 2210

**Subprogram Mission:**

To assure maintenance and improvement of the local, state or regional EMS systems through objective, needs-based allocation of appropriate funds.

**Subprogram Description:**

EMS Provider Grants fund such capital improvements as monitor/defibrillators and extrication equipment for emergency receiving facilities and EMS providers. Special Projects provide support of rural EMS training from the Basic EMT level through Paramedic, as well as statewide research projects. EMS Ambulance Replacement is designated for the purchase of new ambulances for under-served rural areas, or for rural providers unable to meet the increased costs of replacing worn out and mechanically unsound ambulances. Finally, this subprogram provides funding for four local Regional Coordinating Councils, which plan for local EMS programs, establish regional treatment protocols and advise the Department on regional issues.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	604.9	749.4	749.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>604.9</b>	<b>749.4</b>	<b>749.4</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To obtain current profiles and needs assessments from all applicants for grants by the end of FY 98.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Needs assessment	50%	50%	50%	50%	50%

**HSA.20.3 SUBPROGRAM SUMMARY**  
**COMMUNICATIONS AND DISPATCH**  
 Contact: John Taska, Bureau Chief  
 Phone: 255-1170  
 A.R.S. 36-2208

**Subprogram Mission:**

To coordinate planning and funding for components of EMS-related communications under the auspices of DHS.

**Subprogram Description:**

The subprogram provides funds for the operation and improvement of EMSCOM, which is managed by the Department of Public Safety. By FY 98, a program will have been established to identify all mountaintop repeaters and hospital-based radios needing replacement, and all units will be replaced by the year 2002. If

funded, Dispatch and 911 Development will initiate dispatch standards development and provide funding for statewide Emergency Medical Services (EMS) dispatch training and assessment of dispatch system needs.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish needed, or replace outdated Emergency Medical Services Communications (EMSCOM) communication components.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Units replaced/new	1	1	2	2	2

**HSA.20.4 SUBPROGRAM SUMMARY**  
**TRAUMA**  
 Contact: John Taska, Bureau Chief  
 Phone: 255-1170  
 A.R.S. 36-2208, 2209, 2220, 2222

**Subprogram Mission:**

To develop a statewide, inclusive trauma system to reduce death and disability from injury to Arizona's residents and visitors.

**Subprogram Description:**

Development of a trauma system in Arizona that will include: a trauma registry, training and education of prehospital and hospital staff; and building system and data linkages between hospitals and the trauma system.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	156.0	250.0	250.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>156.0</b>	<b>250.0</b>	<b>250.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of ALS base hospitals who submit quarterly trauma data for the trauma registry.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hospitals submitting	17	35	50	50	50

HSA.21	<b>PROGRAM SUMMARY</b>
<b>HEALTH PLANNING, EVALUATION AND STATISTICS</b>	
Contact: Merle Lustig, Office Chief Phone: 542-1216	
A.R.S. 36-301 to 36-347	

**Program Mission:**

To optimize the health of Arizona residents and improve the efficiency and effectiveness of public health programs by: collecting and interpreting data on health status and on the accessibility and cost of health services; issuing and archiving birth and death certificates; and providing research, evaluation and planning services.

**Program Description:**

The program includes the Arizona Center for Health Statistics, Evaluation, Arizona 2000 and Health Services Library. The Arizona Center for Health Statistics annually analyzes the health status of the population; prepares, publishes and disseminates reports of vital and health statistics; monitors health facilities; maintaining files of rates and charges of health facilities; collects and publishes information on hospital and nursing home finances, utilization, capacity, services and staffing; publishes hospital utilization data; receives, files and safeguards all vital records for individuals who are born or die in Arizona; provides certified copies of birth and death certificates; supplies statistical data to state and other federal agencies. Evaluation measures how effectively ADHS addresses the health problems of Arizona residents by evaluating program effects, operations and policies and coordinate evaluation activities with ADHS units and other federal, state, county, and community entities. Arizona 2000 provides technical assistance to internal programs and external organizations in incorporating year 2000 objectives into their strategic plans. Health Services Library provides a variety of media to health professionals and individuals interested in health related matters.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,430.2	1,568.3	1,599.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	374.0	942.3	942.3
Federal Funds	560.7	357.3	357.3
<b>Program Total</b>	<b>2,364.9</b>	<b>2,867.9</b>	<b>2,898.6</b>
FTE Positions	43.5	43.5	43.1

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide patient level information, in the form of "Comparative Hospital Costs" (CHC) brochure, ad-hoc reports and reports to the Governor, for all hospital inpatient discharges in the state, outpatient surgical centers and emergency departments.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inpatient reports	8	8	8	N/A	8
● Requests answered	5,000	5,100	5,200	N/A	5,400
● Records processed	486,000	490,000	6,000,00	N/A	6,000,00
			0		0

- ◆ Goal 2 - To manage the rate review system for hospitals and

nursing homes and collect charge masters and amendments for outpatient treatment centers and home health agencies, through appropriate compliance investigations and site audits.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Investigations	15	20	20	N/A	20
● Rate compare reports	50	55	60	N/A	60
● Charge master reviews	1,005	1,050	1,100	N/A	1,200

- ◆ Goal 3 - To perform evaluation of Tobacco Tax Primary Care and Telemedicine programs.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tech Assistance to contractors (hrs)	1,872	2,704	2,500	N/A	1,500
● Telemedicine evaluation	1	1	1	N/A	1

- ◆ Goal 4 - To provide information, referral and investigative services in response to consumer complaints and concerns about health facility billing.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Referrals/consultations	800	1,000	1,200	N/A	1,200
● Complaint actions	45	60	75	N/A	125

- ◆ Goal 5 - To decrease the lobby wait for customers wanting copies of vital records by increasing the number of computer copies of birth certificates generated.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lobby customers	74,199	75,000	75,300	N/A	76,500
● Computer certificates	100,578	101,000	101,500	N/A	102,500
● Photo copy certificates	80,133	79,900	79,400	N/A	78,000
● Records received	108,807	109,000	109,125	N/A	109,350
● Records pending	4,000	3,800	3,500	N/A	2,500

- ◆ Goal 6 - To respond to all authorized, written requests to search the Putative Fathers' Registry for evidence of paternity claims.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests	1,055	1,200	1,500	N/A	1,600
● Turnaround-request	6	4	3	N/A	3

- ◆ Goal 7 - To serve the public health reference needs of staff and the public.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Searches	1,000	1,000	1,200	N/A	1,200
● Article/reference requests	8,281	9,000	10,000	N/A	10,000
● Material loaned	3,000	3,000	4,500	N/A	4,500

HSA.22	<b>PROGRAM SUMMARY</b>
<b>HEALTH SYSTEMS DEVELOPMENT</b>	
Contact: Phil Lopes, Bureau Chief Phone: 542-1219	
A.R.S. 36-2253	

**Program Mission:**

To optimize the health of Arizona residents by developing and strengthening systems and services to expand access to primary care and other services with special emphasis on the health needs of underserved people and areas.

**Program Description:**

Manages several programs to improve health service delivery to

areas and populations designated as medically underserved. Funding to pay primary care services to uninsured persons and specialty care and hospital services for uninsured/underinsured children is available through Tobacco Tax revenue. Health personnel are placed in medically underserved areas from National Health Service Corps, loan repayment and J-1 Visa Waiver programs. Technical assistance including guidance on funding sources, community health systems development and shortage designations application procedures is available.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	510.2	555.9	560.5
Other Appropriated Funds	0.0	0.0	8,000.0
Other Non Appropriated Funds	8,592.6	24,683.7	24,677.3
Federal Funds	226.8	293.2	293.2
<b>Program Total</b>	<b>9,329.6</b>	<b>25,532.8</b>	<b>33,531.0</b>
FTE Positions	4.9	4.9	4.9

**This Program Contains the following Subprograms:**

- ▶ Primary Care Resources
- ▶ Loan Repayment Program
- ▶ Primary Care Systems and Services
- ▶ TCE Contamination

HSA.22.1 SUBPROGRAM SUMMARY  
**PRIMARY CARE RESOURCES**  
 Contact: Stan Hovey, Office Chief  
 Phone: 542-1219  
 A.R.S. 6-2351, 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	143.0	148.3	152.0
Other Appropriated Funds	0.0	0.0	8,000.0
Other Non Appropriated Funds	0.0	6.4	0.0
Federal Funds	200.0	193.2	193.2
<b>Program Total</b>	<b>343.0</b>	<b>347.9</b>	<b>8,345.2</b>
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To update primary care area profiles annually, including appropriately redesignating current underserved areas as required, by the end of FY 2001.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Redesignated timely	100%	100%	100%	100%	100%

- ◆ Goal 2 - To assist in recruitment of primary care providers to underserved areas.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● National Health Service Core (NHSC) placements	16	19	24	28	30
● AzMUAs assisted	23	24	25	26	27
● Eligible HPSAs apply for HPOL	22	23	24	25	26
● J-1 Visa waivers requested	12	14	14	14	14

HSA.22.2 SUBPROGRAM SUMMARY  
**LOAN REPAYMENT PROGRAM**  
 Contact: Stan Hovey, Office Chief  
 Phone: 542-1219  
 (SLI) Laws 1994, Ch. 348

**Subprogram Mission:**

*To assist in the recruitment and retention of needed primary health care providers by repaying qualifying educational loans in return for service in federally designated Health Professional Shortage Areas (HPSAs) and state designated Medically Underserved Areas (AzMUA).*

**Subprogram Description:**

Identifies and establishes priority of eligible sites; publicizes the Loan Repayment program; reviews applications and selects loan repayment award recipients from qualified physicians, physician assistants, nurse practitioners, and certified nurse midwives; executes service contracts; monitors program compliance; and applies for available matching funding from federal and other sources.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	120.0	157.6	152.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	111.2	111.2
Federal Funds	26.8	100.0	100.0
<b>Program Total</b>	<b>146.8</b>	<b>368.8</b>	<b>363.7</b>
FTE Positions	1.0	1.0	1.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funding encumbered	30.3%	75%	90%	100%	100%
● Loan repayments	10	14	15	15	15

**HSA.22.3 SUBPROGRAM SUMMARY**  
**PRIMARY CARE SYSTEMS AND SERVICES**

Contact: Rachel A. Moritz, Office Chief  
 Phone: 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, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,592.6	24,565.0	24,565.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>8,592.6</b>	<b>24,565.0</b>	<b>24,565.0</b>

FTE Positions	0.0	0.0	0.0
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**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contracts awarded	37	43	43	34	34
● Programs requiring corrective action followed up timely	100%	100%	100%	100%	100%
● Monitoring tools developed/revised	2	2	2	2	2
● Contracts monitored	37	43	43	43	43

- ◆ Goal 2 - To provide guidance and technical assistance to contractors.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contractor meetings	4	4	4	4	4
● Program site visits	74	86	86	86	86
● Guidance manuals revised	2	4	4	2	2
● Contractors requesting assistance	100%	100%	100%	100%	100%

- ◆ Goal 3 - To implement, via contract, two pilot projects in Telemedicine using Tobacco Tax funds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contractor meetings	2	2	2	2	2
● Program site visits	4	4	4	4	4

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AzMUA providers contacted	10	15	15	20	25
● Providers requesting assistance followed up timely	100%	100%	100%	100%	100%

- ◆ Goal 5 - To implement, via contract, a program to provide special health services for children.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contractor's meetings	N/A	3	3	N/A	N/A
● Program site visits	N/A	3	3	N/A	N/A

- ◆ Goal 6 - To implement, via contract, a program to construct and remodel primary care facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contractor's meetings	N/A	1	4	N/A	N/A
● Program site visits	N/A	6	12	N/A	N/A

**HSA.22.4 SUBPROGRAM SUMMARY**  
**TCE CONTAMINATION**

Contact: Phil Lopes, Bureau Chief  
 Phone: 542-1219

(SLI) Laws 1994, Ch. 348

**Subprogram Mission:**

To facilitate continuation of services provided by health centers in Pima County for residents affected by TCE contamination.

**Subprogram Description:**

Distribute \$250,000 to health centers in Pima County that are providing services related to trichloroethylene (TCE) contamination

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	247.2	250.0	250.0
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
<b>Program Total</b>	<b>247.2</b>	<b>250.0</b>	<b>250.0</b>

FTE Positions	0.0	0.0	0.0
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**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure funds are distributed in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Distributed timely	100%	100%	100%	100%	100%

**HSA.23 PROGRAM SUMMARY**  
**PSYCHIATRIC REVIEW BOARD (SLI)**

Contact: Jack Silver, C.E.O.  
 Phone: 220-6000

A.R.S. 13-3994

**Program Mission:**

To ensure public safety by maintaining jurisdiction and properly monitoring persons who are committed to a secure state mental health facility.

**Program Description:**

The Psychiatric Review Board (SLI), which adopts rules to carry out the purposes of Title 31, Chapter 4 and Title 13, Chapter 38, Article 14 has the following duties: maintains jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994; holds hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determines if the 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, devises a plan for any conditional release; confidentially maintains all medical, social and criminal history records of persons who are committed to its jurisdiction; and meets notification requirements specified in A.R.S. 31-502.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	47.8	80.4	82.7
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
<b>Program Total</b>	<b>47.8</b>	<b>80.4</b>	<b>82.7</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Program 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persons monitored	38	51	60	N/A	80

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● In compliance	97%	98%	100%	N/A	100%
● Persons-conditions revoked	1	1	0	N/A	0

HSA.24 PROGRAM SUMMARY  
**ARIZONA POISON CONTROL**  
 Contact: John Taska, Bureau Chief  
 Phone: 255-1170  
 A.R.S. 36-1163

**Program 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.

**Program Description:**

The program, made up of the Arizona Poison and Drug Information

Center (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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	937.5	1,550.0	1,550.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>937.5</b>	<b>1,550.0</b>	<b>1,550.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Program 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Informational calls-UA	29,000	30,000	30,000	N/A	30,000
● Information calls-SRPC	10,500	10,500	10,500	N/A	10,500
● Exposure calls-UA	30,000	30,000	30,000	N/A	30,000
● Exposure calls-SRPC	46,000	46,000	46,000	N/A	50,000
● Follow up calls-total	120,000	120,000	120,000	N/A	120,000
● Exposure calls followed-up	100%	100%	100%	N/A	100%
● Presentations	125	140	150	N/A	150
● Audience	5,000	5,000	5,000	N/A	5,000
● Educational Information-total	100,000	100,000	100,000	N/A	100,000



AGENCY SUMMARY  
**COUNCIL FOR THE HEARING  
 IMPAIRED**

Sherri L. Collins, Director DFA  
 Contact: Sherri L. Collins, Director 542-3323

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ COUNCIL ACTIVITIES	311.6	310.8	308.0
➤ TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)	4,237.6	4,158.0	4,160.9
Capital Funds	0.0	0.0	0.0
Agency Total	<u>4,549.2</u>	<u>4,468.8</u>	<u>4,468.9</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	256.8	257.4	254.6
Other Appropriated Funds	0.0	4,158.0	4,160.9
Other Non Appropriated Funds	4,237.6	0.0	0.0
Federal Funds	54.8	53.4	53.4
Operating Funds Subtotal	<u>4,549.2</u>	<u>4,468.8</u>	<u>4,468.9</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>4,549.2</u>	<u>4,468.8</u>	<u>4,468.9</u>
FTE Positions	<u>5.0</u>	<u>9.0</u>	<u>9.0</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To increase the number of qualified interpreters for individuals who are deaf.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Increase number of qualified interpreters	35	100	110	115	200

- ◆ Goal 2 - Improve tracking of TTY equipment distributed to all deaf, hard of hearing, speech impaired and deaf blind persons in Arizona.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Equipment recovery rate	0	0	50%	60%	90%

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Direct telephone access sites statewide	N/A	N/A	20	50	80
● Customer satisfaction rating	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 4 - To establish five Video Relay Interpreting (VRI) communication sites within the state.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Sites with VRI services in AZ	N/A	N/A	N/A	1	2

- ◆ Goal 5 - To create and implement an Interpreters' Licensing Board for the statewide certification of interpreters.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Requests for interpreters met	50	50	60	70	80
● Interpreters eligible to be licensed	0	0	10	50	75

DFA.1 PROGRAM SUMMARY

**COUNCIL ACTIVITIES**

Contact: Sherri L. Collins, Director  
 Phone: 542-3336

A.R.S. 36-1941 to 36-1947

**Program Mission:**

*To assist agency administrators and political subdivision directors 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)		
FY1997	FY1998	FY1999
Actual	Estimate	Estimate



1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

General Funds	256.8	257.4	254.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	54.8	53.4	53.4
<b>Program Total</b>	<b>311.6</b>	<b>310.8</b>	<b>308.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To expand the availability of qualified sign language interpreters for the deaf.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for interpreters met	25%	25%	40%	45%	60%
● Qualified interpreters available	35	100	110	115	200

- ◆ Goal 2 - To expand the public's knowledge of current laws regarding the deaf and hard-of-hearing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inquiries received	90	110	200	220	300
● Population with hearing loss in AZ	7,550	8,570	8,610	8,660	8,720
● Mailing base	2,800	3,200	3,500	4,000	4,500

- ◆ Goal 3 - To expand the public's understanding of the services required and technology available to assist in communicating with the hearing impaired.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Newsletters on new services and technology	250	4,000	4,200	4,400	5,000
● Viewers for sign-out TV program	10,000	10,000	12,000	15,000	20,000
● Internet Home Page visitors	250	4,000	4,200	4,500	5,000

- ◆ Goal 4 - To increase the number of qualified certified interpreters to meet the needs of deaf people for communication access in business, work and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for interpreters	25,000	32,000	38,000	40,000	52,000
● Interpreters certified	35	35	35	35	35
● Consumers and businesses confident with services	20%	30%	50%	70%	100%
● Freelance interpreter businesses	20	30	50	70	100

**DFA.2 PROGRAM SUMMARY**

**TDD (TELECOMMUNICATION DEVICE FOR THE DEAF)**

Contact: Vivian Elliott, TTY Project Director  
Phone: 542-3365

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 MCI), 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	4,158.0	4,160.9
Other Non Appropriated Funds	4,237.6	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,237.6</b>	<b>4,158.0</b>	<b>4,160.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>4.0</b>	<b>4.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Daily service availability	100%	100%	100%	100%	100%
● Relay customer calls per month	140,000	142,000	148,000	180,000	200,000

- ◆ Goal 2 - To ensure Relay users a quick response time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average connection rate within 5 rings	95%	95%	95%	95%	95%
● Operators available at peak times	30	30	35	40	50

- ◆ Goal 3 - To implement a community outreach program to educate consumers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Seminars, workshops, and awareness festivals	15	20	25	45	65
● Meetings with Relay Advisory Committee	3	5	12	12	12
● PR contacts	5	20	40	50	80

- ◆ Goal 4 - To improve tracking of TTY equipment distributed to all deaf, hard of hearing, speech impaired and deaf-blind individuals in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Equipment tracked through bar code system	0	0	3,000	5,000	6,000
● Equipment recovery rate	0	0	50%	60%	90%

- ◆ Goal 5 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints from consumers	300	400	200	100	50
● Training classes given	0	12	18	24	36
● Direct access sites statewide	N/A	N/A	20	50	80
● Customer satisfaction with training	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 6 - To establish five Video Relay Interpreting (VRI) sites in Arizona to provide communication access for individuals who cannot use a TTY.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Users	N/A	N/A	N/A	20	40
● Sites with VRI services in AZ	N/A	N/A	N/A	1	2



**AGENCY/PROGRAM SUMMARY**  
**COMMISSION OF INDIAN AFFAIRS**  
 Vacant, Executive Director IAA  
 Contact: Lydia Hernandez, Project Specialist 542-3123  
A.R.S. 35-113

● Respond to requests for information	2000	3000	3500	4000	4500
● Research issues and legislation affecting Indian communities	NA	6	8	10	12
● Disseminate information related to voter registration and the election process	NA	1	2	4	4



**Agency/Program Mission:**

*To cooperate with and support state and federal agencies in assisting Indian tribes in developing mutual goals, in designing projects for these goals and in implementing their plans.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	169.0	156.0	160.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	31.8	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	169.0	187.8	160.3
Capital Funds	0.0	0.0	0.0
Agency Total	169.0	187.8	160.3
FTE Positions	4.0	4.0	3.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To facilitate an exchange of ideas and information among tribes and other constituencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Commission meetings per year	5	8	8	8	8
● Arizona Indian Town Hall	0	1	1	1	1

◆ Goal 2 - To improve the effectiveness and efficiency of the Commission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Assure input into statues affecting tribal/state relationships	N/A	4	6	8	10
● Special projects funded by grants or other alternative fund sources	1	2	3	4	5

◆ Goal 3 - To be an information clearinghouse for tribes and constituencies interested in Indian issues and affairs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Publish and disseminate quarterly newsletters	1	4	4	4	4
● Publish and disseminate an annual directory	1	1	1	1	1
● Publish and disseminate an annual report	0	1	1	1	1

**AGENCY/PROGRAM SUMMARY**  
**ARIZONA PIONEERS' HOME**

Jeanine Dike, Superintendent PIA  
 Contact: Carl Johnson, Deputy Superintendent 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,968.9	4,220.7	4,181.6
Other Appropriated Funds	1,173.5	661.9	549.7
Other Non Appropriated Funds	2,736.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	5,878.7	4,882.6	4,731.3
Capital Funds	0.0	0.0	0.0
Agency Total	5,878.7	4,882.6	4,731.3
FTE Positions	107.4	107.4	107.4

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average census	155	150	150	150	150
● Citations from inspections	0	0	0	0	0
● Monthly cost per resident	\$2,300	\$2,514	\$2,404	\$2,249	\$2,459

◆ Goal 2 - To maintain the optimum balance of pioneers and disabled miners.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ratio of disabled miners to other residents (percentage)	12	17	17	12	12

◆ Goal 3 - To maintain the historic site and grounds while providing acceptable levels of care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Building renewal projects completed	1	2	2	2	2
● Residents rating facilities as good or better	98%	98%	98%	98%	98%
● Cost of maintenance per square foot	\$3.40	\$3.00	\$3.00	\$3.00	\$3.00

◆ Goal 4 - To increase revenue from resident payments for care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rewrite PFC procedure, study more efficient procedure	N/A	N/A	100%	N/A	N/A

◆ Goal 5 - To study and obtain federal and state release for use by APH State Miners Fund.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona Constitution amended	N/A	N/A	Appoint a group to study	Study	Study



AGENCY/PROGRAM SUMMARY  
**ARIZONA RANGERS' PENSION**

Governor Hull, Governor RPA  
 Contact: Aimee Petroskey, OSPB Budget Analyst 542-5381  
A.R.S. 41-951

**Agency/Program Mission:**

*To provide compensation for time spent as an Arizona Ranger.*

**Agency/Program Description:**

Provides a monthly benefit for retired rangers and their surviving spouses.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10.5	10.8	11.1
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
Operating Funds Subtotal	10.5	10.8	11.1
Capital Funds	0.0	0.0	0.0
Agency Total	10.5	10.8	11.1
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Stipend (\$)	10,500	10,800	11,100	11,400	11,700
● Widows	1	1	1	1	1



<b>AGENCY SUMMARY</b>	
<b>VETERANS' SERVICE COMMISSION</b>	
Norman O. Gallion, Director	VSA
Contact: Norman O. Gallion, Director	255-3373

**Agency Mission:**

*To serve the veterans of Arizona and their families with dignity and compassion in all matters pertaining to veterans' affairs.*

**Agency Description:**

The Arizona Veterans' Service Commission (AVSC) 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 AVSC provides fiduciary services to incapacitated veterans, surviving spouses or minor children. The AVSC 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. Also, the AVSC operates the Arizona State Veteran Home, a 200 bed, skilled nursing facility, to provide long-term care services to veterans and their spouses.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ VETERANS AFFAIRS	935.1	964.9	1,005.1
➤ VETERANS CONSERVATORSHIP	477.1	528.0	542.1
➤ EDUCATION	158.9	165.7	165.7
➤ STATE VETERAN HOME	6,829.2	9,122.4	8,009.2
Capital Funds	0.0	0.0	0.0
Agency Total	8,400.3	10,781.0	9,722.1

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	935.1	964.9	1,005.1
Other Appropriated Funds	7,306.3	9,650.4	8,551.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	158.9	165.7	165.7
Operating Funds Subtotal	8,400.3	10,781.0	9,722.1
Capital Funds	0.0	0.0	0.0
Agency Total	8,400.3	10,781.0	9,722.1
FTE Positions	247.5	247.5	247.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To develop a unified organization delivering seamless service to veterans and their families through improved service delivery by developing customer satisfaction programs in each Division working directly with veterans and their dependents.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Establish customer service programs for each Division, requesting feedback from the clients being served.	1	1	4	4	4
● Establish internal customer service programs for major work units.	N/A	N/A	3	6	7

- ◆ Goal 2 - To provide service to veterans and other eligible persons by providing timely service statewide.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Resolution of questions posed by public officials and the general public in 3 work days by FY 2001.	N/A	9.0	6.0	4.0	3.0
● Increase of itinerate contacts (home visits, workshops in rural locations, etc.).	N/A	N/A	Baseline	5%	8%

- ◆ Goal 3 - To increase Commission efficiency through improvements in Information Technology (IT) and training employees to use automated resources.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Implement Information Technology Strategic Plan objectives for FY 1999.	N/A	N/A	100%	N/A	N/A
● Implement Information Technology Strategic Plan objectives for FY 2000	N/A	N/A	N/A	100%	N/A
● Implement Information Technology Strategic Plan objectives for FY 2001	N/A	N/A	N/A	N/A	100%
● Increase PCs which comply with agency standards by 38% by FY 2001.	Baseline	3%	6%	10%	15%
● Through automation, reduce # of weekly interoffice deliveries between office locations in the Phoenix Metropolitan area.	10	10	7	5	5

- ◆ Goal 4 - To increase Commission efficiency by implementing a Training Department, responsible for developing a formal training program to enhance employee skills and knowledge. The Training Department will comply with mandates to provide supervisor development programs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase administrative employee productivity by 22% by FY 2001.	N/A	Baseline	6%	7%	7.5%
● Increase the average training hours invested per employee	N/A	Baseline	3%	5%	6%

**VSA.1 PROGRAM SUMMARY**  
**VETERANS AFFAIRS**  
 Contact: David P. Wheeler, Administrator  
 Phone: 255-4183  
 A.R.S. 41-603 et seq.

**VSA.2 PROGRAM SUMMARY**  
**VETERANS CONSERVATORSHIP**  
 Contact: Susan Cooper, Administrator  
 Phone: 248-1554  
 A.R.S. 14-3203, 14-3301 and A.R.S. 41-605 et seq.

**Program Mission:**

To provide a network of Veterans Service Officers (VSOs) 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.

**Program Description:**

The Veterans Service Division has offices located in Flagstaff, Lake Havasu City, Phoenix, Prescott, Sierra Vista, Tucson and Yuma. Veterans Service Officers from these offices 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	935.1	964.9	1,005.1
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
<b>Program Total</b>	<b>935.1</b>	<b>964.9</b>	<b>1,005.1</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide counsel and assistance on benefits to veteran and other eligible persons statewide.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase veteran contacts by 26% by FY 2001	91,391	100,530	106,562	111,890	115,153
● Increase Non-VA benefit claims for veterans by 8% by FY 2001	7,918	8,076	8,238	8,403	8,551
● Increase VA claims filed by 30% by FY 2001	14,688	16,157	17,126	17,983	19,094

- ◆ Goal 2 - To increase information services provided by the Commission to the general public.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase workshops and other outreach presentations by 21% by FY 2001	72	76	79	83	87
● Increase frequency of Veteran Bulletin publication to provide more timely information	Quarterly	Quarterly	Bimonthly	Bimonthly	Bimonthly
● Increase total publications distributed statewide by 21% by FY 2001	36,199	39,094	41,441	43,098	43,800

**Program Mission:**

To provide Fiduciary Services to veterans and their eligible dependents who may be elderly, mentally or developmentally impaired, or otherwise at risk.

**Program Description:**

The Fiduciary Division manages a program that serves as conservator, guardian/conservator, payee or custodian for incompetent veterans, spouses and dependent children. The program is funded by assessments charged for serving as conservator of the estate of a veteran or beneficiary. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the Commission through the budget appropriation process.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	477.1	528.0	542.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>477.1</b>	<b>528.0</b>	<b>542.1</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely and accurate annual accounting and guardian reports for each client as required by law.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase reports filed prior to appointment anniversary date.	N/A	75%	90%	93%	95%
● Increase reports completed within 90 days of initial appointment.	N/A	90%	94%	96%	98%

- ◆ Goal 2 - To probate and/or distribute decedents estates in a timely and efficient manner.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Small estates ( under \$30 thousand) distributed within 180 days from date of death.	N/A	Baseline	85%	89%	92%
● Other probate cases closed within two years of appointment as personal representative	N/A	Baseline	85%	89%	92%

- ◆ Goal 3 - To provide social services to those incapacitated veterans who are clients of the Fiduciary Division.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Through the addition of Human Services Specialist staff, reduce the caseload per Social Workers.	N/A	1:120	1:102	1:88	1:78

VSA.3 PROGRAM SUMMARY  
**EDUCATION**  
 Contact: Darrell B. Cooper, Administrator  
 Phone: 255-5395  
 A.R.S. 41-603, U.S. Code Title 38 and Title 10

**Program Mission:**

To approve and supervise programs of study offered by educational institutions in Arizona for the training of veterans and other eligible persons.

**Program Description:**

By law, the Commission is designated as the "State Approving Agency," responsible for approving and supervising all institutions that offer education to veterans and other eligible persons. The Arizona Veterans Service Commission has a contract with the US Department of Veteran Affairs (VA) which is administered by the Education Division. All expenses incurred by the Education Division are reimbursed by federal funds.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	158.9	165.7	165.7
<b>Program Total</b>	<b>158.9</b>	<b>165.7</b>	<b>165.7</b>
FTE Positions	4.0	4.0	4.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To approve programs of education for Arizona veterans and other eligible persons.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Approved actions completed within established VA timeframes	100%	99%	99%	99%	99%
● Approvals accepted by VA	99%	99%	99%	99%	99%
● Achieve 4.2 out of 5.0 satisfaction rating on institution surveys	4.7	4.2	4.2	4.2	4.2
● Achieve a "Satisfactory" (the highest possible rating) on the State Approving Agency self-evaluation from the Joint Peer Review Group.	Satis.	Satis.	Satis.	Satis.	Satis.

VSA.4 PROGRAM SUMMARY  
**STATE VETERAN HOME**  
 Contact: Mae Giesner, Administrator  
 Phone: 248-1567  
 A.R.S. 41-608.01

**Program Mission:**

To provide high quality, comprehensive care and cost-effective services to residents.

**Program Description:**

The Arizona State Veteran Home 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,829.2	9,122.4	8,009.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,829.2</b>	<b>9,122.4</b>	<b>8,009.2</b>
FTE Positions	202.5	202.5	202.5

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all work units cooperatively provide physical, rehabilitative, social, spiritual, intellectual, emotional and environmental services to residents; and meet multiple licensure requirements specific to their departments.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Achieve "Excellent Performance" on the Quality Rating Certificate from the Department of Health Services.	Standard	Excellent	Excellent	Excellent	Excellent
● Achieve "Satisfactory" (the highest rating) performance from the US Veterans Affairs Survey Team.	Satis.	Satis.	Satis.	Satis.	Satis.
● Ensure that Minimum Data Sets (MDS) comply with electronic filing requirements and edit checks by FY 1998.	N/A	100%	100%	100%	100%
● Achieve a 90% satisfactory rating on annual customer service survey	N/A	N/A	90%	90%	90%

- ◆ Goal 2 - To prepare for the Prospective Payment System (PPS) being phased in by Medicare. Medicare will pay a pre-determined amount for Medicare patients, forcing nursing facilities to become more efficient. The system also requires that facilities assess their Minimum Data Set (MDS) system to ensure all monies due are properly billed.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Convert from a manual to an electronic submission system for MDS data and Resource Utilization Groups (RUG) by FY 1998.	N/A	100%	100%	100%	100%
● Achieve and maintain 95% average daily occupancy by FY 2001 (excludes "bed holds").	124	180	185	188	190

- ◆ Goal 3 - To expand medical community interaction through personal appointments and other contacts to market the Arizona State Veteran Home.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Achieve 1997 Marketing Plan objectives by FY 1999	N/A	50%	100%	N/A	N/A
● Achieve 1998 Marketing Plan objectives by FY 2000.	N/A	N/A	50%	100%	N/A
● Achieve 1999 Marketing Plan objectives by FY 2001	N/A	N/A	N/A	50%	100%



1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase resident-requested outings by 14% by FY 2001	67	70	72	75	77
● Triple physicians caring for residents in the facility	2	2	4	6	7
● Increase health-related/geriatric informational meetings hosted.	0	Baseline	10%	8%	6%

◆ Goal 4 - To implement the 3-year Information Technology (IT) Plan for the Division (which may include such automation as expansion of the current facility database [ADL]; electronically filing Minimum Data Sheets [MDS2]; implementing pharmacy software; using digital signatures/electronic forms; reducing paperwork; and accessing both Federal and State resources on the Internet).

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase information resources (i.e., division policies) available on the network by 40% by FY 2001	N/A	Baseline	10%	15%	11%
● Implementation of the IT Three-Year Plan for FY 1999.	N/A	N/A	100%	N/A	N/A
● Implementation of the IT Three-Year Plan for FY 2000.	N/A	N/A	N/A	100%	N/A
● Implementation of the IT Three-Year Plan for FY 2001.	N/A	N/A	N/A	N/A	100%

◆ Goal 5 - To increase Division efficiency through streamlining human resource functions, work simplification, and utilizing in-house clerical and nursing pool personnel.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase the productivity of ASVH clerical pool by increasing completed requests by 16% by FY 2001	N/A	Baseline	4%	5%	6%
● Reduce nursing registry expenses	\$669,756	\$350,000	\$210,000	\$100,000	\$50,000
● Reallocate staff as necessary to cover key areas (such as MIS, nursing pool, and Adult Day Care) by FY 2000	0	1	16	2	0

◆ Goal 6 - To maintain a safe and secure environment for residents and staff by ensuring the physical plant is properly equipped and maintained, Department Heads monitor safety and security issues and that staff receive safety training.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expand the current facility-wide preventative maintenance database to accommodate capitol investment plan by FY 1999	N/A	25%	100%	100%	100%
● Department Heads will achieve 98% compliance with safety inspections (self assessments) by FY 99.	N/A	80%	98%	98%	98%
● Achieve 95% compliance by FY 98 with annual safety training (i.e., back injury reduction) for all employees	N/A	95%	95%	95%	95%
● Conduct safety inspections and hold required disaster drills	100%	100%	100%	100%	100%

◆ Goal 7 - To increase social interaction and enhance quality of life for residents through individual and group volunteer efforts.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● By FY 2001, increase the average monthly hours of regularly scheduled volunteers by 125%.	N/A	Baseline	50%	25%	20%
● By FY 2001, double the number	8	12	16	16	16

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
of volunteer group activities.					
● By FY 2001, increase the number of individual volunteers by 212%.	N/A	Baseline	100%	25%	25%

◆ Goal 8 - To establish an Adult Day Care Program which will provide services for physically-challenged and older veterans who require care, supervision and/or social stimulation during the day.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Implement Adult Day Care Program objectives for FY 1999.	N/A	N/A	100%	N/A	N/A
● Implement Adult Day Care Program objectives for FY 2000	N/A	N/A	N/A	100%	N/A
● Implement Adult Day Care Program objectives for FY 2001	N/A	N/A	N/A	N/A	100%

◆ Goal 9 - To ensure the financial viability of ASVH through automation, process re-engineering (streamlining work), and cost savings.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Through automation, reduce the time required to process a purchase requisition by 25%	N/A	Baseline	8%	10%	5%
● Through automation, reduce the # of outgoing fax transmissions by 25% by FY 2001.	N/A	Baseline	8%	10%	5%
● Through automation, implement an Energy Conservation Plan to monitor and evaluate energy usage.	N/A	Baseline	10%	50%	75%
● Implement Energy Conservation Program objectives to monitor and evaluate energy usage for FY 1999.	N/A	N/A	100%	N/A	N/A
● Implement Energy Conservation Program objectives to monitor and evaluate energy usage for FY 2000.	N/A	N/A	N/A	100%	N/A
● Implement Energy Conservation Program objectives to monitor and evaluate energy usage for FY 2001.	N/A	N/A	N/A	N/A	100%







Inspection & Regulation



**AGENCY/PROGRAM SUMMARY**  
**BOARD OF ACCOUNTANCY**

Ruth R. Lee, Executive Director ABA  
 Contact: Ruth R. Lee, Executive Director 255-3648  
A.R.S. 32-6

**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 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,222.9	1,244.1	1,255.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,222.9	1,244.1	1,255.3
Capital Funds	0.0	0.0	0.0
Agency Total	1,222.9	1,244.1	1,255.3
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Exam applications received	1,457	1,600	1,600	1,600	1,600
● Grade release packets sent	1,259	1,400	1,400	1,400	1,400
● Successful candidates	325	400	400	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications for certification	455	520	570	570	570
● Certificates issued	436	500	550	550	550
● Biennial renewal of certificates	3,935	4,500	5,000	5,500	5,500
● Firms registered	50	60	60	60	60
● Firm renewals	625	600	600	600	600

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints/violations received	872	1,000	1,000	1,000	1,000
● Stipulations	3	5	5	5	5
● Orders	57	60	60	60	60
● Suspensions	361	300	300	300	300
● Revocations	6	15	10	10	10
● Hearings	84	95	95	95	95



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF AGRICULTURE</b>	
Sheldon Jones, Director	AHA
Contact: Monica L. Klaschka, Chief of Strategic Planning and Budgeting	542-0951

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	4,075.2	5,411.7	5,567.8
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	968.8	1,068.2	1,066.4
➤ ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION	2,314.3	2,551.1	2,509.7
➤ PEST EXCLUSION AND MANAGEMENT	4,344.6	4,159.9	3,888.7
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	373.5	403.8	413.8
➤ PESTICIDE COMPLIANCE & WORKER SAFETY	792.4	910.8	849.0
➤ ADMINISTRATIVE SERVICES	4,282.6	4,033.5	4,487.5
➤ STATE AGRICULTURAL LABORATORY	2,073.1	1,854.2	1,839.3
➤ AGRICULTURAL CONSULTATION AND TRAINING	145.7	164.2	167.0
➤ COMMODITY DEVELOPMENT AND PROMOTION	325.6	323.5	386.7
Capital Funds	0.0	0.0	0.0
Agency Total	19,695.8	20,880.9	21,175.9

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,220.4	11,240.0	11,484.2
Other Appropriated Funds	1,838.0	2,137.7	2,177.6
Other Non Appropriated Funds	5,539.9	5,589.6	5,677.5
Federal Funds	2,097.5	1,913.6	1,836.6
Operating Funds Subtotal	19,695.8	20,880.9	21,175.9

Capital Funds	0.0	0.0	0.0
Agency Total	19,695.8	20,880.9	21,175.9
FTE Positions	436.2	437.8	412.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To improve internal and external communication practices and customer satisfaction.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees satisfied with overall management/employee communication practices	N/A	Baseline	+3%	+7%	+5%
● Industry stakeholders rating the department's quality of communication above average	N/A	Baseline	+5%	+5%	+5%

- ◆ Goal 2 - To increase the job-related training of ADA employees.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADA employees completing job-related training in accordance with criteria established by programs and/or divisions	N/A	N/A	Baseline	+ 5%	+ 5%
● Employees stating that current levels of job-related training fulfills their needs	N/A	Baseline	+10%	+5%	+5%

- ◆ Goal 3 - To increase awareness of the Department's services to the general public.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Press releases, guest columns, agriculture tip sheets, and radio actualities published	N/A	159%	181%	196%	209%
● Media requests fulfilled within the requested time line	N/A	N/A	Baseline	+5%	+5%
● Media outlets rating public information service above average	N/A	N/A	Baseline	+5%	+5%

- ◆ Goal 4 - To update ADA rules to improve clarity and consistency with Title 3 statutes.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADA rules rewritten	N/A	N/A	33%	67%	100%

<p><b>AHA.1 PROGRAM SUMMARY</b></p> <p><b>FOOD SAFETY AND QUALITY ASSURANCE</b></p> <p><b>Animal and Plant Services Divisions</b></p> <p>Contact: See subprogram summaries</p> <p>Title 3: Ch.3: Art.2-5;Ch.4: Art.1,3; Ch.5:Art.1; Ch.13</p>
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**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,206.3	1,253.8	1,433.4
Other Appropriated Funds	988.7	1,150.2	1,170.7
Other Non Appropriated Funds	1,880.2	2,388.0	2,344.0
Federal Funds	0.0	619.7	619.7
<b>Program Total</b>	<b>4,075.2</b>	<b>5,411.7</b>	<b>5,567.8</b>
<b>FTE Positions</b>	<b>111.3</b>	<b>110.7</b>	<b>111.0</b>

**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: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,206.3	1,253.8	1,433.4
Other Appropriated Funds	269.0	299.5	306.8
Other Non Appropriated Funds	53.3	58.1	64.0
Federal Funds	0.0	619.7	619.7
<b>Program Total</b>	<b>1,528.6</b>	<b>2,231.1</b>	<b>2,423.9</b>
<b>FTE Positions</b>	<b>36.9</b>	<b>36.3</b>	<b>36.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To maintain a regulatory system of effective inspections of meat and poultry products and the facilities in which they are processed and stored throughout the state.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State meat and poultry facilities with Hazard Analysis Critical Control Point (HACCP) plans implemented	0%	0%	27%	100%	100%
● Meat and poultry product tests in compliance with bacteria, drug, and chemical residue requirements	98%	98%	98%	98%	98%

- ◆ **Goal 2 - To maintain an effective regulatory system of inspections of dairy farms, processing facilities, fluid milk, and milk products throughout the state.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dairy farms and processing plants receiving on-site inspections at least four times per year	100%	100%	100%	100%	100%
● Dairy samples in compliance	96%	96%	97%	97%	97%

- ◆ **Goal 3 - To maintain an effective regulatory system of inspections of shell eggs, egg products, and the facilities in which they are processed and stored throughout the state.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensed egg dealers receiving inspections at least four times per year	93%	95%	95%	95%	95%
● Violation notices issued	150	140	140	130	130

AHA.1.2 SUBPROGRAM SUMMARY  
**FRESH PRODUCE STANDARDIZATION AND INSPECTION**  
 Contact: Al Davis, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	719.7	850.7	863.9
Other Non Appropriated Funds	1,826.9	2,329.9	2,280.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,546.6</b>	<b>3,180.6</b>	<b>3,143.9</b>
<b>FTE Positions</b>	<b>74.4</b>	<b>74.4</b>	<b>74.4</b>

**Subprogram Goals and Performance Measures:**

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increased hours devoted to site inspections or monitoring activities	15%	8%	6%	4%	0%
● Industry satisfied that the amount of inspection services provided fulfills the purpose of ensuring that only quality produce reaches the market	71%	72%	75%	77%	79%

- ◆ Goal 2 - To ensure the quality of fresh products inspected in wholesale and retail operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in hours spent in marketplace inspections	N/A	2%	2%	2%	2%
● Cartons rejected (based on assumption that increased inspections will result in the additional identification of substandard produce in the marketplace)	172,497	175,772	179,593	182,869	186,690

- ◆ Goal 3 - To increase efficiency of administrative operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications returned to the licensee for rework	12.2%	10.1%	9.1%	8.2%	7.7%

- ◆ Goal 4 - To provide accurate and uniform federal-state inspection and grading services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspectors receiving above average scores during field staff checks by supervisors	N/A	Baseline	+5%	+5%	+5%

**AHA.2 PROGRAM SUMMARY**  
**NON-FOOD PRODUCT QUALITY ASSURANCE**

**Environmental and Plant Services Divisions**

Contact: Jack Peterson, Associate Director  
 Phone: 542-3579

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 insecticides.) Regulation of the various industries are accomplished through two basic functions. First, regulatory processes are undertaken to register pesticides, fertilizers, and seeds and to issue licenses to feed, fertilizer, forage, and seed dealers. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	389.3	350.5	306.4
Other Appropriated Funds	578.8	686.4	699.2
Other Non Appropriated Funds	0.7	31.3	60.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>968.8</b>	<b>1,068.2</b>	<b>1,066.4</b>
<b>FTE Positions</b>	<b>18.6</b>	<b>18.6</b>	<b>18.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Pesticide, feed, or fertilizer applications processed within 40 working days of receipt	75%	85%	90%	93%	98%
● Forage and seed applications processed within 10 working days of receipt	90%	93%	95%	96%	97%

- ◆ Goal 2 - To protect the interests of consumers by removing any non-food products identified as substandard in quality from the marketplace.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Feed, fertilizer, and pesticide samples taken according to the sampling plan	70%	75%	76%	78%	78%
● Feed, fertilizer, and pesticide manufacturers brought into compliance within 60 days of violation	100%	100%	100%	100%	100%



Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Seed dealers receiving at least two inspections per year	63%	68%	70%	72%	75%
● Inspected seed samples in quality compliance	71%	75%	78%	80%	85%
● Seeds receiving phytosanitary inspections later rejected at points of destination	2%	2%	0%	0%	0%

**AHA.3 PROGRAM SUMMARY**  
**ANIMAL DISEASE, OWNERSHIP & WELFARE PROTECTION**  
**Animal Services Division**  
 Contact: Joe Lane, Associate Director  
 Phone: 542-3629  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,222.8	2,393.7	2,402.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91.5	157.4	107.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,314.3</b>	<b>2,551.1</b>	<b>2,509.7</b>
FTE Positions	59.2	59.3	58.3

**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: 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).

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	186.1	279.6	281.6
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
<b>Program Total</b>	<b>186.1</b>	<b>279.6</b>	<b>281.6</b>
FTE Positions	4.3	4.4	3.1

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To maintain an effective system of livestock and commercial fish disease surveillance and response.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in field veterinarian visits to identified livestock auctions and concentrated feeding operations for livestock and fish	N/A	68%	28%	33%	20%
● Cases of secondary spread of livestock and fish disease due to direct contact	0	0	0	0	0
● Committee members satisfied with the Foreign Animal Disease Emergency Response System (FAD-ERS) plan and emergency drill results	N/A	N/A	Baseline	75%	90%
● Cattle originating from Mexico and entering Arizona that were identified as being diseased	4	3	0	0	0

**AHA.3.2 SUBPROGRAM SUMMARY**  
**LIVESTOCK INSPECTION**  
 Contact: Joe Lane, Associate Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,036.7	2,114.1	2,120.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91.5	157.4	107.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,128.2</b>	<b>2,271.5</b>	<b>2,228.1</b>
<b>FTE Positions</b>	<b>54.9</b>	<b>54.9</b>	<b>55.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain an effective system of livestock inspection.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases solved regarding livestock theft, missing livestock, or killing livestock belonging to another	67%	76%	76%	76%	76%
● Stray livestock returned to owners	27%	29%	38%	50%	54%
● Inspections completed within 12 hours of request	N/A	N/A	Baseline	+2%	+2%
● Customers rating timeliness of livestock inspection activities above average	N/A	N/A	Baseline	+2%	+2%
● "Cab Card" holders indicating above-average satisfaction with self-inspection program	N/A	Baseline	+10%	+2%	+2%

- ◆ Goal 2 - To assist the State Veterinarian in livestock disease surveillance and response.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Livestock identified by officers as suspicious for health reasons	N/A	N/A	Baseline	+10%	+10%

AHA.4 PROGRAM SUMMARY  
**PEST EXCLUSION AND MANAGEMENT**  
 Plant Services Division  
 Contact: Joseph Sigg, Associate Director  
 Phone: 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:**

This program integrates several function areas--each necessary to support the other--to prevent, control, and eradicate pests from agricultural products. COTTON functions to ensure that harvested cotton fields are quickly tilled to remove leftover plant host material

that attract pests, thereby also serving to reduce the necessity for pesticide applications. PORTS functions as the first line of defense in the detection and exclusion of harmful agricultural pests and diseases through the preliminary inspection of commercial vehicles at four major Arizona ports-of-entry. QUARANTINE/NURSERY functions to ensure that agricultural commodities meet quarantine requirements, to detect pests during initial inspections on high-risk nursery stock in holding areas, to give notice of pest abatements, and to certify that commodities are free of insects and plant diseases for export through phytosanitary inspections. SURVEY & DETECTION functions to detect insects and plant diseases within the interior of the State, prioritize designated target pests, and provide annual, delimiting, and post-treatment surveys. BOTANY functions to train inspectors in recognizing crop diseases (phytosanitary), as well as in the recognition and management of noxious weeds that threaten to invade grasslands, rangelands, and urban areas, which can result in serious economic and ecological outcomes if left unchecked.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,895.1	3,358.6	3,110.1
Other Appropriated Funds	21.7	33.9	33.9
Other Non Appropriated Funds	337.0	153.6	130.9
Federal Funds	1,090.8	613.8	613.8
<b>Program Total</b>	<b>4,344.6</b>	<b>4,159.9</b>	<b>3,888.7</b>
<b>FTE Positions</b>	<b>111.7</b>	<b>104.6</b>	<b>90.6</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To control cotton pests through agricultural practice of cotton plowdown.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cotton acres in compliance with plow-down requirements	83%	87%	91%	95%	97%
● Acres tilled by farmers after abatement notification	100%	100%	100%	100%	100%
● Industry rating timeliness of cotton inspection service above average	N/A	N/A	Baseline	+4%	+4%

- ◆ Goal 2 - To exclude agricultural pests from and manage existing pests within Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trucks rejected at ports or destination points	3.5%	4.2%	4.6%	5.0%	5.4%
● Increase in interception of quarantine pests at ports and destination points	70%	20%	13%	12%	11%
● Stakeholders (States and National Plant Board) rating overall ports services above average	N/A	Baseline	+4%	+4%	+4%
● Average hours required to process and identify Imported Fire Ants at ports	42	35	5	2	2
● USDA rating on quarantine status of Arizona regarding Fruit Flies	Pest-free	Pest-free	Pest-free	Pest-free	Pest-free
● USDA rating on quarantine status of Arizona regarding the Gypsy Moth	Pest-free	Pest-free	Pest-free	Pest-free	Pest-free
● Hours PROJECTED to properly conduct annual surveys in high-risk nurseries	9,468	9,468	9,468	9,468	9,468
● ACTUAL hours conducting annual surveys in high-risk	1,400	2,087	1,743	9,468	9,468

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
nurseries					
● Actual to projected hours conducting annual surveys in high-risk nurseries	15%	22%	18%	100%	100%
● High-risk nurseries identified by inspectors that require inspection	81	81	81	81	81
● High-risk nurseries receiving at least one annual survey per year	37%	58%	48%	100%	100%
● USDA rating on quarantine status of Arizona regarding infestations of the IFA	Pest-free	Pest-free	Pest-free	Pest-free	Pest-free
● CTV samples (inspections)	5,117	17,070	20,000	20,000	20,000
● Residential trees newly identified as being infected with CTV	36	119	140	140	140
● Total pests intercepted by Quarantine/Nursery inspectors that were identified as high-risk	N/A	N/A	Baseline	+ 1%	+ 1%

◆ Goal 3 - To effectively certify export shipments of agricultural commodities through federal phytosanitary inspections.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Federal phytosanitary certificates issued within 4 hours of request	N/A	N/A	Baseline	+5%	+5%
● Shipments later rejected by receiving Country or State due to error of ADA inspectors	0	0	0	0	0
● Customers indicating that the timeliness of federal phytosanitary inspections is above average	N/A	N/A	Baseline	+5%	+5%

◆ Goal 4 - To identify seed and grain fields infected by Karnal bunt disease to prevent disease spread.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Samples indicating evidence of Karnal bunt disease (bunted kernels)	0.11%	0.09%	0.08%	0.08%	0.0%
● Quarantined seed or grain fields where Karnal bunt disease has been found	4	3	2	1	0

◆ Goal 5 - To increase the ability of inspectors to correctly identify regulated noxious weeds.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Suspect weed specimens submitted by inspectors later confirmed by laboratory analysis to be regulated, restricted, or prohibited	4.1%	10%	20%	30%	40%
● Individuals rating overall weed training above average	N/A	Baseline	+5%	+5%	+5%

**AHA.5 PROGRAM SUMMARY**  
**NATIVE PLANT AND CULTURAL RESOURCES PROTECTION**  
**Plant Services Division**  
 Contact: Joseph Sigg, Associate Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	173.4	195.8	200.7
Other Appropriated Funds	200.1	208.0	213.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>373.5</b>	<b>403.8</b>	<b>413.8</b>
<b>FTE Positions</b>	<b>9.6</b>	<b>9.6</b>	<b>9.4</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide effective inspection, monitoring, and investigation services to protect natural and cultural resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections and surveys completed	1,460	1,368	1,485	1,500	1,500
● Native plants or artifacts confiscated following the identification of illegal activities	128	130	70	70	70
● Investigations completed	82%	85%	87%	87%	87%

◆ Goal 2 - To provide efficient and cost-effective services to our customers and the general public.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Decrease in errors made on permits	N/A	24%	25%	25%	22%
● Reduction in processing time for permits	N/A	N/A	- 10%	- 10%	- 10%
● Customers rating overall services above average	N/A	N/A	Baseline	+5%	+3%

◆ Goal 3 - To increase education and understanding of resource protection issues involving the public, industry, governmental agencies, and ADA staff.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals indicating that workshop and training sessions are above average	N/A	N/A	Baseline	+3%	+3%

**AHA.6 PROGRAM SUMMARY**  
**PESTICIDE COMPLIANCE & WORKER SAFETY**  
**Environmental Services Division**  
 Contact: Jack Peterson, Associate Director  
 Phone: 542-3579  
  
 A.R.S. 3-2: Art. 6

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	452.5	529.2	531.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	48.1	48.1	25.0
Federal Funds	291.8	333.5	292.9
<b>Program Total</b>	<b>792.4</b>	<b>910.8</b>	<b>849.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.3</b>	<b>17.3</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Worker safety issues identified as being out of compliance	N/A	18%	18%	18%	18%
● Agricultural employers brought into compliance with worker safety regulations within 60 days of initial violation	100%	100%	100%	100%	100%

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consumer complaint cases alleging misuse of pesticides by commercial applicators	34	25	24	23	22
● Investigated consumer complaint cases confirming misuse of pesticides by commercial applicators	13	10	10	9	9
● Pesticide applicators committing pesticide "use" violations	N/A	2.0%	1.9%	1.8%	1.7%
● "Use" violations	N/A	17	16	15	14

AHA.7 PROGRAM SUMMARY  
**ADMINISTRATIVE SERVICES**  
 Department Administration  
 Contact: Joe Sigg, Deputy Director  
 Phone: 542-0998  
 A.R.S. 3-1: Art. 1; 3-554, 526.03, 588, 468.03, 1084

**Program Mission:**

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

**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. 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. (It should be noted that the budget for this program includes \$2,569,000 for FY 1997 and \$2,287,000 for FY 1998 which do not support the program in any way. These monies are managed either in behalf of Councils, or are simply held in the program's budget for "pass-through" purposes.)

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,389.7	1,431.5	1,683.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,823.6	2,518.9	2,720.5
Federal Funds	69.3	83.1	83.1
<b>Program Total</b>	<b>4,282.6</b>	<b>4,033.5</b>	<b>4,487.5</b>
<b>FTE Positions</b>	<b>52.8</b>	<b>64.6</b>	<b>67.9</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide accurate and timely financial services in area of accounts payable, payroll, employee travel claims, and financial reports.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Vendor claims processed within 5 days of receipt	91%	93%	94%	95%	96%
● Paychecks issued accurately	97%	98%	98%	98%	98%
● Employee travel claims processed within 10 days of receipt	96%	96%	96%	96%	96%
● Financial reports that meet internal checks for compliance with established standards for timeliness, accuracy, and readability	N/A	N/A	90%	93%	96%
● Internal customers agreeing that financial reports given them complied with all established standards	N/A	N/A	Baseline	+2%	+2%

- ◆ Goal 2 - To ensure the timeliness of human resource support in the areas of employee relations, personnel recruitment, and training.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● HRMS data entries processed within 3 working days	75%	90%	95%	95%	95%
● HRMS data entries processed accurately	97.7%	98%	98%	98%	98%
● External personnel requisitions sent to DOA HR within 2 working days of original request	75%	85%	90%	90%	90%
● New hires receiving new employee orientation within 30 days of hire	N/A	N/A	Baseline	+ 5%	+ 5%
● New hires stating that new employee orientation fulfills their needs	N/A	N/A	Baseline	+ 5%	+ 5%

- ◆ Goal 3 - To maximize ADA staff computer efficiency.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Decrease in number of computer repair or software-related service calls	N/A	Baseline	- 7.5%	- 5%	- 5%
● ADA employees indicating the amount of computer training fulfills their needs	N/A	Baseline	+5%	+5%	+5%

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees rating MIS services above average	N/A	Baseline	+5%	+5%	+5%

- ◆ Goal 4 - To disseminate industry information and provide administrative support to Commodity Councils and the Agricultural Employment Relations Board (AERB).

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Council survey responses indicating that ALL administrative support services contracted for were completely met during the year	N/A	N/A	Baseline	+0.5%	+0.5%
● Council chairpersons rating administrative support services above average	N/A	N/A	Baseline	+5%	+5%

**AHA.8 PROGRAM SUMMARY**  
**STATE AGRICULTURAL LABORATORY**  
**State Agricultural Laboratory**  
 Contact: Dwight Harder, Assistant Director  
 Phone: 253-1920  
 A.R.S. 3-1: Art. 4

**Program Mission:**

To support the Department 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, and pesticides; insects and plant diseases; etc. 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 and other agencies, including lab and sampling certification services.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,196.8	1,408.7	1,448.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	303.8	230.5	175.7
Federal Funds	572.5	215.0	215.0
<b>Program Total</b>	<b>2,073.1</b>	<b>1,854.2</b>	<b>1,839.3</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>46.1</b>	<b>32.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase customer satisfaction with laboratory services.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Overall customer satisfaction rating for lab services	N/A	Baseline	+2%	+2%	+2%
● "High priority" sample analyses completed by the due date	N/A	N/A	Baseline	+2%	+2%

- ◆ Goal 2 - To improve the quality of sample identifications and

analyses performed for regulatory enforcement and other customers.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quality assurance plans written	17%	17%	58%	100%	100%
● Quality assurance plans implemented with full data tracking	17%	17%	25%	33%	42%

- ◆ Goal 3 - Improve the quality of regulatory samples received.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Evaluated samples meeting all quality assurance criteria as determined by lab analysts	N/A	N/A	Baseline	+2%	+2%

**AHA.9 PROGRAM SUMMARY**  
**AGRICULTURAL CONSULTATION AND TRAINING**  
**Agricultural Consultation & Training**  
 Contact: Brett Cameron, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	39.6	43.2	75.6
Other Appropriated Funds	48.7	59.2	60.7
Other Non Appropriated Funds	5.5	13.3	18.6
Federal Funds	51.9	48.5	12.1
<b>Program Total</b>	<b>145.7</b>	<b>164.2</b>	<b>167.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Compliance assistance issues reported to client along with suggestions for correction within 15 days of the OSV	95%	95%	95%	95%	95%
● Compliance assistance issues corrected by time a follow-up visit is given (national avg. is 85%)	87%	90%	90%	90%	90%
● Customers indicating they would use the services of the ACT program again	N/A	100%	100%	100%	100%
● Customers indicating they would refer the services of the ACT program to others	N/A	100%	100%	100%	100%

**AHA.10 PROGRAM SUMMARY**

**COMMODITY DEVELOPMENT AND PROMOTION**

**Commodity Development and Promotion**

Contact: Sheldon R. Jones, Director  
Phone: 542-0900

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.*

**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 Arizonans 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 material 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 Arizona 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	254.9	275.0	292.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	49.5	48.5	94.5
Federal Funds	21.2	0.0	0.0
<b>Program Total</b>	<u>325.6</u>	<u>323.5</u>	<u>386.7</u>
<b>FTE Positions</b>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

**Program Goals and Performance Measures:**

◆ **Goal 1 - To stimulate the sales of Arizona agricultural commodities.**

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participating farmers and ranchers committed to labeling their products with the "Arizona Grown" logo	N/A	10%	15%	20%	25%
● Participating retailers using the "Arizona Grown" logo to identify their products on ad	13%	38%	50%	75%	75%
● Industry contributions to promote "Arizona Grown" products (cash and "in kind")	\$40,000	\$70,000	\$77,000	\$84,700	\$93,170
● Arizona industry contributions to international promotion efforts	\$113,000	\$198,000	\$250,000	\$325,000	\$400,000
● Consumers surveyed who are familiar with the "Arizona Grown" logo	25%	No survey	30%	No survey	35%
● Increase in domestic and international trade inquiries	N/A	83%	18%	15%	13%
● Total reported increase in sales due to domestic and international program efforts	\$730,000	\$1.55 mill.	\$1.55 mill.	\$1.6 mill.	\$1.625 mill.



AGENCY SUMMARY  
**BOARD OF APPRAISAL**

Shirley L. Berry, Executive Director APA  
Contact: Shirley L. Berry, Executive Director 542-1539

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ LICENSURE/CERTIFICATION /REGULATION	277.1	288.8	294.2
➤ TAX AGENT REGISTRATION	0.0	0.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	277.1	288.8	294.2

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	277.1	288.8	294.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	277.1	288.8	294.2
Capital Funds	0.0	0.0	0.0
Agency Total	277.1	288.8	294.2
FTE Positions	4.0	4.0	4.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received against appraisers	98	130	120	120	100

APA.1 PROGRAM SUMMARY  
**LICENSURE/CERTIFICATION/REGULATION**

Contact: Shirley L. Berry, Executive Director  
Phone: 542-1539

A.R.S. 32 Chap. 36

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	277.1	288.8	294.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	277.1	288.8	294.2
FTE Positions	4.0	4.0	4.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received against appraisers	98	130	120	120	100
● Resolutions of complaints	75	100	100	100	100
● Appraisers with more than one complaint filed	10	13	10	8	6

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to test approval	30	30	25	25	25
● Average days from receipt of test scores to licensure/ certification	3	3	2	2	2
● Average days from receipt of non-resident application to licensure/certification	2	2	2	2	2
● Percent receiving licenses/ certificates per applications received	95	93	92	93	93

- ◆ Goal 3 - To achieve reciprocity with all other states who have like education and experience requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for reciprocity sent from Arizona to other states	10	20	10	20	10
● Reciprocity responses received from other states	10	5	5	5	5
● States with signed reciprocity agreements with Arizona	20	25	30	35	40

- ◆ Goal 4 - To expedite investigation of complaints and provide enforcement when necessary to protect the public from incompetent and unethical conduct.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Disciplinary actions	30	37	30	30	35
● Recidivism rate for those receiving disciplinary action	4	4	3	3	2
● Average days from receipt of complaint to resolution	224	180	180	180	180
● Average annual backlog	100	50	25	25	25

APA.2                      PROGRAM SUMMARY

**TAX AGENT REGISTRATION**

Contact: Shirley L. Berry, Executive Director  
Phone: 542-1539

A.R.S. Title 32, Chapter 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)

	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
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>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To maintain an up-to-date list of all registered Property Tax Agents.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Processing days from receipt of registration until name appears on list	1	1	1	1	1
● Days from receipt of renewal form until the list is updated	1	1	1	1	1





**AGENCY SUMMARY**  
**STATE BANKING DEPARTMENT**

Richard Houseworth, Superintendent BDA  
Contact: John Coyle, Deputy Superintendent 255-4421

**Agency Mission:**

*To regulate and supervise the financial institutions and enterprises of Arizona according to statute and in ways that will promote integrity within the financial services industry and 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 2,500 entities licensed to conduct business in the State, as well as Arizona citizens who receive services from these companies.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ OFFICE OF SUPERVISION	1,543.7	1,708.4	1,881.0
➤ OFFICE OF REGULATORY AFFAIRS	930.5	1,000.4	941.5
➤ RECEIVERSHIPS	153.7	135.0	45.6
Capital Funds	0.0	0.0	0.0
Agency Total	<u>2,627.9</u>	<u>2,843.8</u>	<u>2,868.1</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,221.8	2,501.1	2,568.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	406.1	342.7	300.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>2,627.9</u>	<u>2,843.8</u>	<u>2,868.1</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>2,627.9</u>	<u>2,843.8</u>	<u>2,868.1</u>
FTE Positions	<u>52.0</u>	<u>52.0</u>	<u>52.0</u>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Examinations divided by number of licenses scheduled to be examined annually	103.4%	100%	100%	100%	100%
● Examinations divided by number of licensees scheduled to be examined bi-annually	24.3%	50%	50%	50%	50%
● Examinations divided by number of licensees scheduled to be examined every 3 years	8%	33%	33%	33%	33%
● Examinations divided by number of licensees scheduled to be examined each fifth year	29.8%	20%	20%	20%	20%
● Examinations divided by number of licensees with no examination requirements	1.4%	5%	5%	5%	5%
● Examinations receiving a satisfactory composite rating	84.3%	85%	85%	85%	85%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supervisory actions taken based on examination findings	65	32	32	32	32

- ◆ Goal 3 - To improve relations with licensees through the examination process.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Examination reports mailed with 25 days of examiner's completion of exam procedures	80.7%	90%	90%	90%	90%
● Licensees indicating they received 'good' or better overall service from the Department when examined	97.4%	97%	97%	97%	97%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Home office license applications sampled in the fiscal year	N/A	N/A	100	100	100
● Sampled new home office licenses issued where it is determined at audit the approval was not made in accordance with licensing statutes	N/A	N/A	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● License applications approved within 45 days of receipt	94%	95%	95%	95%	95%
● Average days from receipt to approval of license application	20.5	21.0	21.0	21.0	21.0
● Applications processed (home office and branch)	841	900	950	950	950
● Surveyed applicants who respond they received 'good' or better overall service	96%	98%	98%	98%	98%

- ◆ Goal 6 - To receive and investigate consumer complaints and resolve disputes in a prompt and professional manner.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Regular complaints filed	898	1100	1200	1250	1300
● Complaints received and forwarded to outside agencies	310	607	600	600	600
● Complaints closed (regular and forwarded)	1,206	1,700	1,800	1,800	1,800
● Regular complaints resolved within 30 days of response	82.4%	90%	90%	90%	90%
● Average days from receipt to resolution of regular complaints	21.9	22	22	22	22
● Unlicensed activity identified	188	200	200	200	200
● Complainants indicating they received 'good' or better overall service from the Department when filing a complaint	50.5%	70%	80%	80%	80%

BDA.1 PROGRAM SUMMARY  
**OFFICE OF SUPERVISION**  
 Contact: John Coyle, Deputy Superintendent  
 Phone: 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 2,500 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,346.0	1,515.7	1,686.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	197.7	192.7	195.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,543.7</b>	<b>1,708.4</b>	<b>1,881.0</b>
<b>FTE Positions</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Examinations divided by number of licensees scheduled for examination annually	103.4%	100%	100%	100%	100%
● Examinations divided by number of examinations scheduled biannually	24.3%	50%	50%	50%	50%
● Examinations divided by number of examinations scheduled to be performed every third year	8%	33%	33%	33%	33%
● Examinations divided by number of examinations scheduled to be performed each fifth year	29.8%	20%	20%	20%	20%
● Examinations divided by number of examinations with no scheduling requirement	1.4%	5%	5%	5%	5%
● Examinations receiving a satisfactory composite rating	84.3%	85%	85%	85%	85%
● Licensee types having had associated rules reviewed and revised with GRRC approval	N/A	N/A	100%	20%	20%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supervisory actions taken based on examination findings	65	32	32	32	32
● Hearings with Administrative Law Judge decisions	13	8	10	10	10
● Supervisory actions upheld by Administrative Law Judge	46.1%	50%	55%	60%	70%

- ◆ Goal 3 - To improve relations with licensees through the examination process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Examination reports mailed within 25 days of completion of all examination procedures	80.7%	90%	90%	90%	90%
● Licensees indicating they receive 'good' or better service from the Department	97.4%	97%	97%	97%	97%
● Financial enterprise examinations with rating of 1 or 2, that are mailed within 10 calendar days of completion of examination procedures	47.1%	60%	75%	75%	75%
● Trade association or other licensee group meetings attended or otherwise participated	N/A	10	10	10	10

**BDA.2 PROGRAM SUMMARY**  
**OFFICE OF REGULATORY AFFAIRS**  
 Contact: John Coyle, Deputy Superintendent  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	800.4	900.4	841.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	130.1	100.0	100.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>930.5</b>	<b>1,000.4</b>	<b>941.5</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To administer a licensing program that ensures licenses/permits are only granted to competent professionals who meet the criteria set by statute for each license type.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Home office license applications sampled in the fiscal year	N/A	N/A	100	100	100
● Sampled home office licenses issued where it is determined at audit the approval was not made in accordance with licensing statute	N/A	N/A	5%	4%	3%

- ◆ Goal 2 - 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● License applications approved within 45 days of receipt	94%	95%	95%	95%	95%
● Average days from receipt to approval of license applications	20.5	21	21	21	21
● Applications processed (home office and branch)	841	900	950	950	950
● Surveyed applicants who respond they received 'good' or better overall service	96%	98%	98%	98%	98%

- ◆ Goal 3 - To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Regular complaints filed	898	1100	1200	1200	1200
● Complaints received and forwarded	310	607	600	600	600
● Complaints closed (reg and forwarded)	1,206	1,700	1,800	1,800	1,800
● Regular complaints resolved within 30 days of receipt	82.4%	90%	90%	90%	90%
● Average days from receipt to resolution of regular complaint	21.9	22	22	22	22
● Unlicensed activity identified	188	200	200	200	200
● Complainants indicating they receive 'good' or better overall service from the Department	50.5%	70%	80%	80%	80%

**BDA.3 PROGRAM SUMMARY**  
**RECEIVERSHIPS**  
 Contact: John Coyle, Deputy Superintendent  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	75.4	85.0	40.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	78.3	50.0	5.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>153.7</b>	<b>135.0</b>	<b>45.6</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Open receiverships (any point in fiscal year)	3	2	1	1	1
● Receiverships opened in period	0	0	1	1	1
● Receiverships closed in period	1	1	1	1	1

- ◆ Goal 2 - To expedite the closure of all assigned receiverships while maximizing the recovery dollars for injured parties.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Close 'Centuras Investment Co.' receivership in FY 1999	N/A	N/A	1	N/A	N/A
● Close 'Heritage Trust Corp.' receivership in FY 2000	N/A	N/A	N/A	1	N/A



**AGENCY/PROGRAM SUMMARY**  
**BOARD OF BARBER EXAMINERS**

Mario Herrera, Director BBA  
Contact: Mary Jane Jones, Admin. Secretary 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; gives 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	148.7	158.6	162.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	148.7	158.6	162.9
Capital Funds	0.0	0.0	0.0
Agency Total	148.7	158.6	162.9
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Exam applicants	96	90	100	100	100
● Exam applicants passing 1st time	80%	80%	80%	80%	80%
● Reciprocity applicants	54	67	70	75	80
● Reciprocity licenses granted on 1st application	N/A	96%	97%	97%	97%
● Applications for shop/school license	138	140	140	145	150
● Establishments inspected prior to issuance of shop/school license	100%	100%	100%	100%	100%
● Personal and establishment licenses issued	4320	4300	4300	4300	4300
● Renewals issued	2153	2150	2150	2150	2150
● Avg days per issuance/renewal of personal licenses	<5	<5	<5	<5	<5

- ◆ Goal 2 - To ensure proper sanitary procedures are used to prevent the transmission of disease, parasites or injury to the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints	14	20	25	25	25
● Response within two weeks	95%	95%	95%	95%	95%
● Inspections	1561	2000	2000	2000	2000
● Inspections passed	90%	90%	90%	90%	90%
● Ratio of inspections to shops	1.5 to 1	2 to 1	2 to 1	2 to 1	2 to 1
● Problems brought to licensee's attention	100%	100%	100%	100%	100%

- ◆ Goal 3 - To enforce legislative requirements concerning the regulation of barbers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspection violations	186	200	200	200	200
● Violations brought to Board	14	12	20	20	20
● Hearings	11	14	15	15	15
● Dismissals	5	2	5	5	5
● Letters of concern, consent agreements and probations	13	7	14	14	14
● Fines	3	3	5	5	5
● Suspensions/revocations	0	4	0	0	0
● Repeat violations	0	1	0	0	0



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF BEHAVIORAL HEALTH EXAMINERS</b>	
George Mehnert, Executive Director	BHA
Contact: George Mehnert, Executive Director	542-1882
A.R.S. 32-3251 - 32-3322	

● Complaints resolved	79	65	50	65	80
● Disciplinary actions taken	34	18	15	25	35
● Average days to dismiss complaints	165	105	80	90	75
● Average days to complete a disciplinary action	390	226	180	180	150



**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 5,400 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	371.3	394.3	394.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	371.3	394.3	394.6
Capital Funds	0.0	0.0	0.0
Agency Total	371.3	394.3	394.6
FTE Positions	7.0	7.0	7.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	686	779	700	800	950
● Applicants certified	603	691	610	725	755
● Applicants denied	85	129	80	75	95
● Average days to process application prior to an examination	181	135	120	120	110

- ◆ Goal 2 - To expedite the renewal of certification of professionals currently holding certificates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Renewals received	1,843	1,721	1,968	2,525	2,575
● Certificates renewed	1,842	1,648	1,889	2,475	2,520
● Average days to renew certificates	25	15	14	20	15

- ◆ Goal 3 - To rapidly investigate and adjudicate complaints lodged against certified professionals.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	50	50	60	75	90

AGENCY/PROGRAM SUMMARY  
**BOXING COMMISSION**

John H. Montaña, Executive Director ACA  
 Contact: John H. Montaña, Executive Director 542-1417  
 A.R.S. 5-221

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	63.1	70.1	71.9
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	63.1	70.1	71.9
Capital Funds	0.0	0.0	0.0
Agency Total	63.1	70.1	71.9
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 to ensure that all participants are duly licensed.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Events	17	28	25	25	25
● Licenses issued	246	423	350	350	350
● Licenses issued versus license applications	246/250	423/426	350/355	350/355	350/355

- ◆ Goal 2 - To investigate all allegations of rules violations that may harm the athlete or the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions versus investigations	0/5	0/4	2/6	2/6	2/6
● Investigations versus bouts	0/85	0/165	2/125	2/125	2/125
● Serious injuries versus bouts	0/85	0/165	0/125	0/125	0/125



**AGENCY SUMMARY**  
**DEPARTMENT OF BUILDING AND FIRE SAFETY**

N. Eric Borg, Director MMA  
 Contact: Dan Gray, Assistant Director 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	1,621.9	1,800.9	1,900.7
➤ MANUFACTURED HOUSING	893.3	954.2	975.5
➤ STATE FIRE MARSHAL	1,304.2	1,355.1	1,414.9
Capital Funds	0.0	0.0	0.0
Agency Total	3,819.4	4,110.2	4,291.1

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,809.3	3,010.2	3,081.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,010.1	1,100.0	1,210.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,819.4	4,110.2	4,291.1
Capital Funds	0.0	0.0	0.0
Agency Total	3,819.4	4,110.2	4,291.1
FTE Positions	69.5	70.5	70.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To promote the highest level of customer satisfaction.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Customer Satisfaction Survey	N/A	N/A	Baseline	N/A	N/A

**MMA.1 PROGRAM SUMMARY**  
**ADMINISTRATION**

Contact: Dan Gray, Assistant Director  
 Phone: 255-4072

A.R.S. 41-2171 to 41-2196

**Program Mission:**

*To provide administrative services which include 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	969.7	1,083.7	1,111.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	652.2	717.2	789.1
Federal Funds	0.0	0.0	0.0
Program Total	1,621.9	1,800.9	1,900.7
FTE Positions	25.5	25.5	25.5

**This Program Contains the following Subprograms:**

- ▶ General Administration
- ▶ Licensing and Regulation

**MMA.1.1 SUBPROGRAM SUMMARY**  
**GENERAL ADMINISTRATION**

Contact: Dan Gray, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	242.1	270.9	276.9
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	242.1	270.9	276.9
FTE Positions	7.0	7.0	7.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Revised budget request pages	19%	7%	7%	6%	5%



● Reports generated within 10 days after the end of the month 90% 85% 94% 100% 100%

**MMA.1.2 SUBPROGRAM SUMMARY**  
**LICENSING AND REGULATION**  
 Contact: Dan Gray, Assistant Director  
 Phone: 255-4072  
 A.R.S. 41-2175 to 41-2196 and 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	727.6	812.8	830.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	652.2	717.2	789.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,379.8</b>	<b>1,530.0</b>	<b>1,620.0</b>
<b>FTE Positions</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To expedite licensing of qualified applicants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt of application to granting of license	2.0	2.0	2.0	2.0	2.0

- ◆ Goal 2 - To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citations and complaints issued per total investigations	1/25	1/29	1/30	1/30	1/30

**MMA.2 PROGRAM SUMMARY**  
**MANUFACTURED HOUSING**  
 Contact: N. Eric Borg, (Acting) Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	893.3	954.2	975.5
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
<b>Program Total</b>	<b>893.3</b>	<b>954.2</b>	<b>975.5</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>22.0</b>	<b>22.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt of plans to approval	8.2	9.5	9.5	9.5	9.5
● Approvals per installation inspections	1:3	1:2	1:2	1:2	1:2
● Total installation inspections	14,000	13,683	15,051	16,556	18,212
● Total complaints filed	675	595	655	720	792
● Average days from receipt of complaint to first verification complaint	32	30	30	30	30

**MMA.3 PROGRAM SUMMARY**  
**STATE FIRE MARSHAL**  
 Contact: Duane Pell, Assistant Director  
 Phone: 255-4072  
 A.R.S. 41-2161 to 41-2166

**Program Mission:**

*To protect the public while reducing hazards to life and property through maintenance and enforcement of 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	946.3	972.3	994.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	357.9	382.8	420.9
Federal Funds	0.0	0.0	0.0

Program Total	1,304.2	1,355.1	1,414.9
FTE Positions	23.0	23.0	23.0

**This Program Contains the following Subprograms:**

- ▶ **Enforcement and Training**
- ▶ **DEQ Assistance**

MMA.3.1	SUBPROGRAM SUMMARY
<b>ENFORCEMENT AND TRAINING</b>	
Contact: Duane Pell, Assistant Director	
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	946.3	972.3	994.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	212.0	222.3	244.4
Federal Funds	0.0	0.0	0.0
Program Total	1,158.3	1,194.6	1,238.4
FTE Positions	21.0	21.0	21.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase life safety and property conservation through fire code enforcement and firefighter training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Firefighters participating in OFM training indicating that they received professional training	93%	90%	99%	99%	99%
● Average days from receipt of plan submittal to plan reviewal	19	14	14	14	14
● Total enforcement inspections	8,031	6,191	6,810	7,491	8,240

MMA.3.2	SUBPROGRAM SUMMARY
<b>DEQ ASSISTANCE</b>	
Contact: Steve Alley, Deputy Fire Marshal	
Phone: 255-4072	
A.R.S. 41-2163(A3)	

**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, by 1996, consistent with federal requirements.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	145.9	160.5	176.5
Federal Funds	0.0	0.0	0.0
Program Total	145.9	160.5	176.5
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure public safety in the removal of petroleum tanks under DEQ requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from request for inspection to actual inspection	3.1	3.5	3.5	3.5	3.5
● Total tank inspection	440	576	634	697	767



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF CHIROPRACTIC EXAMINERS</b>	
Patti Pritzl, Executive Director	CEA
Contact: Patti Pritzl, Executive Director	255-1444
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	260.0	255.2	259.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>260.0</b>	<b>255.2</b>	<b>259.6</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>260.0</b>	<b>255.2</b>	<b>259.6</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications for licensure received	200	200	200	200	200
● Average days between receipt of application and determination of eligibility	120	120	120	120	120
● New licenses issued per 100 applications	75	75	70	70	70
● Licenses issued prior to undisclosed criminal record being identified	3	3	0	0	0
● Licenses eligible for renewal	2,500	2,600	2,700	2,800	2,900
● License renewal applications processed within 15 business days	95%	95%	95%	95%	95%
● Licenses renewed each year	95%	95%	95%	95%	95%

- ◆ Goal 2 - To promptly investigate complaints against licensees and, if determined, conduct hearings and impose appropriate sanctions on those found to have violated the public trust.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints per 100 licensees	9.5	10.5	10.5	12	12
● Complaints resolved within 90 days of receipt (no hearing required)	85%	85%	90%	92%	93%
● Average months to resolve a complaint by administrative hearing	16	12	10	10	10

- ◆ Goal 3 - To increase public awareness of agency functions, resources, and parameters, to increase public records accessibility to the public, and to increase communication with the public and professional community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public information brochures distributed	0	92	440	500	550
● Self Assessment Surveys returned	0	15	66	90	100
● Complaints filed that are not under Board jurisdiction	25%	25%	20%	18%	15%

- ◆ Goal 4 - To ensure Board and staff competence, efficiency, effectiveness, quality of agency decision making, and knowledge base pertaining to the licensing and regulation of the professional community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average training or educational courses, sessions or conference days attended per agency member	2	2	3.5	3.5	3.5
● Staff rating in knowledge and courtesy	N/A	N/A	75%	80%	85%



**AGENCY/PROGRAM SUMMARY**  
**BOARD OF COSMETOLOGY**  
 Sue Samsom, Executive Director CBA  
 Contact: Cheryl Adams, Administrative Assistant 784-4539x227  
A.R.S. 32-501 et. seq.

**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 is a consumer protection agency and a fee for service agency. Cosmetic chemistry, product application, and professional practice procedures are highly technical; and incompetency in any of these areas poses a threat to the health and safety of the public. The Agency is responsible to ensure safe practice and infection control, which creates a climate of satisfaction and well being to Arizona residents. As a 90/10 Agency, this Board provides the following services: enforces safety and disinfection standards through inspections of establishments and education; investigates consumer complaints and administratively adjudicates through informal interviews or formal hearings; issues licenses to qualified individuals by conducting secure and legally defensible examinations, and by reciprocity; issues licenses to qualified salons and schools; responds to requests for public information by providing education classes on infection control and law reviews, issuing certification, and releasing public information upon request.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	700.3	835.4	881.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>700.3</b>	<b>835.4</b>	<b>881.9</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>700.3</b>	<b>835.4</b>	<b>881.9</b>
FTE Positions	15.5	17.5	17.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received: - for examination	2,746	3,100	3,500	3,950	4,400
● Applications received: - for licenses	46,464	48,787	51,226	53,787	55,975
● Exams administered within four weeks of receipt	11%	90%	90%	90%	90%
● Licenses issued within 10 days of receipt	10%	0	0	0	0
● Walk-in customers served	6,871	8,747	11,134	14,173	17,999
● Walk-ins served in 5 min or less	N/A	N/A	Baseline	N/A	N/A
● Phone customers served	N/A	N/A	Baseline	N/A	N/A
● Phone calls completed within 3	N/A	N/A	Baseline	N/A	N/A

minutes 75% of the time

● Correspondence	58,400	60,900	63,945	65,000	65,000
● Correspondence answered or sent within 30 days 75% of the time	N/A	N/A	Baseline	N/A	N/A

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

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensed Establishments	4,073	4,277	4,490	4,714	5,025
● Inspections	362	250	250	250	250
● Establishments receiving two inspections per year	0%	2%	0	0	0
● Complaints and denials	847	784	941	1129	1355
● Investigations conducted	742	680	790	903	1040
● Board Orders including denials and Dismissals	806	901	1081	1297	1297
● Complaints and denials resolved within 1 year of filing	95%	93%	75%	75%	75%
● Formal Hearings held or resolved	52	144	173	208	208
● Formal Hearings and appeals conducted within one year	70%	20%	20%	20%	20%

◆ Goal 3 - To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities; and to foster communication among the cosmetology community, the public, and the Board.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Education presentations conducted upon request of board or public	25	25	28	30	30
● Updates or bulletins sent	2	4	4	4	4
● Industry satisfaction surveys reporting satisfied or higher	93%	75%	75%	75%	75%



**AGENCY SUMMARY  
CORPORATION COMMISSION**

Stuart Brackney, Deputy Executive Secretary CCA  
 Contact: Stephen Ahearn, Executive Consultant 542-0844

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	1,574.9	1,259.6	1,318.6
➤ HEARINGS	469.1	469.9	469.9
➤ CORPORATIONS	2,616.6	2,993.0	3,271.2
➤ SECURITIES	3,964.4	4,321.3	4,415.4
➤ RAILROAD	635.7	764.6	775.6
➤ UTILITIES DIVISION	4,828.0	5,024.7	5,259.9
➤ LEGAL DIVISION	1,004.4	1,112.0	1,133.8
Capital Funds	0.0	0.0	0.0
Agency Total	15,093.1	15,945.1	16,644.4

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,155.8	5,730.1	5,843.7
Other Appropriated Funds	6,533.9	10,075.0	10,660.7
Other Non Appropriated Funds	3,271.6	0.0	0.0
Federal Funds	131.8	140.0	140.0
Operating Funds Subtotal	15,093.1	15,945.1	16,644.4
Capital Funds	0.0	0.0	0.0
Agency Total	15,093.1	15,945.1	16,644.4
FTE Positions	277.0	283.0	283.0

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Utilities: new market entrants regulated	650	780	1015	1215	1435
● Utilities: new market entrant tariff filings	85	100	130	120	125
● Securities: applications/filings	12,626	13,000	13,000	13,000	13,000

- ◆ Goal 2 - To keep regulatory processes open and accessible; involve affected industries and the public.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Utilities: market development forums conducted	38	47	55	40	30
● Utilities: small water assistance team forums held	10	10	10	12	12

- ◆ Goal 3 - To increase the efficiency and timeliness of delivery of service-oriented functions.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Corporations: average days turnaround for processing regular requests	12-17	6-22	8-18	6-10	4-8
● Hearings: proposed orders issued within legal time frames	100%	100%	100%	100%	100%

- ◆ Goal 4 - To attract and retain additional qualified professional personnel.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Reduce employee turnover rate to be in line with statewide service rate	20%	23%	15%	15%	15%
● Legal: professional classes completed	70	76	82	88	94

- ◆ Goal 5 - To modernize Commission functions through selective application of Information Technology hardware and software solutions.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Corporations: documents imaged	102,397	76,742	198,268	219,126	242,178
● Utilities: electronic filings received	0	0	0	1,000	5,000

<p><b>CCA.1 PROGRAM SUMMARY ADMINISTRATION</b></p> <p>Contact: Stuart Brackney, Deputy Exec. Secy. Phone: 542-0657</p> <p>A.R.S. 40-105</p>
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**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,452.9	1,138.4	1,193.3
Other Appropriated Funds	122.0	121.2	125.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,574.9</b>	<b>1,259.6</b>	<b>1,318.6</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>

**Program Goals and Performance Measures:**

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

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Open meetings held	103	80	70	70	70
● Agenda items considered	520	475	450	450	450
● Decisions appealed	0	0	0	0	0
● Claims processed/ warrants issued	3,100	3,200	3,300	3,400	3,500
● Revenue deposited with the Treasurer (in millions \$)	22.6	27.6	28.0	28.0	28.0

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

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Purchase Orders issued	425	450	500	500	500

**CCA.2 PROGRAM SUMMARY**  
**HEARINGS**  
 Contact: Jerry Rudibaugh, Chief Hearing Officer  
 Phone: 542-4250  
 A.R.S. 40-243 - 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	469.1	469.9	469.9
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
<b>Program Total</b>	<b>469.1</b>	<b>469.9</b>	<b>469.9</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Education & training for Hearing Officers (\$)	3,000	6,000	6,000	6,000	6,000
● Rehearings granted - Hearing Officer's error	0	0	0	0	0

- ◆ Goal 2 - To perform duties in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Proposed Orders issued within legal time frames	100%	100%	100%	100%	100%

- ◆ Goal 3 - To continue the trend of performing under an increasing workload.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Procedural Orders issued	477	480	500	500	500
● Proposed Orders issued	324	325	340	340	340

**CCA.3 PROGRAM SUMMARY**  
**CORPORATIONS**  
 Contact: Joanne C. MacDonnell, Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,385.2	1,744.0	1,740.1
Other Appropriated Funds	28.0	1,249.0	1,531.1
Other Non Appropriated Funds	1,203.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,616.6</b>	<b>2,993.0</b>	<b>3,271.2</b>
<b>FTE Positions</b>	<b>57.0</b>	<b>63.0</b>	<b>63.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide customers with timely processing of their business documents.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total active corporations recorded	169,420	187,246	206,948	228,724	252,790
● New documents filed: name reservations, articles of incorporation, foreign apps for authority, limited liability co's, foreign limited liability co's, amendments, mergers,	35,916	37,335	41,123	44,896	50,054
● Documents filmed, computer indexed & filed (pgs)	595,572	759,191	N/A	N/A	N/A
● Backlog pending	2,729	2,647	2,567	2,490	2415
● Annual reports mailed	104,638	151,819	167,793	185,449	204,962
● Annual reports filed	95,425	107,118	127,139	140,146	154,483
● Annual reports returned as undeliverable	14,670	21,300	23,525	26,000	28,736
● Annual reports backlogged	34,000	37,200	N/A	N/A	N/A
● Average days to process expedited requests	3-11	3-25	2-12	1-8	1-4
● Average weeks to process regular	12-17	6-22	8-18	6-10	4-8

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
requests					

- Rejected documents N/A 62,604 62,604 62,604 62,604

- ◆ Goal 2 - To provide customers the most expedient phone service possible.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Division-wide incoming calls for corporate filings and records, annual reports, MIS help desk and Tucson office

- Division-wide calls answered 218,501 425,358 425,358 425,358 425,358

- ◆ 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Documents imaged 102,397 76,742 198,268 219,126 242,178

CCA.4 PROGRAM SUMMARY

**SECURITIES**

Contact: Michael G. Burton, Jr., Director  
Phone: 542-0644

A.R.S. 44-1801 - 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,344.7	1,753.2	1,804.8
Other Appropriated Funds	551.5	2,568.1	2,610.6
Other Non Appropriated Funds	2,068.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,964.4</b>	<b>4,321.3</b>	<b>4,415.4</b>

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

FTE Positions 79.0 79.0 79.0

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications/Filings	12,626	13,000	13,000	13,000	13,000
● Registrations/Exemptions	11,763	12,500	12,500	12,500	12,500

- ◆ 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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints	281	285	290	295	300
● Enforcement action: investigations initiated	69	67	69	71	72
● Enforcement action: subpoenas issued	173	170	175	175	175
● Commission Order: Cease and Desist	19	23	27	27	28
● Commission Order: Fines	36	29	40	40	41
● Commission Order: Restitution	26	27	28	28	28
● Commission Order: Civil Cases	4	4	5	6	6
● Commission Order: Criminal Cases	11	11	11	12	13

**CCA.5 PROGRAM SUMMARY**

**RAILROAD**

Contact: Ray Williamson, Acting Director  
Phone: 542-4251  
Contact: Gary Smith, Chief  
Phone: 542-7253  
A.R.S. 40-801 - 40-881

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	503.9	624.6	635.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	131.8	140.0	140.0
<b>Program Total</b>	<b>635.7</b>	<b>764.6</b>	<b>775.6</b>

FTE Positions 8.0 8.0 8.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure the safety of railroads operating in Arizona.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Safety inspections track (miles)	2,000	1,700	2,000	1,900	2,100
● Safety inspections freight cars	6,000	4,500	6,000	5,800	6,100
● Safety inspections locomotives (units)	450	225	450	440	460
● Safety inspections operating practices	250	25	250	275	290
● Safety inspections hazardous materials	850	950	850	1,000	1,100
● Safety inspections grade crossings	1,000	700	1,000	500	600
● Safety inspections industrial spur tracks	100	125	100	75	110
● Federal violations	20	28	25	30	32
● Accidents/incidents derailments	45	35	45	47	42
● Accidents/incidents grade crossing accidents	35	40	35	36	39
● Accidents/incidents other accidents	20	18	20	17	24
● Grade crossing complaints	30	35	30	36	33
● Other complaints	12	10	12	15	16
● Accidents/incidents	15	12	15	17	19
● Hazardous material complaints	5	2	5	3	6

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grade crossing recommended for installation/upgrade	20	20	20	21	28
● Grade crossing projects completed	8	30	28	30	31

**CCA.6 PROGRAM SUMMARY**

**UTILITIES DIVISION**

Contact: Ray Williamson, Acting Director  
Phone: 542-4251  
  
A.R.S. 42-201, et. seq.

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,828.0	5,024.7	5,259.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,828.0</b>	<b>5,024.7</b>	<b>5,259.9</b>
<b>FTE Positions</b>	<b>87.5</b>	<b>87.5</b>	<b>87.5</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To ensure that utility services within the Commission's jurisdiction are available to all citizens at just and reasonable rate

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Traditional utilities regulated	450	460	475	490	500
● New market entrants regulated	650	780	1,015	1,215	1,435
● Rate cases completed	50	55	61	65	70
● Tariff applications processed	236	350	325	325	325

◆ Goal 2 - To promote the evolution of the telecommunications and electricity generation markets from monopoly structure to competitive providers.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Market development forums conducted	38	47	55	40	30
● New entrant tariff filings	85	100	130	120	125
● Applicants: CLECs	23	20	25	30	30
● Applicants: Resellers	322	100	120	130	140
● Applicants: ESPs	0	10	90	40	50
● Certifications processed: CLECs	16	20	25	25	25
● Certifications processed: Resellers	68	120	140	140	140
● Certifications processed: ESPs	0	0	40	10	10
● ESP Interconnections processed	0	0	40	10	10
● Unbundled tariff cases completed	0	0	12	0	0
● Stranded cost cases completed	0	0	12	0	0

◆ Goal 3 - To provide responsive, impartial and efficient public services to consumers, regulated utilities, and others.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Water CC&N Extensions processed	78	85	94	103	113
● Small Water Assist Team forums conducted	10	10	10	12	12
● Infrastructure Agreements processed	376	450	510	510	550
● Financing authority granted	19	31	37	45	60
● Consumer disputes handled	6,719	8,040	9,640	11,440	13,640

◆ Goal 4 - To provide all constituents timely consideration and resolution of pending issues.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Filings docketed	6,556	7,100	7,900	8,600	9,400
● Research actions performed	9,001	9,900	10,800	1,000	13,500
● Open meeting item processed	545	590	640	700	750

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Case Magement System actions completed	32,404	35,600	39,400	44,000	49,000
● Electronic filings received	0	0	0	1,000	5,000
● Docket Intranet Research actions completed	0	0	0	2,000	6,000
● Website retrievals	0	0	0	4,000	8,000

◆ Goal 5 - To ensure pipeline and master meter operators in Arizona are as safe as possible.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections code compliance	932	932	932	950	950
● Inspections construction	300	300	300	350	350
● Inspections specialized	220	200	220	220	240
● Master meter training classes held/persons attending	12/350	12/300	12/350	14/420	14/420
● Violations interstate	10	10	12	12	12
● Violations intrastate	150	150	120	100	100
● Violations master meter	2,020	2,200	1,900	1,900	1,900
● Violations corrected	1,840	1,900	1,900	1,900	1,900

**CCA.7 PROGRAM SUMMARY**  
**LEGAL DIVISION**

Contact: Paul Bullis, Chief Counsel  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,004.4	1,112.0	1,133.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,004.4</b>	<b>1,112.0</b>	<b>1,133.8</b>
<b>FTE Positions</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Education and training expenditures	\$12,462	\$12,500	\$12,600	\$12,700	\$12,800
● Classes completed: legal education for attorneys	44	46	48	50	52
● Classes completed: job-related	24	26	28	30	32

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
education for support staff					
● Classes completed: other		2	4	6	8
● Expenditures on advanced research tools	10,350	15,000	17,500	17,500	17,500

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

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Docketed matters handled	584	884	884	884	884
● Administrative hearings handled by the Legal Division	167	140	140	140	140
● Orders to Show Cause prepared by the Legal Division	5	5	5	5	5

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

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Commission actions appealed to courts	39	30	30	30	30
● Motions, briefs and other pleadings filed in courts	60	86	86	86	86

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

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Open Meetings/Special Open Meetings, Special Executive Sessions, nd Legislative Discussion Group meetings attended by Legal counsel.	53	64	64	64	64



AGENCY/PROGRAM SUMMARY  
**BOARD OF DENTAL EXAMINERS**

Julie Chapko, Executive Director DXA  
 Contact: Pamela J. Paschal, Deputy Director 255-3696  
A.R.S. 32-1201, 32-1299

**Agency/Program Mission:**

*To protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system, which provides professional, courteous service and information to the dental profession and the general public.*

**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 4,700 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	636.5	669.6	683.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	636.5	669.6	683.3
Capital Funds	0.0	0.0	0.0
Agency Total	636.5	669.6	683.3
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	94%	75%	75%	80%	80%
● Average days from receipt of complaint to resolution of complaint	147	90	90	90	90

◆ Goal 2 - To ensure compliance with statutory mandates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Publication of quarterly newsletter	0	4	4	4	4



**AGENCY/PROGRAM SUMMARY**  
**BOARD OF DISPENSING OPTICIANS**

Careen J. Heinze, Executive Director DOA  
 Contact: Careen J. Heinze, Executive Director 542-3095  
A.R.S. 32-1671

continuing education program in order to upgrade the profession of opticianry in accordance with the Board's mandate (12/31/97 is the first time continuing education will be required for renewal of an optician's license).

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Renewal applications with continuing education requirement submitted	N/A	590	590	590	590



**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)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	63.6	74.2	71.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	63.6	74.2	71.0
Capital Funds	0.0	0.0	0.0
Agency Total	63.6	74.2	71.0
FTE Positions	0.8	0.8	0.8

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure high standards of professional and ethical conduct in the field of opticianry.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Optician applications received	30	31	35	40	40
● Establishment license applications received	30	30	30	30	30
● Establishment licenses issued	20	30	30	30	30
● Opticians licenses issued	71	31	35	40	40
● Disciplinary actions	10	7	7	7	7
● Opticians/establishments with more than one complaint	N/A	N/A	Baseline	N/A	N/A
● Renewal applications (Opticians) received & issued	664	590	620	650	690
● Renewal applications (Establishment) received & issued	243	273	303	333	363

- ◆ Goal 2 - To investigate and adjudicate consumer and board initiated complaints in accordance with statutes to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	30	30	30	30	30
● Complaints resolved	25	25	25	25	25
● Disciplinary actions	5	5	5	5	5
● Licensees to be tracked (Optician & Establishment)	907	833	893	958	1,028

- ◆ Goal 3 - To better protect the public through implementation of a

<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF FUNERAL DIRECTORS AND EMBALMERS</b>	
George Beard, Executive Director	FDA
Contact: George Beard, Executive Director	542-3095
A.R.S. 32-1301, et. seq.	

● Disciplinary actions taken	22	24	26	26	26
● Average days for complaint resolution	>90	<90	<90	<90	<90
● Completed establishment inspections	<6%	>50%	>70%	>70%	>70%



**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	173.0	186.1	187.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	173.0	186.1	187.6
Capital Funds	0.0	0.0	0.0
Agency Total	173.0	186.1	187.6
FTE Positions	3.0	3.0	3.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	126	130	140	145	150
● Licenses issued	126	129	138	143	147
● Applications denied	0	1	2	2	3
● Average days to process license	<45	<45	<45	<45	<45

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consumers receiving pamphlet	98%	98%	98%	98%	98%
● Disciplinary action resulting from continuing education violations	0	4	6	8	8

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints processed	58	63	70	70	70

<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF GAMING</b>	
Gary A. Husk, Director	GMA
Contact: Penny Taylor Moore, Deputy Director of Administration	604-1801

**Agency Mission:**

To carry out the State's responsibilities under the Indian Gaming Regulatory Act; to regulate Indian gaming activities consistent with the letter and spirit of the Tribal-State gaming compacts; and to serve and protect the public by ensuring the integrity of Indian gaming in Arizona.

**Agency Description:**

The Department of Gaming is responsible for carrying out the State's responsibilities under the Indian Gaming Regulatory Act and the Tribal-State gaming compacts. The Department monitors and enforces compliance by the Tribal gaming operations with all compact requirements, including those governing the nature, extent and conduct of gaming activities; public health, safety and welfare; and other operational requirements. It also conducts background investigations of all prospective gaming employees, management contractors, providers of gaming services and manufacturers and distributors of gaming devices in order to ensure that unsuitable individuals or companies are not involved in Arizona's gaming industry.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ENFORCEMENT	2,344.6	3,596.0	3,155.2
➤ CERTIFICATION	1,143.7	963.9	1,350.0
Capital Funds	0.0	0.0	0.0
Agency Total	3,488.3	4,559.9	4,505.2

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,488.3	4,559.9	4,505.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,488.3	4,559.9	4,505.2
Capital Funds	0.0	0.0	0.0
Agency Total	3,488.3	4,559.9	4,505.2
FTE Positions	61.0	67.0	71.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To carry out the State's responsibilities under the Indian Gaming Regulatory Act and the Tribal-State gaming compacts by ensuring the suitability of all individuals seeking employment in the gaming industry.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Denials, Suspensions, Revocations of non-tribal members	142	150	153	158
● Negative recommendations-tribal members	147	120	123	128	133
● Appeal hearings requested	30	30	30	32	34
● Cases settled prior to hearing	5	5	5	5	5
● Appeal requests withdrawn	3	3	3	3	3
● Appeal hearings held	29	29	29	29	29
● Administrative law judge recommendation affirmed agency action	27	27	27	27	27
● Administrative law judge reversed agency action	2	2	2	2	2
● Directed/accepted administrative law judge recommendation	26	27	27	27	27
● Director modified administrative law judge recommendation	3	2	2	2	2
◆ Goal 2 - To expand the agency information management systems to support the growing needs of the enforcement and certification programs.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Hours of down time of computer system	48	35	25	25
● Agency database programs	22	25	30	30	30
● Databases converted, enhanced or created	75%	75%	100%	75%	75%

<p>GMA.1</p>	<p><b>PROGRAM SUMMARY</b></p> <p><b>ENFORCEMENT</b></p>
<p>Contact: Edwin Grohe, Deputy Director of Enforcement Phone: 604-1801</p>	
<p>A.R.S. 5-601</p>	

**Program Mission:**

To monitor and enforce 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 is funded through a gaming device assessment established in section 12(b) of the Tribal-State compacts. The annual assessment is set at \$500 per device per year, due in equal quarterly installments of \$125 per machine on the first day of each quarter. The Department is currently renegotiating this assessment rate based on actual and projected costs of regulation. If a machine is added into play at any time during the quarter, it is deemed to have been in play for the entire quarter and is assessed in such manner. Any unexpended enforcement revenues revert on a pro-rata basis to the Tribes at the end of each fiscal year. Should a

deficit in necessary funds exist, the compact authorizes the State to bill the Tribes for the deficit amount.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,344.6	3,596.0	3,155.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,344.6</b>	<b>3,596.0</b>	<b>3,155.2</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>43.0</b>	<b>47.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To monitor and enforce technical standards for gaming devices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New devices tested	757	997	500	500	500
● New installations tested within three days of tribe target date	100%	100%	100%	100%	100%
● Devices inspected following an approved software change	1,000	1,500	2,000	2,000	2,000
● Average days from approved software change to compliance testing verifying those changes	30	30	30	30	30
● Gaming devices in operation	6,233	7,500	8,000	8,500	8,500
● Individual devices subjected to random testing	100	100	100	100	100

- ◆ Goal 2 - To proactively monitor compliance with compact provisions and record keeping requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tribes with compacts	16	17	19	20	20
● Gaming facilities	16	16	21	21	21
● Average weekly site inspections by investigators	1	2	2	2	2
● Compact Compliance Reviews conducted	9	11	15	17	17
● Gaming facilities reviewed	44%	69%	71%	81%	81%
● Internal control reviews	5	0	5	13	13
● Gaming facilities reviewed for internal controls	31%	0	24%	62%	62%
● Tribes with gaming facilities	14	15	17	18	18

**GMA.2 PROGRAM SUMMARY**

**CERTIFICATION**

Contact: Rudy Casillas, Applications/Records Mgr.  
Phone: 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 all 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 full background investigation, permanent state certification is granted if the applicant is found suitable. 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 entities who provide gaming services to tribal gaming facilities or who conduct more than \$10,000 per month in business with a tribal gaming facility. The program is funded through certification fees and reimbursement guidelines established in section 5(l) of the Tribal-State compacts. For gaming employees and providers of gaming services, the initial certification fee is set at \$150, and the annual renewal fee at \$75. For management contractors, financiers, and manufacturers/suppliers of gaming devices, the initial certification fee is set at \$1,500 and the annual renewal fee at \$300. Should the cost of any investigation exceed the initial application or renewal fee, applicants are required to reimburse the Department in full for its actual costs of investigations prior to issuance of state certification. The Department may modify the initial application or renewal fee by giving a 60-day notice to the Tribes.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,143.7	963.9	1,350.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,143.7</b>	<b>963.9</b>	<b>1,350.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>24.0</b>	<b>24.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To streamline the application process to facilitate certification in a timely fashion.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	6,245	9,822	10,400	10,800	10,800
● Days elapsed from receipt of completed application to the forwarding of the applicant's fingerprint card to the Department of Public Safety	5	3	3	3	3
● Temporary certifications issued in 20 days following a review of state CHRI	6,245	9,822	10,400	10,800	10,800
● Temporary certifications issued with state CHRI available	100%	99%	99%	99%	99%
● Applications rejected as incomplete	10%	5%	3%	3%	3%

- ◆ Goal 2 - To ensure the integrity of tribal gaming by certifying only those corporations or entities who qualify after extensive background investigations and audits.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Corporations in certification process	35	81	90	95	95
● Applications pending/withdrawn	15/6	23/1	20/1	20/1	20/1
● Permanent certifications/Temporary certifications	43/39	92/49	100/50	105/50	105/50
● Applicants denied	5	7	7	7	7





**AGENCY/PROGRAM SUMMARY**  
**BOARD OF HOMEOPATHIC MEDICAL EXAMINERS**  
 Jean A. Ellzey, Executive Director HEA  
 Contact: Jean A. Ellzey, Executive Director 542-3095  
A.R.S. 32-2901

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	33.2	41.7	63.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	33.2	41.7	63.9
Capital Funds	0.0	0.0	0.0
Agency Total	33.2	41.7	63.9
FTE Positions	0.5	0.5	0.5

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To issue, renew, or deny licenses, permits and registrations in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	87	97	97	97	97
● New licenses issued	82	82	82	82	822
● Licenses eligible for renewal	148	158	168	178	188
● Licenses renewed	133	143	153	163	173
● Renewal receipts mailed within 72 hours of receipt of completed application	95	140	150	160	170
● Licensees reporting no disciplinary action /complaints on renewal applications	95	139	149	159	169

- ◆ Goal 2 - To receive, investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints or inquiries received	17	10	12	12	12
● Complaints resolved within 120 days	75%	75%	80%	80%	80%
● Complaints resolved through informal interview or formal	1	1	1	1	1

proceedings					
● Complaints resolved by taking disciplinary action against license	1	0	1	1	1
● Disciplinary actions reviewed adversely by Court-Judicial Review Actions (%)	0	0	0	0	0

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for information received	1,040	1,040	1,040	1,040	1,040
● Information inquiries responded to within 48 hours	75%	75%	98%	98%	98%
● Complaints about agency to Governor's office or legislators	0	0	0	0	0



<b>AGENCY SUMMARY</b>	
<b>INDUSTRIAL COMMISSION OF ARIZONA</b>	
Larry Etchechury, Director	ICA
Contact: Douglas R. Newton, Agency Coordinator	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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATIVE SERVICES	2,738.6	3,541.5	2,691.4
➤ WORKERS COMPENSATION CLAIMS PROCESSING	2,675.7	2,739.3	2,650.2
➤ ADJUDICATION OF DISPUTES	3,622.0	4,007.3	4,330.1
➤ LABOR LAW ADMINISTRATION	436.9	484.7	495.8
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	2,782.7	3,078.1	3,281.7
➤ SPECIAL FUND CLAIMS PROCESSING	597.7	687.8	713.6
➤ LEGAL COUNSEL	889.3	1,071.9	1,104.4
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>13,742.9</b>	<b>15,610.6</b>	<b>15,267.2</b>

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,463.0	14,040.9	13,692.5
Other Non Appropriated Funds	122.2	130.0	135.0
Federal Funds	1,157.7	1,439.7	1,439.7
<b>Operating Funds Subtotal</b>	<b>13,742.9</b>	<b>15,610.6</b>	<b>15,267.2</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>13,742.9</b>	<b>15,610.6</b>	<b>15,267.2</b>
FTE Positions	294.0	299.0	300.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workers compensation claims processed	138,284	160,000	162,000	164,000	166,000
● Claims processed within five days	64.4%	80%	80%	80%	80%
● Employees average monthly wage determinations issued	23,135	23,500	24,000	24,200	24,700
● Determined within 45 days	83%	90%	95%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Petitions for hearings received	9,071	9,524	10,000	10,500	11,000
● Awards issued to settle cases	8,805	9,169	9,621	10,108	10,300
● Days between petitions received and awards issued	127	117	140	140	140
● Pre-hearing settlements/awards issued	5,681	5,501	5,776	6,064	6,064
● Cases that result in a hearing	3,124	3,668	3,851	4,044	4,044

◆ Goal 3 - To ensure that labor issues involving child labor and employee wages are resolved in a timely efficient manner.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Child Labor violations investigated	388	390	395	400	410
● Child Labor violations confirmed	174	140	145	150	155
● Wage claims filed by employee	3,443	3,400	3,450	3,500	3,550

◆ Goal 4 - To ensure that a safe work place exists for all Arizona employees through enforcement of OSHA standards and boiler and elevator codes.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Safety violations found	1,405	2,964	3,005	3,150	3,200
● Health violations found	1,047	1,300	1,350	1,400	1,450
● Safety consultation surveys	280	642	655	700	730
● Boilers inspected	3,877	3,000	3,050	3,100	3,150
● Elevators inspected	4,655	4,700	4,750	4,800	4,850

◆ Goal 5 - To ensure that injury claims of Special Fund claimants are processed effectively and efficiently.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● No-Insurance awards issued	3,789	3,700	3,680	3,670	3,670
● Average annual cost of No Insurance awards	\$5,425	\$5,350	\$5,200	\$5,200	\$5,200
● Warrants issued in payment of Special Fund claims	18,172	18,200	18,400	18,600	18,800

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workers compensation claimants problems resolved	5,966	6,200	6,300	6,400	6,500
● Self insurance applications and renewals processed	135	135	145	155	165
● Complaints received concerning non workers compensation coverage by employers	1,246	15,000	30,000	30,000	30,000
● Cases referred for collection	413	600	650	700	750
● OSHA cases referred for hearing	158	160	170	180	180

**ICA.1 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**  
 Contact: Douglas R. Newton  
 Phone: 542-5380  
 A.R.S. 23-1, Art. 1

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,685.9	3,429.8	2,579.7
Other Non Appropriated Funds	21.9	25.0	25.0
Federal Funds	30.8	86.7	86.7
<b>Program Total</b>	<b>2,738.6</b>	<b>3,541.5</b>	<b>2,691.4</b>
<b>FTE Positions</b>	<b>44.0</b>	<b>45.0</b>	<b>45.0</b>

**This Program Contains the following Subprograms:**

- ▶ Administrative Support
- ▶ Administrative Support
- ▶ Office of Director

**ICA.1.1 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE SUPPORT**  
 Contact: Douglas R. Newton, Agency Coordinator  
 Phone: 542-5380  
 A.R.S. 23-1, Art. 1

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,366.7	3,102.9	2,243.0
Other Non Appropriated Funds	21.9	25.0	25.0
Federal Funds	30.8	86.7	86.7
<b>Program Total</b>	<b>2,419.4</b>	<b>3,214.6</b>	<b>2,354.7</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>39.0</b>	<b>39.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To process all personnel actions in an effective manner on a timely basis.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Actions processed	1,045	1,250	1,000	1,275	1,275

- ◆ Goal 2 - To process all accounting transactions correctly on a timely basis.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims and purchase orders issued	2,511	2,600	2,650	2,700	2,700
● Warrants issued	18,112	18,200	18,400	18,600	18,600
● Average invoices not processed at months end	229	230	230	230	230
● Average invoices not paid at month's end	624	220	220	220	220

- ◆ Goal 3 - To process all self insurance applications and renewals efficiently and in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Renewals and applications processed	135	135	140	140	140
● Renewals in backlog	17	63	88	138	138
● Requisitions processed	680	700	750	800	800

**ICA.1.2 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE SUPPORT**  
 Contact: Mary Green, Executive Staff Assistant  
 Phone: 542-4317  
 A.R.S. 23-1, Art. 1

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	135.9	139.3	143.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>135.9</b>	<b>139.3</b>	<b>143.5</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claimants contacted	5,966	6,200	6,300	6,400	6,400
● Claimants' cases closed	65	100	100	100	100

**ICA.1.3 SUBPROGRAM SUMMARY**  
**OFFICE OF DIRECTOR**  
 Contact: Larry Etchechury, Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	183.0	187.6	193.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>183.0</b>	<b>187.6</b>	<b>193.2</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Valid complaints received concerning agency operations	N/A	N/A	Baseline	N/A	N/A

**ICA.2 PROGRAM SUMMARY**  
**WORKERS COMPENSATION CLAIMS PROCESSING**  
 Contact: Karen H. Ellerman, Manager  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,575.4	2,634.3	2,540.2
Other Non Appropriated Funds	100.3	105.0	110.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,675.7</b>	<b>2,739.3</b>	<b>2,650.2</b>
<b>FTE Positions</b>	<b>83.0</b>	<b>84.0</b>	<b>84.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To insure that permanent disability awards are issued in timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Awards issued	3,055	3,450	3,500	3,700	3,700
● Awards issued within 80 days	45%	75%	90%	90%	90%

- ◆ Goal 2 - To complete employees average monthly wage in most effective, efficient manner possible.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Wage determinations issued	23,135	23,500	24,000	24,200	24,200
● Determined within 45 days	83%	90%	95%	95%	95%

- ◆ Goal 3 - To process lump sum settlement requests in the most efficient manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lump sum requests processed	133	120	130	140	140
● Processed within 15 days	80%	90%	95%	95%	95%

- ◆ Goal 4 - To process initial filing of Workers Compensation Claims on timely basis.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Claims processed	138,284	160,000	160,000	160,000	160,000
● Processed within five days	64.4%	80%	95%	98%	98%

**ICA.3 PROGRAM SUMMARY**

**ADJUDICATION OF DISPUTES**

Contact: Eileen Willett, Chief Judge  
Phone: 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 employers.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,622.0	4,007.3	4,330.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,622.0</b>	<b>4,007.3</b>	<b>4,330.1</b>
<b>FTE Positions</b>	<b>54.0</b>	<b>55.0</b>	<b>55.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To process and set hearings so that they are heard in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Petitions for hearing received: Workers Compensation	9,071	9,524	10,000	10,500	10,500
● Petitions for hearing received: OSHA	122	128	134	140	140
● Awards issued to settle cases: Workers Compensation	8,805	9,169	9,627	10,108	10,108
● Awards issued to settle cases: OSHA	122	128	134	140	140
● Length of time between petition received and award issued	117	140	140	140	140

- ◆ Goal 2 - To process requests for hearing in the most efficient, cost effective manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Pre hearing settlements	2,063	1,500	1,500	1,500	1,500
● Pre-hearing settlements/ awards issued	5,681	5,501	5,776	6,064	6,064
● Cases resulting in hearings	3,124	3,668	3,851	4,044	4,044

**ICA.4 PROGRAM SUMMARY**

**LABOR LAW ADMINISTRATION**

Contact: Orlando Macias, Director  
Phone: 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:**

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	436.9	484.7	495.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>436.9</b>	<b>484.7</b>	<b>495.8</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To efficiently enforce the Child Labor Laws in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Injury reports reviewed	2,212	2,200	2,200	2,200	2,200
● Violations investigated	388	390	390	390	390
● Violations confirmed	174	140	140	140	140
● Turnover time (time violations known to Labor to time violation confirmed (in months)	1.7	2	2	2	2

- ◆ Goal 2 - To efficiently process and investigate wage claims in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Claims filed	3,443	3,400	3,400	3,400	3,400
● Average months to complete investigation	4.9	4.0	4.0	4.0	4.0

- ◆ Goal 3 - To efficiently process and monitor the licensing of private employment agencies.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Average months to complete investigation	1.7	1.8	1.8	1.8	1.8
● Licenses processed within 90 days	88%	90%	90%	90%	90%
● License applications processed	9	10	10	10	10
● Complaints investigated	32	40	40	40	40

**ICA.5 PROGRAM SUMMARY**  
**OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION**  
 Contact: Derek Mullins, Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,655.8	1,725.1	1,928.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,126.9	1,353.0	1,353.0
<b>Program Total</b>	<b>2,782.7</b>	<b>3,078.1</b>	<b>3,281.7</b>
FTE Positions	60.0	60.0	60.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To effectively enforce all OSHA standard in safety compliance and Industrial Hygiene.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Health compliance inspections	404	488	488	488	488
● Violations - health	1,047	1,300	1,300	1,300	1,300
● Safety compliance inspections	532	1,412	1,412	1,412	1,412
● Violations - safety	1,405	2,964	2,964	2,964	2,964

- ◆ Goal 2 - To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Safety consultation surveys	280	642	642	642	642
● Hazards	1,054	1,347	1,347	1,347	1,347
● Consultation surveys find hazards	83%	70%	70%	70%	70%
● Health consultation surveys	92	128	128	128	128
● Hazards	263	450	450	450	450
● Consultation surveys find hazards	97%	70%	70%	70%	70%

- ◆ Goal 3 - To provide state wide training programs to employees concerning specific safety related functions that are timely and effective.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs	349	500	500	500	500
● Employees trained	1,781	3,500	3,500	3,500	3,500
● Employees trained	4,755	6,250	6,250	6,250	6,250

- ◆ Goal 4 - To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Boilers inspected	3,877	3,000	3,000	3,000	3,000
● Deficiencies identified	829	800	800	800	800
● Elevators inspected	4,655	4,700	4,700	4,700	4,700
● Deficiencies identified	1,650	1,500	1,500	1,500	1,500

**ICA.6 PROGRAM SUMMARY**  
**SPECIAL FUND CLAIMS PROCESSING**  
 Contact: Terri Plew, Monitor  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	597.7	687.8	713.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>597.7</b>	<b>687.8</b>	<b>713.6</b>
FTE Positions	19.0	18.0	18.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To process claims of injured Special Fund claimants in timely manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days between receipt of claims notice and issuance of award	26.4	21	21	21	21
● Supportive care awards issued	238	250	249	264	264
● No insurance awards issued	3,789	3,700	3,680	3,670	3,670
● Rehabilitation awards issued	147	150	155	160	160

- ◆ Goal 2 - To process claims of injured Special Fund claimants in most cost effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average annual cost: - per supportive care in dollars	2,520	2,810	2,990	3,000	3,000
● Average annual cost: - per no insurance in dollars	5,425	5,350	5,200	5,200	5,200
● Average annual cost: - per rehabilitation in dollars	4,922	5,600	5,950	6,300	6,300

ICA.7	PROGRAM SUMMARY <b>LEGAL COUNSEL</b>
Contact: Anita Valainis, Chief Counsel Phone: 542-5781	
A.R.S. 41-192	

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected

counsel



**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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	889.3	1,071.9	1,104.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>889.3</b>	<b>1,071.9</b>	<b>1,104.4</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>22.0</b>	<b>23.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To represent the Industrial Commission in legal matters affecting the agency efficiently and on a timely basis.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received concerning no workers compensation coverage by employers - Compliance Referrals	1,246	15,000	30,000	30,000	30,000
● Writs and mandates appealed	415	477	509	552	552
● Writs and mandates received	478	500	521	565	565

- ◆ Goal 2 - To effectively represent the OSHA Division on cases referred for hearing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases referred for hearing	158	160	170	180	180
● Cases won by agency	120	130	140	150	150
● Cases referred that were won	76%	81.2%	85%	90%	90%

- ◆ Goal 3 - To effectively represent the Special Fund in cases referred for hearing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases referred	135	140	145	150	150
● Cases won by agency	63	70	70	70	70
● Cases referred that were won	46.6%	50%	75%	75%	75%

- ◆ Goal 4 - To effectively collect on all debts owed the Industrial Commission in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases for collection referred on timely basis (within 45 days)	10	450	520	595	595
● Cases referred to collection	413	600	650	700	700

**AGENCY SUMMARY**  
**DEPARTMENT OF INSURANCE**

John Greene, Director IDA  
Contact: Charles R. Cohen, Deputy Director 912-8451

**Agency Mission:**

*To promote a favorable insurance marketplace for the benefit of Arizona residents and to foster a financially and legally sound insurance environment that enhances Arizona's economic development and protects insurance consumers.*

**Agency Description:**

The Department of Insurance is responsible for licensing or otherwise approving the transaction of insurance business by insurance companies, agents, brokers and other insurance-related entities regulated under A.R.S. Title 20. The Department monitors the financial health of insurers that transact insurance in Arizona; protects insurance consumers against illegal market practices of insurance-related entities; annually collects more than \$120 million in insurance premium taxes and other revenues. The Department of Insurance is responsible for enforcing Arizona insurance law and must meet national standards of financial regulation to maintain accreditation by the National Association of Insurance Commissioners.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	1,897.5	1,453.8	1,630.1
➤ SOLVENCY REGULATION	55,731.2	24,629.2	26,512.6
➤ CONSUMER INFORMATION AND PROTECTION	4,465.6	5,442.7	6,073.2
➤ LICENSING	1,066.5	1,213.9	1,296.7
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	99.9	116.0	129.6
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>63,260.7</b>	<b>32,855.6</b>	<b>35,642.2</b>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,285.7	4,780.5	5,404.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	58,975.0	28,075.1	30,237.5
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>63,260.7</b>	<b>32,855.6</b>	<b>35,642.2</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>63,260.7</b>	<b>32,855.6</b>	<b>35,642.2</b>
FTE Positions	123.0	127.5	138.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To further improve solvency regulation and controls over the examination process to enable earlier detection of companies developing financial solvency concerns, to minimize

the magnitude and frequency of insolvencies, and to maintain Arizona's NAIC accreditation.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Examination and analysis work completed within legal time frames and with sufficient thoroughness to achieve NAIC accreditation standards:	100%	100%	100%	100%	100%
● Total Guaranty Fund assessments imposed upon insurers for insolvencies (\$ millions)	23.7	15.0	0	0	0
● Domestic insurance companies determined to be financially failed (placed in receivership or liquidation ordered).	2.3%	2.4%	2.3%	2.2%	2.2%

- ◆ Goal 2 - To make agency licensing processes more effective, less cumbersome, less time consuming and less bureaucratic.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Average calendar days required to issue producer license after receiving all required information from applicant.	21	21	14	12	10
● Average calendar days to issue an initial or expanded insurer certificate of authority after receiving all required information from applicant.	29	30	30	30	30

- ◆ Goal 3 - To improve agency consumer protection through more timely investigation, examination and resolution of cases thereby strengthening the deterrence to consumers and industry against misappropriation, fraudulent claims practices, misleading marketing practices, unlawful business practices and other violations of Arizona law.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Average calendar days required to complete an investigation	71	70	66	63	60
● Ratio of annually opened cases to average filled investigator FTE positions.	437:1	160:1	120:1	100:1	100:1

- ◆ Goal 4 - To provide adequate resources to ensure Department programs can achieve success.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Estimated hours of programming needed to update existing systems to current needs.	N/A	3400	3200	3000	3000



IDA.1	<b>PROGRAM SUMMARY</b> <b>ADMINISTRATION</b>
Contact: John A. Greene, Director Phone: 912-8451	
A.R.S. Title 20; A.A.C. Title 4, Ch. 14	

**Program Mission:**

To provide management, policy direction, policy enforcement and resources to the agency; and to provide technical assistance and information.

**Program Description:**

The program develops and implements administrative and regulatory policy direction for the agency, including agency goals and objectives, standards for administering insolvencies, standards to ensure compliance with evolving NAIC accreditation requirements, etc.; requests changes to Arizona law as necessary to maintain accreditation by the NAIC and to improve insurance regulation; works with the Governor's Regulatory Review Council to draft additions and changes to Arizona Administrative Code Title 6, Chapter 20; implements newly enacted legislation; delegates authority and responsibility; serves as member and provides leadership and/or technical assistance to various task forces of the Governor's Office, the Legislature, the NAIC, the industry, etc.; provides consultation to the Legislature and Governor's Office, Congress, federal, state and local governmental agencies, the NAIC, other state insurance departments, the insurance industry and the media; and provides office space, equipment, telephone services, maintenance, supplies, centralized administration and automation services in support of agency operations.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,660.2	1,203.8	1,355.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	237.3	250.0	275.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,897.5</b>	<b>1,453.8</b>	<b>1,630.1</b>
<b>FTE Positions</b>	<b>19.4</b>	<b>19.4</b>	<b>19.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure Arizona's regulation of insurance business consistently achieves national standards.

<u>Performance Measures</u>	<u>FY1997 Actual</u>	<u>FY1998 Expected</u>	<u>FY1999 Expected</u>	<u>FY2000 Expected</u>	<u>FY2001 Expected</u>
● NAIC accreditation requirements achieved	100%	100%	100%	100%	100%

- ◆ Goal 2 - To issue orders of the director after the conclusion of hearings within statutory time frames.

<u>Performance Measures</u>	<u>FY1997 Actual</u>	<u>FY1998 Expected</u>	<u>FY1999 Expected</u>	<u>FY2000 Expected</u>	<u>FY2001 Expected</u>
● Orders of the Director issued within required timeframes.	99%	99%	100%	100%	100%

- ◆ Goal 3 - To provide timely responses to requests for information and analysis of proposed or hypothetical legislation

<u>Performance Measures</u>	<u>FY1997 Actual</u>	<u>FY1998 Expected</u>	<u>FY1999 Expected</u>	<u>FY2000 Expected</u>	<u>FY2001 Expected</u>
● Surveyed satisfaction level of legislators on a scale of 1 to 9 with the responsiveness of the Insurance Department to requests for information and analysis of legislation.	N/A	6.0	7.5	8.0	8.2

- ◆ Goal 4 - To provide adequate resources to ensure Department programs can achieve success.

<u>Performance Measures</u>	<u>FY1997 Actual</u>	<u>FY1998 Expected</u>	<u>FY1999 Expected</u>	<u>FY2000 Expected</u>	<u>FY2001 Expected</u>
● Estimated hours of programming needed to update existing systems to current needs.	N/A	3400	3200	3000	2750

IDA.2	<b>PROGRAM SUMMARY</b> <b>SOLVENCY REGULATION</b>
Contact: Gary Torticill, Assistant Director Phone: 912-8420 Contact: Sara Begley, Deputy Receiver Phone: 912-8458 A.R.S. 20-156, 20-159, 20-169 to 20-172, and	

**Program Mission:**

To promote a financially-sound insurance marketplace and to immediately implement corrective action to protect policyholders, creditors, equity stakeholders, insurers, agents, brokers and taxpayers.

**Program Description:**

The Solvency Regulation Program examines corporate records of insurance companies; reviews financial information provided by insurance companies; analyzes quantitative and qualitative information obtained by other divisions of the Department; reviews information obtained from the National Association of Insurance Commissioners (NAIC), from insurance rating services (such as Best's and Moody's) and from other sources to detect, as early as possible, problems with the financial condition or business management of insurers that transact business in Arizona. This program recommends and implements corrective actions including, when necessary, the supervision, rehabilitation or liquidation of financially failed insurance companies, and administers receiverships, conservatorships and rehabilitation of financially impaired or failed insurers.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	319.1	324.0	365.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	55,412.1	24,305.2	26,147.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>55,731.2</b>	<b>24,629.2</b>	<b>26,512.6</b>
<b>FTE Positions</b>	<b>23.9</b>	<b>24.4</b>	<b>29.2</b>

**This Program Contains the following Subprograms:**

- ▶ Solvency Review and Management
- ▶ Receiverships

**IDA.2.1 SUBPROGRAM SUMMARY**  
**SOLVENCY REVIEW AND MANAGEMENT**

Contact: Gary Torticill, Assistant Director  
 Phone: 912-8420

A.R.S. 20-156, 20-159, 20-169 to 20-172, Ch. 2-

**Subprogram Mission:**

*To foster a financially sound insurance marketplace in Arizona, thereby reducing and/or eliminating the costs of insurance company failures (insolvencies) to Arizona policyholders and taxpayers.*

**Subprogram Description:**

The Solvency Review and Management Subprogram monitors the financial solvency of approximately 2,100 insurance companies doing business in Arizona. In accordance with Arizona law, it applies the Financial Regulation Standards of the National Association of Insurance Commissioners (NAIC) to analyze financial data and perform statutorily-required and analytically-targeted examinations to detect companies experiencing financial difficulties or operating in an unsound manner. Quantitative and qualitative information obtained from the insurers, other agency functions, the NAIC, and other sources are reviewed to detect financial or business operating problems as early as possible. The earlier these problems are identified, the more likely that potentially adverse consequences will be minimized, either by recommending corrective actions to strengthen the companies' financial conditions or by recommending suspension of further activities to prevent increasing exposure to insureds and taxpayers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	319.1	324.0	365.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,085.1	4,500.0	4,837.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,404.2</b>	<b>4,824.0</b>	<b>5,202.6</b>
<b>FTE Positions</b>	<b>18.9</b>	<b>18.9</b>	<b>18.9</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To detect insurer financial deficiencies as early as possible in order to reduce both the occurrence and the magnitude of insolvencies and/or impairments.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Companies under suspension, supervision, conservatorship or rehabilitation at June 30.	14	12	10	9	9
● Domestic insurance companies determined to be financially failed (placed in receivership or liquidation ordered).	2.3%	2.4%	2.3%	2.2%	2.2%
● Examinations performed within statutory timeframes and with sufficient thoroughness to achieve NAIC accreditation standards.	100%	100%	100%	100%	100%

**IDA.2.2 SUBPROGRAM SUMMARY**  
**RECEIVERSHIPS**

Contact: Sara Begley, Deputy Receiver  
 Phone: 912-8458

A.R.S. 20-171 and 20-172, Ch. 3, Art. 4-7

**Subprogram Mission:**

*To coordinate and supervise the efficient operation and/or liquidation of insurance companies that have been seized by the Department and to ensure valid outstanding claims against insolvent insurance companies are promptly paid thereby protecting the interests of policyholders, claimants, creditors and the public.*

**Subprogram Description:**

The Subprogram develops policies and procedures and procures contractors and legal services to efficiently and effectively manage the affairs of receiverships and conservatorships in accordance with those policies and procedures; coordinates with other insurance departments and with the National Association of Insurance Commissioners (NAIC) to assist Arizona consumers with out-of-state insolvencies; assists other states with Arizona insolvencies; pays insureds and claimants who have valid outstanding claims against insolvent insurers (subject to statutory limited), engages in litigation to preserve the assets of the companies and to avoid having to pay invalid claims, assesses insurance companies with the costs of paying claims and issues Certificates of Contribution (which entitle the assessed insurers to offset premium taxes); liquidates remaining assets of insolvent insurers.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51,327.1	19,805.2	21,310.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>51,327.1</b>	<b>19,805.2</b>	<b>21,310.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.5</b>	<b>9.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To efficiently and effectively manage the affairs of financially-failed insurance companies thereby minimizing the costs to the taxpayers of paying the claims of the financially-failed companies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total amounts paid from receivership assets to policyholders, guaranty funds and claimants (in millions).	12.0	10.0	10.0	10.0	26.0

**IDA.3 PROGRAM SUMMARY**  
**CONSUMER INFORMATION AND PROTECTION**

Contact: John D. Gagne  
 Phone: 912-8430

A.R.S. Title 20, A.A.C. R4-14

**Program Mission:**

To ensure Arizona consumers are informed about insurance matters; and to protect Arizona consumers, insurers, agents and brokers from misappropriation, fraudulent claims practices, misleading marketing practices, unlawful business practices and other violations of Arizona insurance law.

**Program Description:**

This program responds to approximately 110,000 telephonic inquiries and complaints from insurance consumers; receives approximately 7,400 written complaints for investigation; provides consumers with informative brochures, complaint ratios and premium comparison surveys; analyzes insurance forms, contracts, rates, underwriting guidelines, claims practices, marketing practices and advertising used by insurance entities and performs examinations to ensure insurance consumers are protected against misleading or otherwise unlawful marketing, claims or rating practices; conducts investigations of individuals and businesses alleged to be involved with submitting fraudulent claims and/or intentionally misleading information to insurance companies, conducts investigations of alleged violations of Arizona insurance law by insurance-related entities and refers violations to the Attorney General or appropriate County Attorney for prosecution; recommends administrative and disciplinary action to the Director.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,882.8	2,782.8	3,158.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,582.8	2,659.9	2,915.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,465.6</b>	<b>5,442.7</b>	<b>6,073.2</b>
<b>FTE Positions</b>	<b>63.8</b>	<b>67.8</b>	<b>73.8</b>

**This Program Contains the following Subprograms:**

- ▶ Consumer Services
- ▶ Fraud Investigations
- ▶ Market Conduct Analysis and Examination

IDA.3.1 SUBPROGRAM SUMMARY  
**CONSUMER SERVICES**  
 Contact: John Gagne, Assistant Director  
 Phone: 912-8446  
 A.R.S. Title 20, Ch. 2, Art. 5 and 6, Ch. 7, 12, 13

**Subprogram Mission:**

To ensure Arizona consumers are informed about insurance matters and to protect Arizona consumers from misappropriation, misleading marketing practices, unlawful business practices and other violations of Arizona law.

**Subprogram Description:**

This subprogram, annually, responds to approximately 100,000 telephonic inquiries and complaints from insurance consumers, receives approximately 7,400 complaints and written requests for information and assistance, conducts investigations of licensees (such as agents, insurers, et al.) alleged to have violated Arizona insurance law, conducts investigations of unlicensed persons alleged to be engaged in transacting insurance, serves subpoenas, interviews witnesses and suspects, provides testimony at

administrative and judicial proceedings, coordinates investigation efforts with other local, state and federal administrative and law enforcement agencies, annually meets with 1,100 consumers, provides consumers with informative brochures, and assists consumers in their search for insurance coverage.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	650.2	939.4	1,201.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	84.4	109.9	115.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>734.6</b>	<b>1,049.3</b>	<b>1,316.2</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>25.0</b>	<b>30.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promptly and thoroughly conduct investigations and to refer for prosecution cases involving violations of Arizona insurance law.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fines/penalties/interest ordered (\$ thousands).	153.0	100.0	110.0	110.0	110.0
● Restitution ordered (\$ thousands)	134.7	100.0	125.0	125.0	125.0
● Complaints resolved (cases closed)	5498	3000	3000	3000	3000
● Ratio of annually opened cases to average filled investigator FTE positions.	437:1	160:1	120:1	100:1	100:1
● Written complaints requiring investigation.	4,772	3,000	2,500	2,500	2,500
● Average calendar days to complete an investigation.	71	70	66	63	60
● Cases referred for prosecution or administrative action.	74	80	85	100	110
● Prosecution referrals resulting in a finding in favor of the state's position.	91%	90%	90%	90%	90%

- ◆ Goal 2 - To promptly resolve consumer inquiries and complaints.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days to resolve written inquiries.	70	50	45	40	40
● Total resulting claims payments and restitution (\$ millions).	0.3	0.9	1.0	1.1	1.2

- ◆ Goal 3 - To assist Arizona residents and businesses with finding ways to insure difficult-to-place risks.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Difficult-to-place risk types for which sources of insurance coverage have been identified.	250	254	259	264	269
● Insurers identified as sources for insurance coverage of difficult-to-place risks.	164	168	188	208	218
● Agents identified as resources for insurance coverage of difficult-to-place risks.	40	40	60	65	70

**IDA.3.2 SUBPROGRAM SUMMARY  
FRAUD INVESTIGATIONS**

Contact: Terry L. Cooper, Fraud Unit Chief  
Phone: 912-8418

A.R.S. 20-466 et. seq.

**Subprogram Mission:**

To promptly and thoroughly investigate allegations of fraud against insurance companies, and to refer violations of Arizona law to the Attorney General or appropriate County Attorney for prosecution.

**Subprogram Description:**

This Program conducts investigations of individuals (such as policyholders) and businesses (such as medical providers, automobile repair firms, attorneys, etc.) alleged to be involved with submitting fraudulent claims and/or intentionally misleading information to insurance companies.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	630.6	1,020.7	1,038.4
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
<b>Program Total</b>	<b>630.6</b>	<b>1,020.7</b>	<b>1,038.4</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promptly and thoroughly complete investigations, resolve complaints through the civil administrative process and refer violations to the Attorney General or appropriate County Attorney for criminal prosecution.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days required to complete investigations.	90	90	90	90	90
● Criminal referrals resulting in successful prosecution.	50%	50%	60%	75%	80%

- ◆ Goal 2 - To maximize restitution imposed against individuals and businesses found to have been involved in insurance fraud activities for the benefit of the insurance companies which are assessed with the costs of the Fraud Investigations Program and consumers who pay higher premiums because of insurance fraud.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total fines and restitution imposed to total amount assessed for operation of Program.	40%	40%	50%	55%	60%

**IDA.3.3 SUBPROGRAM SUMMARY  
MARKET CONDUCT ANALYSIS AND EXAMINATION**

Contact: Erin H. Klug, Assistant Director  
Phone: 912-8442

A.R.S. Title 20, Ch. 2, Art. 4, 4.1, 4.2 and 6, Ch

**Subprogram Mission:**

To protect insurance consumers from policy forms and marketing materials which are ambiguous, misleading or deceptive, from insurance rates which are inadequate, excessive or unfairly discriminatory, from being issued policies that do not contain contractual provisions or coverage required by law, and from misleading marketing practices, unfair claims settlements, unlawful insurance rates, unlawful business practices and other violations of Arizona insurance law.

**Subprogram Description:**

The program reviews rate filings, form filings, advertising and other marketing materials to ensure that rates are not excessive, unfairly discriminatory or inadequate and to ensure that forms are not ambiguous, misleading or deceptive; reviews policies and contracts to ensure they contain all provisions and coverages required by law; analyzes information provided by other agency units and outside sources to effectively target and prioritize examinations of insurance companies likely to be violating Arizona law and harming insurance consumers; and, conducts market conduct and rate examinations of insurance companies to ensure actual marketing and rating practices are consistent with information filed with the Department and are in accordance with insurance laws and rules.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	602.0	822.7	918.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,498.4	2,550.0	2,800.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,100.4</b>	<b>3,372.7</b>	<b>3,718.6</b>
<b>FTE Positions</b>	<b>24.8</b>	<b>26.8</b>	<b>26.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To thoroughly review forms, contracts, rates/rules and advertising filings, and to promptly approve in accordance with statute-mandated time frames forms, contracts, rates/rules and advertising meeting statutorily mandated requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days required to review life and health form/rate filings	20	20	20	20	20
● Average calendar days to act upon a rate filing made pursuant to Article 4, Title 2, A.R.S..	15	15	15	15	15
● Average calendar days to act upon an A.R.S. § 20-398 form filings after receiving all required information from insurer.	30	30	30	30	30

- ◆ Goal 2 - To act promptly upon rate filings received pursuant to Article 4.1, Chapter 2, A.R.S.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days to act upon Article 4.1 rate filings after receiving all required information from insurer.	375	300	180	90	90

◆ Goal 3 - To minimize backlog of filings pending review.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average backlog of filings.	2996	3189	1000	0	0

◆ Goal 4 - To deter insurance companies from engaging in unlawful marketing and/or rating practices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average decrease in violations found in successive examinations.	57.5%	50%	50%	50%	50%
● Total civil penalties imposed against insurance companies as a result of market conduct examinations (\$ thousands).	908.5	950.0	1000.0	1100.0	1100.0
● Average work days to fulfill a public records request from date request was received.	5	3	3	3	3

IDA.4 PROGRAM SUMMARY  
**LICENSING**  
 Contact: Scott B. Greenberg, Business/Licensing Administrator  
 Phone: 912-8406  
 A.R.S. Title 20 et. seq.

**Program Mission:**

*To promptly license and regulate insurance companies, agents, brokers and other insurance-related businesses.*

**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 Arizona law are authorized to offer insurance products in Arizona; annually reviews and analyzes more than 43,000 new and renewal license applications of producers (agents, brokers, solicitors and adjusters) and over 2,500 new and renewal applications from other insurance-related entities (insurers, reinsurers, health, medical, dental, optometric service corporations, health maintenance organizations, prepaid dental plans, life and health administrators, risk retention groups, risk purchasing groups, reinsurance intermediaries, accountable health plans, utilization review agents, etc.); maintains physical and computerized license file information on approximately 48,000 licensees; provides photocopies, summaries and certifications of licensing and charter file information in response to public document requests.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	323.7	353.9	396.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	742.8	860.0	900.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,066.5</b>	<b>1,213.9</b>	<b>1,296.7</b>
FTE Positions	12.7	12.7	12.7

**Program Goals and Performance Measures:**

◆ Goal 1 - To promptly grant licenses to lawfully qualified producer applicants.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days required to issue producer license after receiving all required information from applicant.	21	21	14	12	10

- Active licensees. 46,201 47,990 48,750 49,500 50,300
- Telephone calls handled by staff (and not addressed by the automated messages on the telephone system or by other media): 51,192 50,000 49,000 48,000 47,000

◆ Goal 2 - To provide quality pre-license examinations services to applicants required to pass examinations as a qualification for becoming licensed.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicants satisfied or very satisfied with overall testing process.	91.8%	91.8%	91.8%	91.8%	91.8%

◆ Goal 3 - To promptly act against producer licensees who fail to maintain deposits and bonds as required throughout the license period.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days elapsed from date of licensee's bond cancellation/expiration to license suspension/revocation.	N/A	N/A	75	60	60

◆ Goal 4 - To promptly respond to proper requests for public records and certifications.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days elapsed from date of public records request to fulfillment of request.	N/A	10	8	6	5

◆ Goal 5 - To promptly grant or effect changes to certificates of authority to lawfully-qualified insurer applicants.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days to issue an initial or expanded certificate of authority after receiving all required information from applicant.	29	30	30	30	30

- Average calendar days to issue a certificate of authority resulting from a change of name or domicile, reduction of authority or annual renewal. 47 35 30 30 30

◆ Goal 6 - To promptly act against insurers that fail to maintain required deposits.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average work days elapsed from detection of insurer's deposit deficiency to corrective action by insurer or appropriate action by department.	17	11	10	10	10

◆ Goal 7 - To promptly license, register and qualify applicants other than producers and insurers that meet the requirements set forth in Arizona law.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average calendar days to issue licenses to a qualified life and health administrator applicants after receiving all required information from applicants.	90	90	90	90	90

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Average calendar days to issue licenses to qualified rating organization applicants after receiving all required information from applicants.	60	60	60	60	60
● Average calendar days to issue licenses to qualified service company applicants after receiving all required information from applicants.	60	60	60	60	60
● Average calendar days to register purchasing groups and risk retention groups after receiving all required information.	60	60	60	60	60
● Average calendar days to qualify unauthorized insurers eligible to be placed on the surplus lines list.	60	60	60	60	60
● Average calendar days to license utilization review agent applicants after receiving all required information.	30	30	30	30	30
● Average calendar days to license accountable health plan applicants after receiving all required information.	20	20	20	20	20
● Average calendar days to grant qualified insurers risk-assuming-carrier status after the expiration of the 60-day public notice period.	10	10	10	10	10

◆ Goal 1 - To promptly deposit insurance premium tax revenues to maximize the benefit of the revenues to the State.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Average work days elapsed from date tax payment received to deposit with State Treasurer	3	2	2	2	2

◆ Goal 2 - To ensure insurance companies and other insurance-related organizations pay the amounts of taxes, interest and penalties required by law.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Average work days elapsed from receipt of taxpayer claims for refunds and issuance/denial of refund	99	90	90	90	90
● Premium tax returns audited to total premium tax returns for calendar year.	79%	90%	90%	95%	100%

◆ Goal 3 - To provide the Governor's Office and the Legislature with accurate premium tax forecasts.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Difference (absolute value) of tax revenue forecast of September 1 from actual fiscal-year tax revenues collected.	3.06%	2.5%	2.5%	2.5%	2.5%



IDA.5 PROGRAM SUMMARY  
**PREMIUM TAX COLLECTIONS AND ANALYSIS**  
 Contact: Scott B. Greenberg, Business/Licensing Administrator  
 Phone: 912-8406  
 A.R.S. 20-224 to 20-227, 20-230

**Program Mission:**

*To promptly collect and deposit insurance premium taxes with the State Treasurer and to accurately forecast future premium tax revenues thereby providing lawmakers the information needed to make sound fiscal decisions.*

**Program Description:**

The program develops and provides to insurers tax report forms and information; collects between \$120 and \$150 million annually in premium tax revenues; audits premium tax reports and communicates with insurers concerning discrepancies; assesses late filing penalties and interest; and forecasts future premium tax revenues including projecting guaranty fund assessments and resulting tax offsets.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
General Funds	99.9	116.0	129.6
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
<b>Program Total</b>	<u>99.9</u>	<u>116.0</u>	<u>129.6</u>
<b>FTE Positions</b>	<u>3.2</u>	<u>3.2</u>	<u>2.8</u>

**Program Goals and Performance Measures:**

<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF LIQUOR LICENSES AND CONTROL</b>	
Howard Adams, Director	LLA
Contact: Sharon Miner, Administrative Services Manager	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. DLLC also accepts complaints, police reports, and civil violations regarding licensees. 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. 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; appears in their chapter meetings and functions, statewide. Is responsive to all Arizona citizens who are served and affected by the licenses.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	1,436.8	1,498.0	1,594.0
➤ INVESTIGATIONS	1,131.6	1,154.7	1,292.9
➤ LICENSING	357.2	375.7	384.1
Capital Funds	0.0	0.0	0.0
Agency Total	2,925.6	3,028.4	3,271.0

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,513.8	2,725.5	2,848.6
Other Appropriated Funds	49.2	0.0	233.5
Other Non Appropriated Funds	362.6	302.9	188.9
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	2,925.6	3,028.4	3,271.0
Capital Funds	0.0	0.0	0.0
Agency Total	2,925.6	3,028.4	3,271.0
FTE Positions	52.0	50.0	53.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Actionable police reports received	662	690	719	748	779
● Investigations and Routine Liquor Inspections completed	4,161	4,250	4,337	4,426	4,516
● Investigations and Routine Liquor Inspections resulting in violations	26.94%	26.50%	26.00%	25.40%	24.85%
● Cost per Investigation/Routine Liquor Inspection	\$271.95	\$268	\$262	\$258	\$254

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensees audited in non-compliance	35%	32%	30%	29%	28%
● Cost per audit	\$2,316	\$2,677	\$2,612	\$2,537	\$2,467

- ◆ Goal 3 - To efficiently process documents received by licensing.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New applications and transfers received	1,520	1,566	1,644	1,726	1,818
● New licenses, transferred licenses, and renewals issued	10,126	10,230	10,435	10,748	11,060
● Special event licenses issued	1,130	1,145	1,162	1,180	1,205
● Customers who responded to the survey reporting very good or excellent service	99.49%	99.75%	99.85%	99.95%	100%

- ◆ Goal 4 - To provide effective means of resolving contested cases and other disputed matters.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses suspended	64	70	78	87	98
● Licensees referred for a hearing	7%	6%	5%	4.5%	4%
● Average dollar amount of fine consent agreements	\$765	\$818	\$884	\$963	\$1,065
● Board meetings during the year	16	18	20	22	22

- ◆ Goal 5 - To provide computer accessibility for all employees of the Department.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days computer network was down	0	0	0	0	0

LLA.1	PROGRAM SUMMARY <b>ADMINISTRATION</b>
Contact: Sharon Miner, Administrative Services Manager Phone: 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, to provide staffing to the state liquor board, and to provide a timely means of resolving alleged violations.

**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, all purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. It also provides personnel for staffing the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries. Responds to public inquiries and constantly monitors all aspects of customer service. The Compliance Section receives actionable reports and attempts to resolve them informally.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,387.6	1,498.0	1,594.0
Other Appropriated Funds	49.2	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,436.8</b>	<b>1,498.0</b>	<b>1,594.0</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>14.0</b>	<b>14.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all financial transactions for the Department are completed accurately.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Daily deposits referred to the Department by the Treasurer's Office for any type of correction	12	8	5	0	0
● Transactions that did not balance with AFIS Reports	16	10	5	0	0
● Claims and transfers with one or more corrections	3.98%	2.5%	1.75%	1%	.5%

- ◆ Goal 2 - To ensure accuracy and availability of timely budget information and forecasts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ratio of monthly expenditure estimates to actual expenditures	87.0%	88.0%	89.5%	91.5%	94.0%
● Times that the monthly forecasts were not finished before the 15th	5	3	1	0	0

- ◆ Goal 3 - To provide computer accessibility for all employees of the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days computer network was down	0	0	0	0	0

- ◆ Goal 4 - To provide effective means of resolving contested cases and other disputed matters.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses suspended	64	70	78	87	98
● Licensees referred for a hearing	7%	6%	5%	4.5%	4%
● Average amount of fine consent agreements	\$765	\$818	\$884	\$963	\$1,065
● Board meetings during the year	16	18	20	22	22

LLA.2	PROGRAM SUMMARY <b>INVESTIGATIONS</b>
Contact: Myron Musfeldt, Chief of Investigations Phone: 542-9041	
A.R.S. 4-112, 4-113, 4-213	

**Program Mission:**

To foster a working relationship with both the licensed 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	769.0	851.8	870.5
Other Appropriated Funds	0.0	0.0	233.5
Other Non Appropriated Funds	362.6	302.9	188.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,131.6</b>	<b>1,154.7</b>	<b>1,292.9</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>26.0</b>	<b>29.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensees audited in non-compliance	35%	32%	30%	29%	28%
● Cost per audit	\$ 2,316	\$ 2,677	\$ 2,612	\$ 2,537	\$ 2,467





◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Actionable police reports received	662	690	719	748	779
● Investigations and Routine Liquor Inspections completed	4,161	4,250	4,337	4,426	4,516
● Investigations and Routine Liquor Inspections resulting in violations	26.94%	26.5%	26%	25.4%	24.85%
● Cost per Investigation/Routine Liquor Inspection	\$ 271.95	\$ 268	\$ 262	\$ 258	\$ 254

LLA.3 PROGRAM SUMMARY  
**LICENSING**  
 Contact: Connie Wagner, Licensing Division Manager  
 Phone: 542-9055  
 A.R.S. Title 4

**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; creates a data base capable of responding to public, corporate and law enforcement inquiries and routes filed documents to appropriate entities; maintains licensing records as required by law; analyzes and correlates corporate and individual materials to determine corporate structure, Limited Liability Companies, partnerships, sole proprietorships, and the controlling individual of each; assures hearings held by local governing boards (cities, towns, counties) on each new application which is proposing to be licensed.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	357.2	375.7	384.1
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
<b>Program Total</b>	<b>357.2</b>	<b>375.7</b>	<b>384.1</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>10.0</b>	<b>10.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To efficiently process documents received by licensing.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● New applications and transfers received	1,520	1,566	1,644	1,726	1,818
● New licenses, transferred licenses, and renewals issued	10,126	10,230	10,435	10,748	11,060
● Special event licenses issued	1,130	1,145	1,162	1,180	1,205
● Customers who responded to the survey reporting very good or excellent service	99.49%	99.75%	99.85%	99.95%	100%

**AGENCY/PROGRAM SUMMARY**  
**BOARD OF MEDICAL EXAMINERS**  
 Claudia Foutz, Executive Director MEA  
 Contact: Cecelia Ralston, Business Manager 255-3751  
 A.R.S. 32-1421 - 32-1429, 32-1451 et. seq., 32-1452

**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 is a key regulator of the medical profession in the State of Arizona. The Board licenses and monitors more than 15,000 doctors and 550 physician assistants statewide, handles more than 1,000 complaints each year and determines and administers disciplinary actions in the event of proven violations of the practice acts. The Board responds to and provides information to over 150,000 requests for public information. In addition to providing protection to the public through disciplinary actions, furnishing accurate and timely information is the second most vital service the agency provides to its stakeholders.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,476.1	3,173.6	3,213.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	2,476.1	3,173.6	3,213.0
Capital Funds	0.0	0.0	0.0
Agency Total	2,476.1	3,173.6	3,213.0
FTE Positions	43.5	44.5	44.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	N/A	906	951	10001	1100
● Preliminary questionnaires	5880	3254	3416	3586	3636
● Licenses issued	1099	1222	1300	1500	1600
● Resident registration received	N/A	N/A	Baseline	N/A	N/A
● Resident permits issued	N/A	N/A	Baseline	N/A	N/A
● Applications processed within 45 days (%)	N/A	N/A	Baseline	N/A	N/A
● Routine licenses issued within 45 days (%)	N/A	N/A	Baseline	N/A	N/A
● Applicants reporting very good or excellent services in 3 or more areas	N/A	N/A	Baseline	N/A	N/A

◆ Goal 2 - To have BOMEX become a model regulatory agency for all 90/10 agencies.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Physicians receiving appearance notifications 45 days in advance (%)	N/A	N/A	Baseline	N/A	N/A
● Notices/agendas from regularly scheduled meetings mailed 10 days prior to meeting (%)	N/A	N/A	Baseline	N/A	N/A
● Minutes mailed within 10 days following a Board meeting (%)	N/A	N/A	Baseline	N/A	N/A
● Board orientations	N/A	N/A	Baseline	N/A	N/A
● Board members reporting a good rating with 3 or more training components	N/A	N/A	Baseline	N/A	N/A

◆ Goal 3 - To ensure equitable and consistent enforcement of statutes and rules regulating the professions.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications for dispensing physicians received	N/A	N/A	Baseline	N/A	N/A
● Dispensing certificates issued	N/A	N/A	Baseline	N/A	N/A
● Complaints received	835	975	1,125	1,275	1,425
● Complaints resolved	1,385	775	900	900	900
● Complaints dismissed administratively	N/A	N/A	N/A	N/A	N/A
● Cases referred for formal hearing (OAH)	N/A	N/A	Baseline	N/A	N/A
● Letters of Reprimand	19	15	15	15	15
● Decrees of Censure	6	1	3	3	3
● Monitored Aftercare Program (MAP) participants	N/A	N/A	Baseline	N/A	N/A
● Monitored Aftercare Program participants successfully rehabilitated	N/A	N/A	Baseline	N/A	N/A
● Days between receipt of complaint and referral to an assigned investigator	N/A	N/A	Baseline	N/A	N/A
● Days to collect investigative material	N/A	N/A	Baseline	N/A	N/A
● Non hearing cases greater than 12 months old (%)	N/A	23	13	5	1
● Findings of Fact and Conclusions of Law from Office of Administrative Hearings (OAH)	N/A	N/A	Baseline	N/A	N/A
● Cases completed by Office of Administrative Hearings (OAH) within 60 days	N/A	N/A	Baseline	N/A	N/A
● Board actions appealed in Superior Court	N/A	N/A	Baseline	N/A	N/A
● Board actions upheld	N/A	N/A	Baseline	N/A	N/A
● Board actions remanded	N/A	N/A	Baseline	N/A	N/A
● Board actions overturned	N/A	N/A	Baseline	N/A	N/A
● Cases to outside consultants taking more than 10 days for review	N/A	N/A	Baseline	N/A	N/A

◆ Goal 4 - 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.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Verifications processed	N/A	N/A	Baseline	N/A	N/A
● Verifications processed within 10 days (%)	N/A	N/A	Baseline	N/A	N/A
● Verifications surveys reporting very good or excellent in 3 or more areas	N/A	N/A	Baseline	N/A	N/A
● Inquiries giving a rating of very good or excellent record information in 3 or more areas	N/A	N/A	Baseline	N/A	N/A
● Fact sheets requested	N/A	N/A	Baseline	N/A	N/A
● Press releases	N/A	N/A	Baseline	N/A	N/A

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● Public inquiries	N/A	N/A	Baseline	N/A	N/A
● Brochures requested	N/A	N/A	Baseline	N/A	N/A



**AGENCY SUMMARY**  
**STATE MINE INSPECTOR**

Douglas Martin, Mine Inspector MIA  
Contact: Sue Carey, Business Manager 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 (agency) was established by the Constitution of the State of Arizona. The agency is charged with enforcement of the Mining Code, under Title 27 - Minerals, Oil and Gas. The agency inspects the health and safety conditions and practices at all mining operations, investigates mine accidents and employee complaints, and conducts safety certification classes for mine employees. Agency instructors provide thousands of mine and contractor employees with safety training. The agency developed the "Mined Land Reclamation Rules and Statutes" and is administering and enforcing the program. The agency is charged with identification, mapping and closure of hazardous abandoned mines.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ MINING SAFETY ENFORCEMENT	704.3	812.7	754.9
➤ ABANDONED MINES INVENTORY	210.1	260.5	355.3
➤ MINE SAFETY & HEALTH GRANT EDUCATION & TRAINING	156.6	177.7	170.0
➤ MINED LAND RECLAMATION	100.0	102.2	102.8
Capital Funds	0.0	0.0	0.0
Agency Total	1,171.0	1,353.1	1,383.0

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	914.4	1,045.4	1,037.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	100.0
Federal Funds	256.6	307.7	246.0
Operating Funds Subtotal	1,171.0	1,353.1	1,383.0
Capital Funds	0.0	0.0	0.0
Agency Total	1,171.0	1,353.1	1,383.0
FTE Positions	25.5	27.5	30.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To reduce fatal and lost time accidents to Arizona's miners through safety inspection.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Mine inspections completed	80%	80%	75%	65%	60%

- ◆ Goal 2 - To safeguard the public by identifying, prioritizing, posting and closing hazardous abandoned mines.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● State completely inventoried	4.46%	6.16%	7.90%	9.68%	11.46%
● Appropriate hazard remediation completed	200	400	1315	1415	1515

- ◆ Goal 3 - To ensure the return of mined lands to their natural and native state.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Reclamation plans approved	N/A	14	24	26	31
● Annual reviews completed	N/A	Baseline	14	24	26

- ◆ Goal 4 - To reduce serious and fatal injuries to miners and contractor employees through safety training.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Requests for training	2,650	3,775	4,000	4,100	4,200
● Miners trained	2,535	3,200	3,200	3,200	3,200

- ◆ Goal 5 - To apply responsible management practices to maximize results from existing funds and pursue and utilize additional funds to fulfill public safety mandates, programs, and information technology needs.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Meet inspection mandates	80%	80%	75%	85%	95%
● Reduce denied requests for training	N/A	Baseline	10%	20%	30%
● Hazardous mines closed	N/A	3	15	15	15

**MIA.1 PROGRAM SUMMARY**  
**MINING SAFETY ENFORCEMENT**

Contact: Sue Carey, Business Manager  
Phone: 542-5971  
Contact: Larry Nelson, Chief Deputy Mine Inspector  
Phone: 542-5971  
A.R.S. 27-124, et seq

**Program Mission:**

*To ensure the health and safety of the workers in Arizona's mining community through inspections at the active mining operations.*

**Program Description:**

The Mine Safety Enforcement Program accomplishes its mandated goals through frequent inspections at active and potentially 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. The agency issues violations, cessation orders and 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 programs

jurisdiction include aggregate pits, quarries and processing plants, underground and open pit mines, mills and smelters, blasting agent manufacturers and explosives storage facilities. Jurisdiction also covers construction and contract employees working at mining operations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	704.3	812.7	754.9
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
<b>Program Total</b>	<b>704.3</b>	<b>812.7</b>	<b>754.9</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure and improve safe working conditions for all miners and mining contactors through safety inspection of all mines, timely investigation of accidents and complaints.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Mines	500	500	510	520	530
● Mine inspections completed	80%	80%	75%	65%	60%
● Lost work accidents reported	89	89	94	103	107
● Fatal accidents	4	4	5	5	6

**MIA.2 PROGRAM SUMMARY**

**ABANDONED MINES INVENTORY**

Contact: Sue Carey, Business Manager  
 Phone: 542-5971  
 Contact: Alene Jones, Program Supervisor  
 Phone: 542-5971  
 A.R.S. 27-318

**Program Mission:**

*To protect the public from hazards that might 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 program's objective is to produce an accurate count of abandoned mines, significant safety hazards and potential environmental hazards. The survey records the exact location of abandoned mines using a global positioning satellite system. This information is later converted into reports and data base records that detail findings for use with geographical information systems. The computerized database system of abandoned mine survey information is compiled to allow prioritization of significant public and environmental hazards for remediation and reclamation planning. The inventory allows the agency to accurately investigate public concerns and complaints about abandoned mines. The abandoned mine closure first prioritizes sites based on the severity of the threat posed to public safety. Based on prioritization, structures are designed as necessary for abandoned mine closures on state lands. 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 excavations. The agency 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, the AZ State Land Department, AZ Game and Fish, AZ Department of Environmental Quality, U.S. Forest Service, 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	110.1	130.5	179.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	100.0
Federal Funds	100.0	130.0	76.0
<b>Program Total</b>	<b>210.1</b>	<b>260.5</b>	<b>355.3</b>
<b>FTE Positions</b>	<b>3.5</b>	<b>5.0</b>	<b>7.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To locate and catalogue all abandoned mines in the state of Arizona.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Acres surveyed containing mines	927,360	1,209,600	1,300,000	1,300,000	1,300,000
		0	0	0	0
● State completely inventoried	4.46%	6.16%	7.90%	9.68%	11.46%
● Mines inventoried	821	1,500	1,800	1,800	1,800

- ◆ Goal 2 - To categorize public and environmental hazards of each abandoned mine identified.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Public safety hazards identified	136	170	200	200	200
● Environmental hazards identified	65	75	80	80	80

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Mines fenced	50	100	300	400	500
● Mines posted	150	300	1,000	1,000	1,000
● Mines permanently sealed	0	2	10	10	10
● Bat gates constructed	0	1	5	5	5
● Public complaints received	6	8	8	8	8
● Public complaints investigated	83%	100%	100%	100%	100%

**MIA.3 PROGRAM SUMMARY**

**MINE SAFETY & HEALTH GRANT  
EDUCATION & TRAINING**

Contact: Sue Carey, Business Manager  
 Phone: 542-5971  
 Contact: Larry Nelson, Chief Deputy Mine Inspector  
 Phone: 542-5971  
 A.R.S. 27-124, et seq

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 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	156.6	177.7	170.0
<b>Program Total</b>	<b>156.6</b>	<b>177.7</b>	<b>170.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.5</b>	<b>4.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Trainers certified	15	30	30	32	34
● Miners trained	2535	3200	3200	3200	3200
● People attending conferences	254	260	270	280	300
● Miners trained in first aid only	200	400	600	700	800

MIA.4 PROGRAM SUMMARY

**MINED LAND RECLAMATION**

Contact: Sue Carey, Business Manager  
 Phone: 542-5971  
 Contact: Paul Catanzariti, Reclamation Specialist  
 A.R.S. 27-318

**Program Mission:**

To ensure regulated mining companies return exploration operations or mining units to a safe and stable state once mining activity has ceased.

**Program Description:**

The Mined Land Reclamation Program's primary responsibility focuses on the approval (or denial) of mined land reclamation plans submitted by all metaliferous mining units and exploration operations with surface disturbances on private land greater than five acres, as mandated by A.R.S. 27-901 et seq. The program, working in cooperation with mining companies, consultants, and other state and federal governmental agencies, will review and analyze proposed mined land reclamation plans, costs, and financial assurance mechanisms. Other program responsibilities are: the development of memoranda of understanding with other land management agencies; the coordinated review and approval of reclamation plans with Aquifer Protection Permits and other permits related to mining; on-site inspection for the development and

submission of proposed plans; annual review of plan status reports and corporate financial data; annual reclamation inspections to determine compliance with the Act and Rules which may result in the issuance of compliance orders, enforcement action, and/or adjudicative proceedings.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	100.0	102.2	102.8
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
<b>Program Total</b>	<b>100.0</b>	<b>102.2</b>	<b>102.8</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**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).

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Properties with approved reclamation plans	N/A	14	24	34	40

- ◆ Goal 2 - To ensure regulated mining companies continue to comply with the Mined Land Reclamation Act.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual status report and financial assurance reviews	N/A	Baseline	14	24	34
● On-site inspections completed	N/A	Baseline	14	24	34



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS</b>	
Dr. John L. Brewer, Executive Director	NBA
Contact: Dr. John L. Brewer, Executive Director	542-3095
	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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	61.2	110.7	116.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>61.2</b>	<b>110.7</b>	<b>116.4</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>61.2</b>	<b>110.7</b>	<b>116.4</b>
FTE Positions	1.0	2.0	2.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To efficiently process license and certificate applications and administer examinations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	202	305	366	410	460
● Applications denied	5	7	10	13	15
● Licenses/certificates issued	157	250	300	337	380
● Licenses/certificates issued (from prior FY)	39	48	50	60	65
● Days to process licensing applications	182	164	120	120	120
● Examinations conducted (for license and students)	58	65	75	75	75
● Licensees/students pass examinations	84%	85%	85%	85%	85%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received (licensees and certificates)	7	12	24	30	36
● Complaints resolved (received same FY)	7	3	20	25	30
● Complaints resolved (received prior FY)	3	2	9	4	5
● Disciplinary actions taken (complaint same FY)	7	4	20	20	26
● Disciplinary actions taken (complaint prior FY)	1	1	9	3	3
● Average days to resolution (received same FY)	120	140	120	120	120
● Average days to resolution (received prior FY)	486	365	365	365	365
● Licensees with >1 complaint	1%	1%	1%	1%	1%
● Unlicensed complaints received	11	14	17	20	23
● Unlicensed complaints forwarded to county attorneys and AG	11	14	17	20	23
● Unlicensed with >1 complaint	20%	25%	25%	25%	25%

◆ 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 requirement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● In compliance with dispensing statute	N/A	40%	55%	70%	90%
● Disciplined for failure to meet dispensing statute	3%	0%	10%	20%	10%
● Disciplined for failure to meet CME requirements	0%	0%	15%	15%	5%
● In compliance with CME requirement	N/A	60%	70%	80%	90%
● Voluntarily notifying board of non-compliance	9%	N/A	N/A	N/A	N/A



AGENCY SUMMARY  
**BOARD OF NURSING**

Joey Ridenour, Executive Director BNA  
Contact: Joey Ridenour, Executive Director 331-8111 x  
125

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ LICENSING AND REGULATION - RN/LPN	1,529.5	1,573.6	1,649.2
➤ NURSING ASSISTANT	369.0	593.5	589.0
Capital Funds	0.0	0.0	0.0
Agency Total	1,898.5	2,167.1	2,238.2

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,529.5	1,573.6	1,649.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	369.0	593.5	589.0
Operating Funds Subtotal	1,898.5	2,167.1	2,238.2
Capital Funds	0.0	0.0	0.0
Agency Total	1,898.5	2,167.1	2,238.2
FTE Positions	26.0	31.7	32.7

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Guidelines developed to improve decision making process to prevent public harm	2	3	4	4	4
● Mechanism developed to evaluate and ensure continued competency of licensees	1	1	1	1	1

BNA.1 PROGRAM SUMMARY  
**LICENSING AND REGULATION - RN/LPN**

Contact: Joey Ridenour, Executive Director  
Phone: 331-8111 x 125

A.R.S. 32-1601 - 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, and to assist nurses with problems of chemical dependency into treatment, to monitor such activity, all with the intent to protect the public from nurses 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 Chemical Addicted Nurses Diversion Option (CANDO) Program of the Board consist of 3-year contracts with licensee 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. Licenses 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,529.5	1,573.6	1,649.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	1,529.5	1,573.6	1,649.2
FTE Positions	22.0	26.7	27.7

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the cycle time needed to issue examinee /endorsements/ renewal certificates and licenses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Weeks to issue initial certificate/licenses	6	5	4	3	2
● Initial applications received	3,400	3,720	3,900	4,900	4,950
● Average days from application received to renewal certificate/licenses issued	30	25	20	15	10
● Average number of renewal certificate/licenses issued	29,000	30,000	30,500	31,000	31,500
● Cost per certificate/license issued	2.79	2.50	2.30	2.00	2.00



**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers reporting very good to excellent service	50%	60%	70%	80%	90%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days from receipt of complaint to acknowledgment to complainant	28	21	14	10	07
● Complaints received	1450	2100	2000	2080	2100
● Investigations resulting in case dispositions	600	500	525	550	575
● Investigations resulting in disciplinary actions	680	725	740	750	760
● Average hours per investigation needed to complete a case	N/A	25	23	21	19
● Average months needed to complete investigations and present cases to the board	24	20	18	16	14
● Cases in backlog per year compared to total number of cases per year investigated	N/A	N/A	N/A	N/A	N/A
● Investigations per Nurse Consultant Investigators	1:175	1:150	1:125	1:100	1:075
● Average cost to agency per investigation	\$1,060	\$1,050	\$1,040	\$1,030	\$1,020
● Months from board decision to hearing.	18	15	12	10	9
● Hearings per year referred and scheduled.	76	83	90	100	105
● Hearings/settlement conferences conducted.	70	76	80	82	85
● Hearings and board decisions appealed.	12	11	10	9	8
● Original actions upheld	12	11	10	9	8
● Agency cost per hearing	\$3,500	\$3,400	\$3,300	\$3,200	\$3,100
● Licensees monitored on probation/consent agreements.	350	375	400	425	450
● Monitored nurses in compliance with consent agreements/board orders.	90%	91%	92%	93%	94%

- ◆ Goal 3 - To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensees in CANDO program	170	200	205	210	220
● Licensees completing CANDO program	77%	78%	78%	79%	79%
● Agency costs per CANDO participant	670	670	685	700	700

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Nursing programs monitored for non-compliance	2	1	1	1	1
● Examinees from program successfully passing NCLEX	92%	94%	96%	97%	98%

**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 CNAs.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	369.0	593.5	589.0
<b>Program Total</b>	<b>369.0</b>	<b>593.5</b>	<b>589.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To operate the program efficiently and effectively.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Nursing assistant candidates taking certification exam	7,289	7,508	7,733	7,964	8,202
● Average days to notify candidates of exam results	21	14	14	14	14
● Average days to approve nursing assistant training programs	90	90	90	90	90



<p><b>BNA.2 PROGRAM SUMMARY</b>  <b>NURSING ASSISTANT</b>                  Contact: Joey Ridenour, Executive Director                  Phone: 331-8111 x 125</p>
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AGENCY/PROGRAM SUMMARY

**BOARD OF EXAMINERS OF NURSING  
CARE INSTITUTION ADMINISTRATORS  
AND ADULT CARE HOME MANAGERS**

Christine Springer, Executive Director NCA  
 Contact: Christine Springer, Executive Director 542-8156  
A.R.S. 36-446.02

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions	1	5	4	6	4
● Managers or administrators with more than one complaint filed	4	1	2	2	4
● Applications filed (NCLIA and ACHM)	280	624	650	775	700
● Applications and certifications issued	385	588	625	735	650
● Average days to issue certificate or license	0	60	45	30	30



**Agency/Program Mission:**

*To protect residents of skilled and intermediate care nursing homes and residential adult care homes by ensuring the administrators and managers meet educational and training qualifications.*

**Agency/Program Description:**

The Board licenses nursing home administrators and certifies adult care home 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	83.8	123.1	124.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	83.8	123.1	124.3
Capital Funds	0.0	0.0	0.0
Agency Total	83.8	123.1	124.3
FTE Positions	1.2	1.7	1.7

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To strengthen education and continuing education requirements for nursing care institution administrators.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints concerning quality of care and ethical issues	10	4	6	6	4
● Complaints from DHS regarding substandard quality of care and immediate jeopardy to residents	4	1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints (ACHM and NCLIA)	18	11	20	22	20
● Disciplinary actions	2	5	6	5	6
● Complaints resolved	10	9	12	15	12
● Average days to investigate complaint	N/A	74	75	75	75

◆ Goal 3 - To ensure that licenses and certificates are granted to competent individuals with high standards of professional and ethical conduct.

**AGENCY/PROGRAM SUMMARY**  
**BOARD OF OCCUPATIONAL THERAPY EXAMINERS**  
 Kenneth D. Fink, Executive Director OTA  
 Contact: Kenneth D. Fink, Executive Director 542-6784  
A.R.S. 32-3401 - 3445

**Agency/Program Mission:**

*To safeguard the public health, safety and welfare by protecting the public from incompetent and unauthorized persons; by assuring the highest degree of professional conduct on the part of occupational therapists and occupational therapy assistants; and by educating the occupational therapy industry and public about the role and mission of this Board, occupational therapists and occupational therapy assistants.*

**Agency/Program Description:**

The Board of Occupational Therapy Examiners is a regulatory board which issues and annually renews approximately 1,000 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	98.7	106.9	106.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	98.7	106.9	106.8
Capital Funds	0.0	0.0	0.0
Agency Total	98.7	106.9	106.8
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 a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Approved licenses	291	250	275	302	302
● Licenses issued within 10 calendar days	279	240	264	290	290
● Licenses issued within 10 days	96%	96%	96%	96%	96%

◆ Goal 2 - To assure the highest degree of professional growth within the Occupational Therapy industry.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses received for renewal	1,034	1,130	250	1,200	250
● Applications in full compliance and approved within 60 days	994	1,110	245	1,176	245
● Applications in full compliance	96%	98%	98%	98%	98%

◆ Goal 3 - To investigate allegations of unprofessional conduct or statute violations before opening a complaint file.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Investigations opened	11	11	12	12	12
● Closed/moved to complaint status within 120 days	10	10	11	11	11
● Completed within 120 days	91%	91%	92%	92%	92%

◆ Goal 4 - To adjudicate consumer and Board initiated complaints as quickly as possible.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints opened	6	6	7	7	7
● Complaints resolved within 120 days	6	6	7	7	7
● Resolved within 120 days	100%	100%	100%	100%	100%



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF OPTOMETRY</b>	
Alexis Kjellstrom, Executive Director	OBA
Contact: Alexis Kjellstrom, Executive Director	542-3095
A.R.S. 32-1701	

**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 citizens who receive these professional services.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	100.5	114.1	117.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	100.5	114.1	117.0
Capital Funds	0.0	0.0	0.0
Agency Total	100.5	114.1	117.0
FTE Positions	1.8	1.8	1.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Continued evaluation of Continuing Education programs	100%	100%	100%	100%	100%
● Verification that CE courses taken were approved	100%	100%	100%	100%	100%
● React to complaints with appropriate disciplinary action	100%	100%	100%	100%	100%
● New licenses issued	42	45	45	45	45
● Exams meet requirements of AZ Optometric statutes and rules	100%	100%	100%	100%	100%

- ◆ Goal 2 - To review Board rules for necessary amendments and to promulgate rules for extended scope of practice to comply with statutory requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rules reviewed	16	30	10	10	10
● Rules amended	0	28	8	8	8
● Implement rules pertaining to Chap. 16, Article 5	N/A	100%	N/A	N/A	N/A

- ◆ Goal 3 - To timely investigation and adjudication of allegations and complaints in accordance with statutes to provide enforcement of licensees and to protect the public from incompetent services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints processed	34	25	30	25	25
● Complaints resolved	30	25	30	25	25
● Average days from receipt of complaint to resolution	125	100	100	100	100
● Disciplinary actions	11	10	10	10	10

- ◆ Goal 4 - To ensure agency procedures, including testing, renewal and licensing process are efficient.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Purchase upgrade equipment for current system	N/A	75%	100%	N/A	N/A
● Purchase second system for second staff member	N/A	N/A	N/A	100%	N/A
● Increase in automation of agency	N/A	75%	100%	100%	100%
● Prompt response to renewal applications with deficiencies	N/A	N/A	10 days	N/A	10 days
● Evaluation of pass/fail value of test questions	100%	100%	100%	100%	100%
● Overall decrease in repeated personnel tasks and wasted paper	N/A	25%	75%	100%	100%



**AGENCY/PROGRAM SUMMARY**

**BOARD OF OSTEOPATHIC EXAMINERS**

Ann Marie Berger, Executive Director OSA

Contact: Ann Marie Berger, Executive Director 657-7703, ext  
22

A.R.S. 32-1800, et seq.

● Average days from receipt of verification request to mailing of same	4.5	3	2	1	1
● Verifications prepared with no errors	100%	100%	100%	100%	100%
● Verifications mailed within 3 days of receipt of request for verification	99%	100%	100%	100%	100%



**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	348.6	364.6	389.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	348.6	364.6	389.8
Capital Funds	0.0	0.0	0.0
Agency Total	348.6	364.6	389.8
FTE Positions	5.5	5.5	5.5

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that individuals granted licensure to practice osteopathic medicine and surgery in Arizona are competent to do so in accordance with statutory requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received/processed	118	135	150	170	190
● Licenses granted	110	130	142	160	178
● Licenses denied	2	4	6	8	10
● Days to process applications	72	60	55	55	50

- ◆ Goal 2 - To timely investigate and adjudicate complaints to protect the public from incompetent, unprofessional and/or unethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	286	331	350	375	390
● Complaints resolved	228	300	325	350	370
● Disciplinary actions taken	16	20	25	35	50
● Average days to resolution	190	172	120	120	120

- ◆ Goal 3 - To provide public information and verifications on licensed osteopaths upon request in a timely and accurate manner

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Information calls received	6,800	7,400	7,750	8,000	8,300
● License verifications provided	2,240	2,950	3,500	3,800	4,000

**AGENCY/PROGRAM SUMMARY**  
**BOARD OF PHARMACY**

Llyn Loyd, Executive Director PMA  
 Contact: Johnnie Teutschman, Office Manager 255-5125  
A.R.S. 32-1902

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	659.6	725.1	737.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	3.1	11.8	0.0
Operating Funds Subtotal	<u>662.7</u>	<u>736.9</u>	<u>737.0</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u><u>662.7</u></u>	<u><u>736.9</u></u>	<u><u>737.0</u></u>
FTE Positions	<u><u>12.0</u></u>	<u><u>12.0</u></u>	<u><u>12.0</u></u>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions/100 RPh	1.0	1.0	1.0	1.0	1.0
● Complaints per 100 practitioners	5.0	3.0	3.0	3.0	3.0

◆ Goal 2 - To expedite licensing of qualified applicants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to issuance of license	7	10	10	10	10
● Average cost to client of application processed	200	200	200	200	200

◆ Goal 3 - To investigate complaints and provide enforcement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions	16	14	16	16	16
● Average days from receipt of complaint to resolution	100	120	120	120	120
● Average monthly backlog of complaints unresolved	2	2	2	2	2



AGENCY/PROGRAM SUMMARY  
**BOARD OF PHYSICAL THERAPY  
 EXAMINERS**

Janice Stille, Executive Director PTA  
 Contact: Janice Stille, Executive Director 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 Examiners examines and licenses qualified physical therapists, investigates complaints, holds hearings, and enforces the standards of practice for the physical therapy profession. The Board serves approximately 2,600 professionals licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	91.0	132.1	133.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	91.0	132.1	133.6
Capital Funds	0.0	0.0	0.0
Agency Total	91.0	132.1	133.6
FTE Positions	1.0	2.0	2.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To efficiently process the license applications of Physical Therapists to determine whether the Board's statutory and rule requirements have been met.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Temporary licenses issued	525	351	400	400	400
● Permanent licenses issued	330	350	375	350	350
● Days from receipt of application to issuing of temporary license	2	1	1	1	1

- ◆ Goal 2 - To timely investigate complaints and provide enforcement to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints resolved to those complaints received	98%	96%	98%	98%	98%
● Disciplinary actions taken	3	3	5	5	5

- ◆ Goal 3 - To provide the highest quality customer service on all requests for information and license verifications.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Written license requests processed within one day of receipt	98%	100%	100%	100%	100%
● Telephone calls for information satisfied the same day received	97%	99%	100%	100%	100%

**AGENCY/PROGRAM SUMMARY**  
**BOARD OF PODIATRY EXAMINERS**

Linda A. Wells, Executive Director POA  
 Contact: Linda A. Wells, Executive Director 542-3095  
A.R.S. 32.801

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dispensing practices inspected	N/A	3	3	3	3
● Disciplinary actions taken	N/A	1	1	1	1



**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	57.2	69.7	70.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	57.2	69.7	70.6
Capital Funds	0.0	0.0	0.0
Agency Total	57.2	69.7	70.6
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Examination applications received	21	20	25	25	25
● Licenses issued	17	21	20	20	20
● Average days from receipt of application to grant of license	180	180	180	180	180
● Dispensing registrations received	160	160	162	162	162
● Dispensing registrations issued	160	160	162	162	162

- ◆ Goal 2 - To timely investigate complaints and provide enforcement to protect the public from incompetent services, and to provide the public with favorable service from the Board.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	46	20	25	25	25
● Investigations concluded	37	20	25	25	25
● Average days from receipt of complaint to resolution	75	75	75	75	75
● Complainants indicating favorable service	N/A	87%	87%	87%	87%
● Disciplinary actions taken	9	2	3	3	3

- ◆ Goal 3 - To periodically inspect practices to ensure podiatric physicians are complying with statutory requirements when dispensing drugs and devices from their offices, and to enforce the mandate for those podiatric physicians who violate dispensing requirements.



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>POWER AUTHORITY</b>	
Mark Mitchell, Executive Director	PAA
Contact: Frank Bonfili, Assistant Administrator	542-4263

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,986.0	19,770.0	20,924.0
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>23,986.0</b>	<b>19,770.0</b>	<b>20,924.0</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>23,986.0</b>	<b>19,770.0</b>	<b>20,924.0</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hoover Annual Revenue Requirements (thousands)	\$46,997	\$48,145	\$49,729	\$50,906	\$49,443

- ◆ Goal 2 - To control and reduce the costs of the transmission system used for the delivery of Hoover Dam power.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cost of Intertie Transmission (\$/kW-year)	12.96	12.96	13.00	13.00	13.00
● Cost of Parker-Davis Transmission (\$/kW-year)	6.58	6.58	12.00	12.00	12.00

- ◆ Goal 3 - To ensure the Power Authority and its customers are not adversely by and have the opportunity to compete following electric industry deregulation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers purchasing power	31	31	31	31	31

- ◆ Goal 4 - To maintain accurate customer accounts and billing and ensure bills are mailed on time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Bills mailed after 10th day of month per year	0	0	0	0	0
● Billing Errors per year	2	1	0	0	0



**AGENCY SUMMARY**  
**STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION**

Teri Candelaria, Executive Director PVA  
 Contact: Teri Candelaria, Executive Director 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 120 private postsecondary educational institutions, serving approximately 70,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, takes disciplinary action, and protects student educational records. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ LICENSING AND REGULATION	158.0	165.5	169.4
➤ STUDENT TUITION RECOVERY FUND	181.1	183.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	339.1	348.5	169.4

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	158.0	165.5	169.4
Other Non Appropriated Funds	181.1	183.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	339.1	348.5	169.4
Capital Funds	0.0	0.0	0.0
Agency Total	339.1	348.5	169.4
FTE Positions	3.0	3.0	3.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To ensure legal operations, ethical practices and quality education in the private postsecondary sector.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses approved	207	185	188	190	200
● Licenses denied	2	2	5	5	5
● Institutional closures	9	5	5	5	5
● Disciplinary actions taken	6	6	8	8	8

- ◆ Goal 2 - To assist those injured by private postsecondary educational institutions.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student records requests received	719	720	750	750	750
● Student records processed	719	720	750	750	750
● Average days to process records request	21	21	21	21	21
● Investigated student complaints mutually resolved	70%	70%	80%	85%	90%

- ◆ Goal 3 - To efficiently administer the Student Tuition Recovery Fund.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims filed	27	50	50	50	50
● Claims rejected	3	10	10	10	10
● Claims settled/paid	13	75	75	75	68
● Claims pending	133	98	63	28	0
● Average months to pay funds	6	6	6	6	6

**PVA.1 PROGRAM SUMMARY**  
**LICENSING AND REGULATION**

Contact: Teri Candelaria, Executive Director  
 Phone: 542-5709

A.R.S. 32-3001 - 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 120 private postsecondary educational institutions, serving approximately 70,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, takes disciplinary action, and protects student educational records. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	158.0	165.5	169.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	158.0	165.5	169.4
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses approved	207	185	188	190	200

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Institutional closures	9	5	5	5	5
● Student complaints filed	28	35	35	35	35
● Student complaints rejected	21	25	25	25	25
● Student complaints investigated	7	10	10	10	10
● Student complaints filed per total enrolled students	.04%	.05%	.05%	.05%	.05%
● Consumer complaints filed	4	5	5	5	3
● Consumer complaints investigated	4	5	5	5	3
● Consumer complaints resolved	4	5	5	5	3

◆ Goal 2 - To assist those injured by private postsecondary educational institutions.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student records requests processed	719	720	650	750	750
● Student records held	107,695	110,695	113,695	116,695	119,695
● Students assisted with records per total records held	.8%	1.0%	1.0%	1.0%	1.0%
● Records confiscated	8,200	4,000	4,000	4,000	4,000
● Average days to process records request	21	21	21	21	21
● Investigated student complaints mutually resolved	70%	70%	80%	85%	90%

◆ Goal 3 - To ensure public access to reliable and valuable alternative higher educational opportunities and vocational training options.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Institutions licensed	120	122	124	125	128
● Students enrolled	68,900	69,000	70,000	72,000	74,000
● Change in total institutions	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%
● Change in students in institutions	-2.8	+1.0%	+1.0%	+1.0%	+1.0%

PVA.2 PROGRAM SUMMARY

**STUDENT TUITION RECOVERY FUND**

Contact: Teri Candelaria, Executive Director  
Phone: 542-5709

A.R.S. 32-3071 - 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	181.1	183.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>181.1</b>	<b>183.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims filed	27	50	50	50	50
● Claims rejected	3	10	10	10	10
● Claims paid/settled	13	75	75	75	68
● Claims pending	133	98	63	28	0
● Average months to pay fund claims	6	6	6	6	6

◆ Goal 2 - To collect or secure monies sufficient to provide for student financial restitution.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fund participants	124	120	00	124	124
● Fund assessments collected	100%	98%	N/A	100%	100%
● Annual fund monies available to students (\$)	305,700	426,400	358,400	473,400	473,400



AGENCY/PROGRAM SUMMARY  
**BOARD OF PSYCHOLOGIST EXAMINERS**  
 Maxine McCarthy, Executive Director SYA  
 Contact: Wendy Sticht, Admin Assist 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 industry.*

**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 1,300 professionals licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	232.7	270.5	275.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>232.7</u>	<u>270.5</u>	<u>275.4</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u><u>232.7</u></u>	<u><u>270.5</u></u>	<u><u>275.4</u></u>
FTE Positions	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications received	57	45	45	45	45
● Licenses issued	29	36	30	30	30
● Applications denied	1	3	2	2	2
● Days to process app (Excl vol exam postpone)	171	154	180	180	180

- ◆ Goal 2 - To timely investigate and adjudicate complaints to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received (current FY)	54	30	50	50	50
● Comp resolved (rec'd Same FY)	36	30	40	40	40
● Comp resolved (rec'd Prior FY)	41	35	10	10	10
● Discpl actions taken (comp rec'd same FY)	0	1	6	6	6
● Discpl actions taken (comp rec'd prior FY)	11	7	6	6	6
● Average days to resolution (rec'd same FY)	181	74	90	90	90
● Average days to resolution (Rec'd Prior FY's)	441	74	75	75	75
● Licensees with >1 complaint in same FY	6	3	5	5	5

- ◆ Goal 3 - To protect the public through implementation of a program of continuing education (CE) to assure the licensees are kept apprised of current standards of practice.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licensees audited	46	N/A	53	N/A	53
● Compliance with CE requirements	98%	N/A	98%	N/A	98%
● Disciplinary actions taken for failure to complete CE req	0	0	0	0	0
● Licensees disciplined for failure to meet CE req	0	0	0	0	0



**AGENCY SUMMARY**  
**DEPARTMENT OF RACING**

James Higginbottom, Director RCA  
Contact: Wade Turner, Deputy Director 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ COMMERCIAL RACING	2,807.1	3,710.7	3,542.4
➤ COUNTY FAIR RACING	797.3	1,047.1	1,160.3
Capital Funds	0.0	0.0	0.0
Agency Total	3,604.4	4,757.8	4,702.7

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,365.1	2,643.6	2,653.2
Other Appropriated Funds	229.4	300.6	305.1
Other Non Appropriated Funds	1,009.9	1,813.6	1,744.4
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,604.4	4,757.8	4,702.7
Capital Funds	0.0	0.0	0.0
Agency Total	3,604.4	4,757.8	4,702.7
FTE Positions	57.4	56.8	56.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monthly reports distributed within 30 days	3	6	8	10	12
● Average hourly incoming phone calls	15	15	15	15	15

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Official OTB site inspections	330	400	400	400	400
● Year round small county sites inspected 2 or more times annually/all year round small county OTB sites	29/37	30/30	30/30	30/30	30/30
● Year round Maricopa & Pima county sites inspected quarterly/all year round Maricopa & Pima county sites	29/39	30/30	30/30	30/30	30/30
● Quarterly totalizator systems audits at Commercial race tracks resulting in 100% compliance/total audits	N/A	16/16	16/16	16/16	16/16
● Distribution audits of permittee daily reports verifying 100% compliance with statutes/total audits	N/A	300	2,500	2,500	2,500
● Incidents reported and/or patron complaints to Department determined to have been handled properly pursuant to Arizona rules	N/A	60%	80%	90%	90%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average monthly computer section work orders	26	30	45	50	50
● Work orders completed on time	94%	97%	100%	100%	100%
● Field & office locations with access to ARLIS data base	36%	100%	100%	100%	100%
● Employees receiving systems & software training	95%	95%	95%	100%	100%
● Pertinent current information available to all users at all times	70%	80%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Documents (deposits & claims) processed without error	99%	99%	99%	99%	99%

**RCA.1 PROGRAM SUMMARY**  
**COMMERCIAL RACING**

Contact: Wade Turner, Deputy Director  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,365.1	2,643.6	2,653.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	442.0	1,067.1	889.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,807.1</b>	<b>3,710.7</b>	<b>3,542.4</b>
<b>FTE Positions</b>	<b>49.4</b>	<b>48.8</b>	<b>48.8</b>

**This Program Contains the following Subprograms:**

- ▶ **Horse Racing**
- ▶ **Greyhound Racing**
- ▶ **Racing Commission**

RCA.1.1 SUBPROGRAM SUMMARY  
**HORSE RACING**  
 Contact: Wade Turner, Deputy Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,105.7	1,256.5	1,261.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	170.4	476.9	395.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,276.1</b>	<b>1,733.4</b>	<b>1,656.8</b>
<b>FTE Positions</b>	<b>23.6</b>	<b>23.0</b>	<b>23.0</b>

**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 regulatins.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Races supervised	2,108	2,128	2,150	2,200	2,200
● Rulings issued	514	600	600	600	600
● Original actions upheld on appeal/actions appealed	4/8	18/20	19/20	19/20	19/20
● Cases adjudicated within 14 days of alleged incident	50%	50%	60%	65%	70%
● Positive equine drug tests/all equine drug tests	27/4,478	30/4,468	35/4,500	35/4,500	35/4,500
● Investigations conducted regarding compliance with rules	228	240	270	240	240
● Investigations resulting in disciplinary action	40%	40%	40%	40%	40%

◆ **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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicants	2,145	3,200	4,100	2,100	3,200
● Licenses issued	2,136	3,180	4,085	2,090	3,180
● Customers reporting very good or excellent service	N/A	N/A	80%	90%	90%
● Licenses denied or revoked	11	20	15	10	20
● Investigations conducted regarding licensing	387	400	640	400	400
● Investigations resulting in disciplinary or enforcement action	25%	25%	25%	25%	25%
● License denials upheld/denials appealed	0/0	3/3	2/2	1/1	3/3

◆ **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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Breeders winning awards/eligible breeders	140/2,16	140/2,20	145/2,22	150/2,25	150/2,27
● Horses earning awards/eligible horses	275/3,38	300/3,50	300/3,62	300/3,75	300/3,87
● Average days to calculate and distribute awards	19	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accredited stewards	87%	100%	100%	100%	100%
● Employee turnover	2%	2%	3%	3%	3%

RCA.1.2 SUBPROGRAM SUMMARY  
**GREYHOUND RACING**  
 Contact: Wade Turner, Deputy Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,247.1	1,367.4	1,372.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	271.6	590.2	493.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,518.7</b>	<b>1,957.6</b>	<b>1,865.9</b>
<b>FTE Positions</b>	<b>25.8</b>	<b>25.8</b>	<b>25.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Races supervised	11,522	11,320	11,500	11,500	11,500
● Rulings issued	154	200	200	200	200
● Original actions upheld on appeal/actions appealed	2/3	2/2	2/2	2/2	2/2
● Cases adjudicated within 14 days of alleged incident	50%	50%	60%	65%	70%
● Positive canine drug tests/all canine drug tests	13/11,49	10/11,40	8/11,500	5/11,500	5/11,500
● Investigations conducted regarding compliance with rules	38	40	50	40	40
● Investigations resulting in disciplinary action	60%	60%	60%	60%	60%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicants	742	750	1800	800	750
● Licenses issued	738	740	1780	790	740
● Customers reporting very good to excellent services	N/A	N/A	80%	90%	90%
● Licenses denied or revoked	11	12	15	12	12
● Investigations conducted regarding licensing	155	160	255	160	160
● Investigations resulting in disciplinary enforcement action	40%	40%	40%	40%	40%
● License denials upheld /denials appealed	0/0	2/2	2/2	1/1	2/2

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facilities licensed	70	70	70	70	70
● Inspections at facilities	139	240	240	240	240
● Inspections resulting in violations/disciplinary action	8%	5%	5%	5%	5%
● Litter inspections	217	190	200	200	200
● Litter inspections conducted within 30 days	217	190	200	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Breeders winning awards/eligible breeders	92/604	100/625	125/650	150/675	150/700
● Greyhounds earning awards/eligible greyhounds (in thousands)	1.2/7.7	1.5/9.4	1.8/11.4	2.0/13.4	2.1/15.4
● Average days to calculate and distribute awards	19	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accredited stewards	67%	67%	80%	100%	100%
● Employee turnover	4%	3%	4%	5%	4%

**RCA.1.3 SUBPROGRAM SUMMARY**  
**RACING COMMISSION**  
 Contact: Wade Turner, Deputy Director  
 Phone: 277-1704  
 A.R.S. 5-101 to 5-115

**Subprogram Mission:**

*To grant racing permits, issue racing dates and promulgates 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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	12.3	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
<b>Program Total</b>	<b>12.3</b>	<b>19.7</b>	<b>19.7</b>
FTE Positions	0.0	0.0	0.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Active permits (Racing/Teletrack)	21/183	21/200	21/225	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rules adopted	6	4	4	4	4

- ◆ Goal 3 - To consider and act upon appeals or other actions brought before the commission to adjudicate.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases appealed to Commission	2	5	5	5	5

**RCA.2 PROGRAM SUMMARY**  
**COUNTY FAIR RACING**  
 Contact: Wade Turner, Deputy Director  
 Phone: 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	229.4	300.6	305.1
Other Non Appropriated Funds	567.9	746.5	855.2
Federal Funds	0.0	0.0	0.0

Program Total	797.3	1,047.1	1,160.3
FTE Positions	8.0	8.0	8.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Races supervised	559	600	600	600	600
● Rulings issued	83	100	100	100	100
● Original actions upheld on appeal/actions appealed	1/3	5/5	5/5	5/5	5/5
● Cases adjudicated within 14 days of alleged incident	70%	70%	70%	70%	70%
● Positive equine drug tests/all equine drug tests	8/1,140	10/1,200	12/1,200	12/1,200	12/1,200
● Investigations conducted regarding compliance with rules	17	20	30	20	20
● Investigations resulting in disciplinary action	45%	45%	45%	45%	45%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicants	227	500	750	300	500
● Licenses issued	226	490	745	298	490
● Customers reporting very good or excellent service	N/A	N/A	80%	90%	90%
● Licenses denied or revoked	1	20	20	15	20
● Investigations conducted regarding licensing	50	60	95	60	60
● Investigations resulting in disciplinary or enforcement action	33%	33%	33%	33%	33%
● License denials upheld/denials appealed	0/0	1/1	1/1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● County Fair meetings conducted at non-commercial site/all fair meetings	9/16	9/15	9/15	9/15	9/15
● Amount of Betterment monies distributed (thousands)	528.6	692.8	732.4	732.4	732.4
● Arizona County Racing Association Meetings attended by Department staff	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accredited stewards	100%	100%	100%	100%	100%
● Employee turnover	0%	2%	5%	3%	4%







<b>AGENCY SUMMARY</b>	
<b>RADIATION REGULATORY AGENCY</b>	
Aubrey Godwin, Director	AEA
Contact: Art Nunez, Business Manager	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, environmental sampling and certification of those who operate X-ray equipment.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ RADIATION EVALUATION AND COMPLIANCE	1,631.2	1,695.5	1,615.9
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	105.5	110.8	113.2
Capital Funds	0.0	0.0	0.0
Agency Total	<u>1,736.7</u>	<u>1,806.3</u>	<u>1,729.1</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,016.1	1,070.0	1,117.9
Other Appropriated Funds	105.5	110.8	113.2
Other Non Appropriated Funds	404.8	413.4	413.4
Federal Funds	210.3	212.1	84.6
Operating Funds Subtotal	<u>1,736.7</u>	<u>1,806.3</u>	<u>1,729.1</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>1,736.7</u>	<u>1,806.3</u>	<u>1,729.1</u>
FTE Positions	<u>33.0</u>	<u>34.0</u>	<u>34.0</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To identify, regulate, monitor and respond to potential radiation hazards.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Radioactive Material Licenses	340	345	350	355	360
● X-ray tubes registered	8,713	9,018	9,288	9,567	9,854
● Non-Ionizing radiation licenses	370	380	390	405	410
● Radioactive Material licenses inspected	158	165	165	160	165
● X-ray tubes inspected	2,965	2,900	2,900	3,300	3,500

● Non-Ionizing Radiation Licenses inspected	109	147	160	170	175
● Environmental samples analyzed	5,584	6,000	6,500	7,000	7,500
● Radiation Incidents/Accidents (Except PVNGS)	21	16	16	16	16

- ◆ Goal 2 - To support the federal, state and local agency programs involving radiation sources or exposure with Agency expertise.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Radiation incidents/accidents (Except PVNGS)	21	16	16	16	16
● Radiation drills related to PVNGS (Person-days)	124	147	147	147	147
● Drinking water and mining water samples	44	50	60	70	80

- ◆ Goal 3 - To improve efficiency and effectiveness of Agency programs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● X-ray tubes not inspected on time.	25%	19%	18%	12%	8%
● Radioactive material application average processing time (Days)	30	30	28	28	27
● Non-Ionizing radiation application average processing time	30	30	25	25	25
● Activate an Agency webpage to provide public information access to Agency.	N/A	N/A	Completed	N/A	N/A
● Activate subprogram webpages to effectively communicate with the public.	N/A	N/A	Completed	N/A	N/A

- ◆ Goal 4 - To increase public awareness in order to achieve responsible public radiation safety awareness.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Activate Agency webpage to provide public access to Agency information	N/A	N/A	Complete	N/A	N/A
● Distribute Agency regulatory information	N/A	N/A	2	2	4
● Activate public access to basic regulatory data	N/A	N/A	Complete	N/A	N/A

<p><b>AEA.1 PROGRAM SUMMARY</b></p> <p><b>RADIATION EVALUATION AND COMPLIANCE</b></p> <p>Contact: Art Nunez, Business Manager Phone: 255-4845 Ext. 223</p> <p>A.R.S. Title 30, Chapter 4</p>
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**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,016.1	1,070.0	1,117.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	404.8	413.4	413.4
Federal Funds	210.3	212.1	84.6
<b>Program Total</b>	<b>1,631.2</b>	<b>1,695.5</b>	<b>1,615.9</b>
FTE Positions	31.0	32.0	32.0

**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: 255-4845 Ext. 223  
 Contact: William Wright, Program Manager  
 Phone: 255-4845ex227  
 A.R.S. 30-4

**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 and non-i, 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	237.3	252.0	268.3
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
<b>Program Total</b>	<b>237.3</b>	<b>252.0</b>	<b>268.3</b>
FTE Positions	4.5	6.0	6.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses (RAM)	340	345	350	355	360
● New licenses and renewals	69	75	75	80	80
● Other Licensing Actions (RAM)	189	195	200	195	200
● Accelerator Registrations	30	40	45	45	45
● Accelerator Registration actions	10	15	20	20	20

- ◆ Goal 2 - To identify and license all new users of non-ionizing radiation sources in Arizona and renew licenses as appropriate.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Licenses (NIR)	370	380	390	405	410
● Licensing Actions (NIR)	70	175	175	180	180

- ◆ Goal 3 - To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections (RAM)	158	165	170	170	170
● Inspections (Accelerators)	10	15	20	20	20

- ◆ Goal 4 - To inspect NIR users to assure conformance with radiation safety regulations

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● NIR Licenses inspected	109	147	160	170	170

AEA.1.2 SUBPROGRAM SUMMARY  
**X-RAY COMPLIANCE**  
 Contact: Art Nunez, Business Manager  
 Phone: 255-4845 Ext. 223  
 Contact: Robert Cope, Program Manager  
 Phone: 255-4845ex231  
 A.R.S. 30-4

**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 minimizing of patient exposure.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	256.9	274.2	279.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	115.3	57.0	84.6
<b>Program Total</b>	<b>372.2</b>	<b>331.2</b>	<b>364.1</b>
<b>FTE Positions</b>	<b>6.5</b>	<b>8.0</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To register all X-Ray tubes within the State of Arizona

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● X-Ray tubes	8,713	9,018	9,288	9,567	9,854

- ◆ Goal 2 - To inspect all X-Ray tubes to ensure continuous compliance with health and safety standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● X-Ray tubes inspected	2,965	2,900	2,900	3,300	3,500

- ◆ Goal 3 - To certify facilities using mammography equipment in accordance with Federal legislation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mammography Facility Certification	162	164	166	168	168

- ◆ Goal 4 - To improve efficiency of subprogram database changes and tracking of applications.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Database changes	2,934	2,241	2,450	3,660	3,890

**AEA.1.3 SUBPROGRAM SUMMARY**  
**EMERGENCY RESPONSE**

Contact: Art Nunez, Business Manager  
 Phone: 255-4845 Ext. 223

Contact: John Lutton, Program Manager  
 Phone: 255-4845ex239

A.R.S. 30-4

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9.6	10.4	11.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	144.5	147.5	147.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>154.1</b>	<b>157.9</b>	<b>158.6</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To respond effectively to any radiological incidents or accidents within Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Radiological incidents (Non Palo Verde related)	21	16	16	16	16
● Radiological incidents (Palo Verde related)	2	2	3	3	3
● Survey meters calibrated	90	90	95	95	100

- ◆ Goal 2 - To promote Agency radiological incident response capabilities within the State's HAZMAT community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Provide printed contact procedure to users	500	500	600	700	700
● Assistance requests (State, Local or Federal Agency)	3	4	6	6	6

- ◆ Goal 3 - To 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persons Trained	151	159	160	120	160
● Monitoring team members	40	45	50	50	60
● Drills/Exercises, PVNGS	12	12	16	13	16

- ◆ Goal 4 - To insure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive materials.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Provide instrumentation to qualified teams	4	14	20	40	60
● Provide TLD radiation monitoring badges to qualified teams	1,100	1,100	1,150	1,200	1,300
● Responders trained	17	109	60	70	50

**AEA.1.4 SUBPROGRAM SUMMARY**  
**RADIATION MEASUREMENT LABORATORY**

Contact: Art Nunez, Business Manager  
 Phone: 255-4845 Ext. 223  
 Contact: Gary Freeland, Program Manager  
 Phone: 255-4845ex246  
 A.R.S. 30-4

**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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	228.2	229.8	246.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	260.3	251.6	251.6
Federal Funds	0.0	155.1	0.0
<b>Program Total</b>	<b>488.5</b>	<b>636.5</b>	<b>498.2</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To analyze environmental samples to ensure that no radioactivity beyond background is present.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Environmental sample analyses	5,584	6,000	6,500	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Radon canisters analyzed	2,979	4,400	4,000	3,000	3,000

- ◆ Goal 3 - To monitor statewide population centers and mining concerns for radiation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● TLD Monitoring sites	67	84	101	117	133
● Air Samples stations	25	28	30	32	34

- ◆ Goal 4 - To maintain designation as a primacy laboratory for valid data.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Designated	Yes	Yes	Yes	Yes	Yes

- ◆ Goal 5 - To provide laboratory support to the Department of Environmental Quality drinking water and mining programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Water samples	44	50	60	70	80

- ◆ Goal 6 - To provide information to the public regarding laboratory services and analyses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Activate subprogram webpage	N/A	N/A	Done	N/A	N/A
● Ability to download laboratory data	N/A	N/A	Done	N/A	N/A

**AEA.1.5 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**

Contact: Art Nunez, Business Manager  
 Phone: 255-4845 Ext. 223

A.R.S. 30-4

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	284.1	303.6	312.3
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
<b>Program Total</b>	<b>284.1</b>	<b>303.6</b>	<b>312.3</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To have all Administrative secretarial staff crosstrained in X-ray Compliance, Radioactive Materials/Non-Ionizing Radiation Compliance and Medical Radiologic Technologists Board Of Examiners.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Each Secretarial staff being functional in each area	N/A	N/A	Done	N/A	N/A

- ◆ Goal 2 - To develop methods that the public can interface and receive information on regulatory and radiation safety matters with the Agency.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agency webpage created and on internet	N/A	N/A	Done	N/A	N/A
● Agency subprogram webpages created and on internet	N/A	N/A	Done	N/A	N/A
● Distribute printed Agency Regulatory information	N/A	N/A	2	2	4
● Conduct information meeting for users/public	3	3	4	4	5

- ◆ Goal 3 - To have an Agency computer database data and tracking system for all subprograms.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expanded computer database inputting format created and on line	N/A	N/A	Done	N/A	N/A
● Computer database tracking system created and on-line	N/A	N/A	Done	N/A	N/A
● X-Ray Database Changes	2,934	2,241	2,450	3,660	3,890

- ◆ Goal 4 - To have an Agency computer based automatic inspection report generating system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agency will have an automatic inspection report generating system	N/A	N/A	N/A	Complete	N/A

AEA.2 PROGRAM SUMMARY

**MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS**

Contact: Art Nunez, Business Manager  
 Phone: 255-4845 Ext. 223

Contact: John Gray, State Health Physicist II  
 Phone: 255-4845 Ext. 241

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. (Medical Radiologic Technology Board of Examiners issues renewal certificates on a biennial cycle; i.e., FY 1995 and FY 1997.)

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	105.5	110.8	113.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>105.5</b>	<b>110.8</b>	<b>113.2</b>

FTE Positions 2.0 2.0 2.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To assure qualifications and issue certificates to qualified applicants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified technologists certified	955	994	1,033	1,072	1,111
● Certificates issued within 30 days	955	994	1,033	1,072	1,111
● Certificates active	4,962	5,300	5,700	6,100	6,550

- ◆ Goal 2 - To enforce ARS §32-2801 et sec..

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints	25	15	29	19	35
● Complaints resolved	25	15	29	19	35

- ◆ Goal 3 - To conduct investigations required by ARS §32-2821(B)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Investigations		5	7	7	6



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF REAL ESTATE</b>	
Jerry Holt, Commissioner	REA
Contact: Curtis Leaf, Programs and Projects Specialist	468-1414 Ext. 140

**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 also regulates the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds and cemeteries.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ CENTRAL ADMINISTRATIVE SERVICES	792.0	944.2	913.5
➤ EDUCATION AND LICENSING	765.0	667.9	782.3
➤ REGULATION	763.2	766.0	763.3
➤ LAND DEVELOPMENT	531.8	605.1	615.9
➤ RECOVERY ASSISTANCE	212.0	222.2	247.9
Capital Funds	0.0	0.0	0.0
Agency Total	3,064.0	3,205.4	3,322.9

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,815.5	2,955.2	3,010.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	248.5	250.2	312.8
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	3,064.0	3,205.4	3,322.9
Capital Funds	0.0	0.0	0.0
Agency Total	3,064.0	3,205.4	3,322.9
FTE Positions	67.0	67.0	67.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - Obtain funding and resume production and distribution of the Department's Real Estate Bulletin.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Number of editions of Bulletin Printed	N/A	N/A	1	4	4

- ◆ Goal 2 - Develop replacement schedule and seek funding to implement it by FY 2001

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Replace outdated data equipment	N/A	N/A	N/A	30%	30%

<p><b>REA.1</b></p>	<p style="text-align: center;"><b>PROGRAM SUMMARY</b></p> <p style="text-align: center;"><b>CENTRAL ADMINISTRATIVE SERVICES</b></p> <p>Contact: Curtis Leaf Phone: 468-1414 Ext. 135</p> <p>A.R.S. 32-2102, et. seq.</p>
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**Program 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; to provide an accurate and efficient management information system.*

**Program Description:**

The Central Administrative Services (CAS) program is responsible for 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 the other 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 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 license applications and the granting of prelicense and continuing education waivers.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	792.0	944.2	913.5
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	792.0	944.2	913.5
FTE Positions	18.4	19.0	18.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all program needs are met without exceeding the budgetary limitations.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Budget utilization	98.8%	97%	97%	97%	97%

◆ Goal 2 - To continuously improve upon customer service.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints/level of activity	1%	1%	1%	1%	1%

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Claims out within 30 days/claims approved within 30 days	50%	80%	99%	99%	99%
● Travel claims paid within 10 days of submission	43%	90%	99%	99%	99%

◆ Goal 4 - To handle as many in-coming calls as possible without transferring them.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Calls completed/ Calls received	80%	82%	82%	82%	82%

◆ Goal 5 - To develop and implement an internal training program which encompasses ethics, sexual harassment and Departmental procedures.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Have training manuals completed by 12/31/98 (%)	0	0	100	0	0
● Conduct training for all new employees	0	0	100	100	100
● Review and update training for all current employees.	0	0	100	0	100

**REA.2 PROGRAM SUMMARY**  
**EDUCATION AND LICENSING**  
 Contact: John Bechtold, Dir Educ/Licensing  
 Phone: 468-1414 Ext. 345  
 A.R.S. 32-2102, et. seq.

**Program 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.*

**Program 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 Statutes and Commissioner's Rules; responds promptly, accurately, and professionally to the public and licensees requesting information from the Division; reviews programs and searches continuously for ways to provide more efficient customer service.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
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General Funds	728.5	639.9	717.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	36.5	28.0	64.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>765.0</b>	<b>667.9</b>	<b>782.3</b>
<b>FTE Positions</b>	<b>18.4</b>	<b>17.3</b>	<b>18.3</b>

**This Program Contains the following Subprograms:**

- ▶ Education
- ▶ Licensing

**REA.2.1 SUBPROGRAM SUMMARY**  
**EDUCATION**  
 Contact: John Bechtold, Director  
 Phone: 468-1414 Ext. 345  
 A.R.S. 32-2102, et. seq.

**Subprogram Mission:**

*To protect the public by providing a means to receive quality real estate education for prospective and current licensees through review and evaluation of real estate schools, instructors and courses and the administration of the license examination process.*

**Subprogram Description:**

The pre-licensing education program properly prepares applicants to represent the public in real estate transactions. The continuing education program protects the public by keeping licensees abreast of changes in the real estate industry. The Department approves all real estate schools, instructors and courses, monitors the quality of courses presented, approves all questions used in the state prelicensing examinations. This subprogram also includes the Education Outreach function. The two primary productions are the Real Estate Bulletin, the Department's Real estate Law Book.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	226.0	161.1	162.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	36.6	28.0	64.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>262.6</b>	<b>189.1</b>	<b>226.9</b>
<b>FTE Positions</b>	<b>3.6</b>	<b>4.5</b>	<b>3.5</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To review and approve new courses quickly and efficiently.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to approval of course	5	4	4	3	3

◆ Goal 2 - To improve the quality of class offerings and instructors by monitoring and auditing more classes.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classes monitored	304	320	330	335	340



● Instructor Development Workshops	3	1	3	4	4
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REA.2.2 SUBPROGRAM SUMMARY  
**LICENSING**  
 Contact: John Bechtold, Director  
 Phone: 468-1414 Ext. 345  
  
 A.R.S. 32-2102, et. seq.

**Subprogram Mission:**

*To protect the public by issuing licenses to qualified persons and entities and to ensure the accuracy of licensing records.*

**Subprogram Description:**

The Licensing Program protects the public by issuing licenses only to those individuals who meet the statutory requirements, and coordinates with other Department programs to deny or terminate the license of individuals who do not meet statutory requirements.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	502.5	478.8	555.4
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
<b>Program Total</b>	<b>502.5</b>	<b>478.8</b>	<b>555.4</b>
<b>FTE Positions</b>	<b>14.8</b>	<b>12.8</b>	<b>14.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To create and maintain procedures to process and print a license in an efficient and timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to issuance of license	3	3	3	3	3

- ◆ Goal 2 - To provide better customer service to licensees

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Focus group meetings with licensees -- 10 people in each group.	NA	10	7	7	6
● Telephone calls handled in person (%)	NA	50	60	70	80
● Complaints received (%)	NA	NA	15	10	5

REA.3 PROGRAM SUMMARY  
**REGULATION**  
 Contact: John King, Deputy Commissioner  
 Phone: 468-1414 Ext. 135  
  
 A.R.S. 32-2102, et. seq.

**Program 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.*

**Program Description:**

The Enforcement 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	763.2	766.0	763.3
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
<b>Program Total</b>	<b>763.2</b>	<b>766.0</b>	<b>763.3</b>
<b>FTE Positions</b>	<b>15.6</b>	<b>17.3</b>	<b>16.3</b>

**This Program Contains the following Subprograms:**

- ▶ Investigations
- ▶ Enforcement

REA.3.1 SUBPROGRAM SUMMARY  
**INVESTIGATIONS**  
 Contact: James H. Duke, Director  
 Phone: 468-1414 Ext. 500  
  
 A.R.S. 32-2102, et. seq.

**Subprogram Mission:**

*To protect the public interest by investigating, enforcing and prosecuting crimes and violations of the statutes and Commissioner's Rules by licensees or persons whose activities require a license. To verify real estate broker records for statute compliance and to educate brokers on statutory requirements.*

**Subprogram Description:**

The Investigations Program is the criminal justice division of the regulatory agency. Responsibilities include: investigation and prosecution assistance on statute violators; license certification investigations; criminal record disclosure investigations; auditing of broker records for statutory compliance requirements; education of brokers on statutory requirements.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	622.1	623.8	614.8
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
<b>Program Total</b>	<b>622.1</b>	<b>623.8</b>	<b>614.8</b>
<b>FTE Positions</b>	<b>12.5</b>	<b>14.3</b>	<b>13.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To decrease number of incomplete applications referred to Investigations for follow-up.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications that need to be returned to Licensing for more information (%)	N/A	50%	40%	30%	10%

- ◆ Goal 2 - To review and document brokers' compliance with timely maintenance of legally required records.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Audits Done/Active Offices	7.8%	8.0%	8.2%	8.4%	8.6%

**REA.3.2 SUBPROGRAM SUMMARY**  
**ENFORCEMENT**  
 Contact: Cindy Wilkinson, Real Estate Administrative Services Officer  
 Phone: 468-1414 ext. 145  
 A.R.S. 32-2102, et. seq.

**Subprogram Mission:**

*To properly resolve, according to established Department criteria, substantive allegations of real estate violations through mediation, stipulated settlement or administrative hearing, and to enforce compliance with ordered terms.*

**Subprogram Description:**

Through alternative dispute resolution methods or administrative hearing, alleged violations of real estate statutes and rules are prosecuted, and compliance with ordered provisions is enforced. When a hearing is necessary, it is scheduled in coordination with the Office of Administrative Hearings and the Attorney General's Office. The compliance portion of this subprogram involves the review, monitoring and enforcement of required and ordered provisions or terms, with further action taken as necessary and appropriate.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	141.1	142.2	148.5
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
<b>Program Total</b>	<b>141.1</b>	<b>142.2</b>	<b>148.5</b>
<b>FTE Positions</b>	<b>3.1</b>	<b>3.0</b>	<b>3.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the hearing caseload through viable alternatives to the hearing process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases referred to mediation program/ cases prepared for prosecution (%)	0	10%	10%	10%	10%
● Mediated cases resolved through mediation	0	75%	75%	75%	75%
● Consent orders/cases referred for prosecution (%)	49	50	50	50	50

- ◆ Goal 2 - To coordinate and facilitate the Department's administrative hearings.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Notices issued same or next day/Number of notices issued (%)	52	60	70	80	90
● Notices served within 10 days	72%	90%	90%	90%	90%

- ◆ Goal 3 - To monitor and enforce compliance with ordered or stipulated terms or provisions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases reviewed	118	100	110	120	125
● Final orders reviewed within 2 days/Number of final orders (%)	39	50	65	80	85
● Cases referred for further action.	7	5	5	7	10
● Cases referred for collection.	17	10	10	10	15

**REA.4 PROGRAM SUMMARY**  
**LAND DEVELOPMENT**  
 Contact: Roy Tanney, Director  
 Phone: 468-1414 Ext. 400  
 A.R.S. 32-2102, et. seq.

**Program 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.*

**Program Description:**

The Subdivisions 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	531.8	605.1	615.9
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
<b>Program Total</b>	<b>531.8</b>	<b>605.1</b>	<b>615.9</b>
<b>FTE Positions</b>	<b>13.6</b>	<b>12.5</b>	<b>13.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To issue timely public reports.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Processing time (Days)	80	40	35	30	25

**REA.5 PROGRAM SUMMARY**  
**RECOVERY ASSISTANCE**  
 Contact: Anne Manross, Recovery Fund Administrator  
 Phone: 468-1414x175  
 A.R.S. 32-2102, et. seq.

**Program 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 licensees and subdividers.*

**Program Description:**

The Recovery Assistance Program offers a form of relief for those who have been wronged by a licensee. 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	212.0	222.2	247.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>212.0</b>	<b>222.2</b>	<b>247.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To efficiently serve the public interest by administering the Real Estate Recovery Fund.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases initially reviewed	49	50	60	60	60
● Cases reviewed for payment	7	20	20	20	20



**AGENCY SUMMARY**  
**REGISTRAR OF CONTRACTORS**

Michael Goldwater, Director RGA  
Contact: Michael Hawthorne, Chief of Admin 542-1525

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ REGULATORY AFFAIRS	4,773.8	5,918.7	6,979.0
➤ RECOVERY FUND	3,247.1	3,230.4	3,462.8
Capital Funds	0.0	0.0	0.0
Agency Total	8,020.9	9,149.1	10,441.8

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,773.8	5,918.7	6,979.0
Other Non Appropriated Funds	3,247.1	3,230.4	3,462.8
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	8,020.9	9,149.1	10,441.8
Capital Funds	0.0	0.0	0.0
Agency Total	8,020.9	9,149.1	10,441.8
FTE Positions	116.8	117.8	117.8

**RGA.1 PROGRAM SUMMARY**  
**REGULATORY AFFAIRS**

Contact: Michael Hawthorne, Chief of Admin.  
Phone: 542-1525

A.R.S. 32-1107.A3

**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, investigates and resolves complaints against licensed and unlicensed contractors.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,773.8	5,918.7	6,979.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	4,773.8	5,918.7	6,979.0

FTE Positions	111.8	112.8	112.8
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**Program Goals and Performance Measures:**

◆ Goal 1 - To expedite the licensing of qualified applicants.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Contractors licensed in state	39,303	42,840	45,840	49,048	52,481
● Applications received	6,377	6,480	6,934	7,419	7,938
● Licenses issued	5,763	6,156	6,587	7,048	7,541
● Average days from receipt of complete application to approval	13	11	11	10	10
● Customers indicating they received excellent service	65%	66%	68%	70%	72%

◆ Goal 2 - To rapidly investigate and resolve complaints against unlicensed contractors and provide enforcement to protect the public from incompetent service and unscrupulous and unqualified persons.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Complaints received - Unlicensed Contractors	2,135	2,177	2,264	2,355	2,460
● Special Investigations initiated by ROC	52	138	150	180	240
● Disciplinary actions taken against unlicensed contractors	3,190	3,253	3,383	3,519	3,660
● Average days per complaint from receipt to resolution	35	31	28	25	21
● Customers indicating they received excellent service	75%	77%	81%	83%	85%

◆ Goal 3 - To rapidly resolve complaints filed against licensed contractors.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Complaints received - Licensed contractors	7,716	7,500	7,725	7,957	8,195
● Complaints closed through compliance	6,406	6,225	6,411	6,604	6,801
● Inspections conducted	9,654	8,978	9,247	9,524	9,810
● Courtesy Inspections made to avert consumer/contractor complaints	839	864	890	916	944
● Average complaints closed through compliance	83%	83%	83%	83%	83%
● Customers indicating they received excellent service	70%	71%	72%	73%	74%

◆ Goal 4 - To meet the informational needs of the public and the support requirements of the agency by effectively processing incoming telephone calls.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Telephone calls - incoming	214,126	236,832	253,410	271,150	290,130
● Calls transferred to department staff by the Information Center	23%	23%	22%	21%	20%
● Info Center customers indicating they received excellent service	49%	57%	59%	61%	63%

◆ Goal 5 - To ensure the fairness and effectiveness of the Administrative Hearing process.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Complaints resulting in a Citation for Hearing	1,540	1,600	1,650	1,700	1,750
● Average days to process a file for hearing	5	4	4	4	4
● Customers indicating they received excellent service	53%	51%	55%	57%	60%

**RG.A.2 PROGRAM SUMMARY**  
**RECOVERY FUND**  
 Contact: Michael Hawthorne, Chief of Admin.  
 Phone: 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>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,247.1	3,230.4	3,462.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<u><u>3,247.1</u></u>	<u><u>3,230.4</u></u>	<u><u>3,462.8</u></u>
<b>FTE Positions</b>	<u><u>5.0</u></u>	<u><u>5.0</u></u>	<u><u>5.0</u></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 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Claims received	710	720	730	740	750
● Claims closed with payout	459	468	475	481	488
● Average days per claim from receipt to resolution	136	125	118	115	110
● Customers indicating they received excellent service	59%	61%	63%	65%	67%



AGENCY/PROGRAM SUMMARY  
**RESIDENTIAL UTILITY CONSUMER  
 OFFICE**

Greg Patterson, Director UOA  
 Contact: Jan Stewart, Agency Coordinator 220-3350  
A.R.S. 40-461, et. seq.

**Agency/Program Mission:**

*To represent the interests of residential utility customers in regulatory proceedings involving public service corporations before the Arizona Corporation Commission.*

**Agency/Program Description:**

The Residential Utility Consumer Office (RUCO) customers are, statutorily, residential utility ratepayers. RUCO, as an advocacy agency, is responsible for giving utility consumers the most professional representation possible. RUCO reviews rate cases presented to the Corporation Commission and determines in which cases to intervene, and obtains and analyzes data provided by the utilities. The technical, accounting and legal staffs, as well as expert consultants, determine a reasonable position for residential ratepayers and earnestly advocate that position using all judicial avenues available.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	730.6	946.4	942.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	730.6	946.4	942.4
Capital Funds	0.0	0.0	0.0
Agency Total	730.6	946.4	942.4
FTE Positions	11.0	11.0	11.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To conduct preliminary analyses of all pertinent rate cases filed at the Arizona Corporation Commission (ACC) to determine the necessity of our intervention.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases of preliminary analysis	120	132	135	140	140
● RUCO interventions	28	18	20	20	20

- ◆ Goal 2 - To secure for residential utility rate payers the lowest reasonable utility rates possible.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Utility rate hearings (RUCO interventions)	28	8	10	10	10
● Average rate increase requested	4.8m	12.73m	10m	10m	10m
● Average increase recommended by RUCO	4.8m	7.4m	3m	3m	3m
● Average rate increase approved	1.1m	8.15m	5m	5m	5m



AGENCY/PROGRAM SUMMARY  
**BOARD OF RESPIRATORY CARE  
 EXAMINERS**

Mary Hauf Martin, Executive Director RBA  
 Contact: Mary Hauf Martin, Executive Director 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	168.5	186.1	183.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	168.5	186.1	183.6
Capital Funds	0.0	0.0	0.0
Agency Total	168.5	186.1	183.6
FTE Positions	4.0	4.0	4.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To process license and renewal applications in a timely, accurate manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New licenses issued	720	730	730	700	720
● Renewals	1,050	1,200	1,300	2,375	2,500
● Average days from receipt to granting a temporary license	1	1	1	1	1

- ◆ Goal 2 - To complete the initial stages of an investigation of alleged unprofessional conduct within thirty days of receipt of the allegation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints received	79	100	120	125	130
● Average days from receipt of complaint to resolution	60	60	60	60	60
● Average monthly backlog of complaints not yet resolved	10	2	1	1	1
● Disciplinary actions	74	95	115	120	125



**AGENCY/PROGRAM SUMMARY**  
**STRUCTURAL PEST CONTROL**  
**COMMISSION**

Michael Siler, Executive Director SBA  
 Contact: Charlotte Hosseini, Assistant Director 255-3664 Ext. 2681

A.R.S. 32-2301 et. seq.

**Agency/Program Mission:**

*To advocate and promote the safe application of pest control technologies which will result in the maximization of the health and safety of the citizens of Arizona, their property and the environment.*

**Agency/Program Description:**

The Structural Pest Control Commission (SPCC) examines and licenses commercial pest control companies to conduct business in the state. The Commission examines and certifies all applicators of structural pesticides; accepts and files complaints against licensees, investigates allegations and administratively adjudicates complaints; and trains and provides education. The Commission serves approximately 700 companies and 6,000 applicators as well as all Arizona citizens who receive these services.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,377.1	1,411.5	1,475.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,377.1	1,411.5	1,475.3
Capital Funds	0.0	0.0	0.0
Agency Total	1,377.1	1,411.5	1,475.3
FTE Positions	30.0	31.0	31.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Certified applicators renewed	5501	6711	7382	8120	8120
● Customers reporting good or very good service	N/A	N/A	70%	80%	90%
● Licenses granted within timeframe	N/A	N/A	100%	100%	100%
● Licenses issued	1784	1800	1900	1900	1900

- ◆ Goal 2 - To provide continuous quality education to the current and future industry members through SPCC presented or approved programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in applicants passing test first time	N/A	N/A	10%	10%	10%
● Hours of Comm. ordered additional training	97	100	100	100	100
● Increase comm. sponsored CEU training reporting good or very good courses	N/A	10%	10%	10%	10%

- ◆ Goal 3 - To progressively increase the monitoring of pesticide applications to assure proportionate efforts across all categories of

licensure.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Pretreatments monitored	626	800	820	840	840

- ◆ Goal 4 - To protect and maximize the safety of the general public through effective investigation of consumer and Commission generated complaints.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consumer complaints received	136	155	175	165	150
● Commission generated complaints	105	130	140	150	175
● Licensees with more than 1 complaint	34	40	40	40	40
● Licenses revoked or suspended	6	6	6	6	6
● Enforcement actions	122	180	232	252	252
● Unlicensed companies identified	49	50	50	50	50
● Inspections resulting in notification (%)	N/A	N/A	Baseline	N/A	N/A





<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF TECHNICAL REGISTRATION</b>	
Ronald W. Dalrymple, Executive Director	TEA
Contact: Ronald W. Dalrymple, Executive Director	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	10.0	0.0
Other Appropriated Funds	770.1	821.6	934.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	770.1	831.6	934.3
Capital Funds	0.0	0.0	0.0
Agency Total	770.1	831.6	934.3
FTE Positions	15.0	15.0	16.5

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To rapidly and accurately process applications for registration.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Denial decisions accepted without appeal by applicants as satisfactory	99%	100%	100%	100%	100%
● New registrants grading application processing as good or better	99%	100%	100%	100%	100%
● Applications transmitted to Board Members for action within five days of receipt of last needed item	95%	100%	100%	100%	100%
● Applications processed	1,859	1,859	2,159	1,900	1,900
● Applications received	1,859	1,859	2,159	1,900	1,900

◆ Goal 2 - To efficiently and effectively administer exams to all applicants qualified for examination.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Exam candidates rating exam process as good or higher	99%	100%	100%	100%	100%
● Applicants certified for examination	1,340	1,340	1,340	1,340	1,340
● Applicants not eligible for comity registration	937	937	937	937	937

◆ Goal 3 - To rapidly and accurately respond to requests for

information relating to resignation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persons grading response to request for information as good or better	N/A	100%	100%	100%	100%
● Information requests	N/A	1,200	1,200	1,200	1,200

◆ Goal 4 - To actively investigate all instances of possible illegal conduct related to professional practice.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complainants grading complaint processing as good or higher	N/A	100%	100%	100%	100%
● Complaints resolved by informal methods	99	100%	100%	100%	100%
● Investigations completed	130	180	200	200	200
● Complaints received	163	185	185	185	185

◆ Goal 5 - To develop certification examinations for the Certified Remediation Specialist program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Certification exams developed	0	0	2	0	0



**AGENCY/PROGRAM SUMMARY**  
**VETERINARY MEDICAL EXAMINING BOARD**  
 Louise Battaglia, Executive Director VTA  
 Contact: Louise Battaglia, Executive Director 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	210.4	240.2	240.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	210.4	240.2	240.8
Capital Funds	0.0	0.0	0.0
Agency Total	210.4	240.2	240.8
FTE Positions	3.5	3.5	3.5

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To license veterinarians, veterinary technicians and premises in accordance with mandated timeframes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt to granting of license	65	65	65	65	65
● Average cost per application processed	205	235	235	250	250

- ◆ Goal 2 - To rapidly investigate complaints and provide enforcement to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints docketed	99	115	110	105	105
● Complaints resolved	76	105	90	90	90
● Disciplinary actions	33	30	25	25	25
● Average days from receipt of complaint to resolution	65	70	80	80	80

- ◆ Goal 3 - To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary actions per 100 practitioners	2.3	2.1	1.7	1.7	1.7
● Complaints per 100 practitioners	14	14	14	14	14
● Total licenses, permits & certificates issued (excluding renewals)	276	300	300	325	325
◆ Goal 4 - To ensure thorough investigations of all allegations lodged against a veterinarian, a veterinary premise, and/or a certified veterinary technician.					

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Gather testimony and pertinent data per number of formal complaints and random investigations	N/A	N/A	120	115	115
● Conduct random premise inspections	N/A	N/A	Baseline	50	50



**AGENCY SUMMARY**  
**DEPARTMENT OF WEIGHTS AND MEASURES**

John Hays, Director WMA  
 Contact: Sandy Williams, Deputy Director 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, ensure 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ GENERAL SERVICES	1,340.8	1,356.8	1,364.9
➤ AIR QUALITY OXYGENATED FUEL	324.0	568.7	745.1
➤ VAPOR RECOVERY	254.7	338.5	340.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,919.5	2,264.0	2,450.4

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,595.5	1,845.3	1,705.3
Other Appropriated Funds	324.0	418.7	745.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,919.5	2,264.0	2,450.4
Capital Funds	0.0	0.0	0.0
Agency Total	1,919.5	2,264.0	2,450.4
FTE Positions	37.0	43.0	43.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To investigate complaints and take appropriate action in a timely manner.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Complaints	628	700	800	900	1,000
● Days to respond to complaints	2	2	2	2	2
● Days to follow up with complainants	2	2	2	2	2

- ◆ Goal 2 - To investigate complaints and take appropriate action in a timely manner.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Complaints	54	150	150	150	150

**WMA.1 PROGRAM SUMMARY**  
**GENERAL SERVICES**

Contact: Sandy Williams, Deputy Director  
 Phone: 255-5211 Ext. 2966

A.R.S. 41-2051, et. seq.

**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 provides 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,340.8	1,356.8	1,364.9
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	1,340.8	1,356.8	1,364.9
FTE Positions	27.0	30.0	30.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase compliance through inspections of Arizona licensed weights and measures devices.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Devices Licensed	43,495	45,000	46,000	47,000	48,000

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Devices Inspected	16,664	16,660	16,660	16,660	16,660
● Devices out of compliance	1,325	1,325	1,325	1,325	1,325
● Devices out of comp after reinspection	147	100	100	100	100
● Devices inspected	38.3%	37.0%	36.2%	35.4%	34.7%
● Devices rejected	8.6%	7.9%	7.9%	7.9%	7.9%

◆ Goal 2 - To ensure accurate and appropriate labeling of packaged commodities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facilities visited	1,433	1,430	1,430	1,430	1,430
● Items inspected	56,522	56,000	56,000	56,000	56,000
● Items rejected	5,144	5,100	5,100	5,100	5,100
● Items Rejected	9.1%	9.1%	9.1%	9.1%	9.1%

◆ Goal 3 - To annually certify test equipment in compliance with the National Institute of Standards and Technology (NIST) requirements.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Test equipment certified for Registered Service Agents	4,862	4,400	4,400	4,500	4,500
● Test equipment certified for Department	1,352	1,500	1,500	1,500	1,500
● Test equipment certified for industry	935	600	600	900	900
● Test equipment certified for other public institutions	289	350	350	350	350

◆ Goal 4 - To ensure all weights and measures devices used commercially have accurate and current licenses.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Locations licensed	7,770	8,300	8,400	8,500	8,600
● Devices licensed	43,495	45,000	46,000	47,000	48,000
● New locations licensed	531	1,505	1,000	1,000	1,000

◆ Goal 5 - To register companies and their personnel who install, service or test weighing and measuring devices.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Limited Weighmasters	100	100	100	100	100
● Public Weighmasters	156	160	160	160	160
● Registered Service Agencies	209	220	220	220	220
● Registered Service Representatives	680	705	730	755	780

◆ Goal 6 - To investigate complaints and take appropriate action in a timely manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints	628	700	800	900	1,000
● Days to respond to complaints	2	2	2	2	2
● Days to follow up with complainants	2	2	2	2	2

**WMA.2 PROGRAM SUMMARY  
AIR QUALITY OXYGENATED FUEL**

Contact: Dennis Ehrhart, Chief Enforcement Officer  
Phone: 255-5211 Ext. 2968

A.R.S. 41-2065.A(14,15), D, E; 41-2082; and 2121 thru 2128

**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 in Area A.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	150.0	0.0
Other Appropriated Funds	324.0	418.7	745.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>324.0</b>	<b>568.7</b>	<b>745.1</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To investigate complaints and take appropriate action in a timely manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complaints	54	150	150	150	150
● Days to respond to complaints	2	2	2	2	2
● Days to follow-up with complainants	2	2	2	2	2

◆ Goal 2 - To monitor quality of gas and diesel products through the collection and analysis of fuel samples.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Samples collected and tested	2,276	3,305	3,500	3,500	3,500
● Samples not in compliance	52	60	65	65	65
● AzCBG samples tested	0	300	550	550	550
● AzCBG samples not in compliance	0	2	5	5	5

**WMA.3 PROGRAM SUMMARY  
VAPOR RECOVERY**

Contact: Dennis Ehrhart, Chief Enforcement Officer  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

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General Funds	254.7	338.5	340.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Program Total	<u><u>254.7</u></u>	<u><u>338.5</u></u>	<u><u>340.4</u></u>
 FTE Positions	 <u>5.0</u>	 <u>7.0</u>	 <u>7.5</u>

**Program Goals and Performance Measures:**

◆ Goal 1 - To ensure that facilities install vapor recovery systems meeting equipment and performance requirements.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Installation Authority to Construct permits issued	111	110	80	50	40
● Facilities exempted	2	0	0	0	0

◆ Goal 2 - To conduct compliance inspections and witness performance tests to ensure proper operation and maintenance.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Facilities inspected upon construction completion	130	75	80	50	40
● Facilities inspected - annual test	566	750	825	900	910
● Facilities requiring reinspection - failed	225	210	230	200	200
● Facilities inspected - minor errors/passed	160	330	400	450	450
● Facilities requiring reinspection - compliance inspection	294	640	900	950	950
● Preburial inspections	74	50	40	30	25

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Education





<b>AGENCY/PROGRAM SUMMARY</b>	
<b>COMMISSION ON THE ARTS</b>	
Shelley Cohn, Executive Director	HUA
Contact: Shelley Cohn, Executive Director	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: a specialized arts resource center; consultant assistance; workshops and conferences in board development, fund-raising, management skills and planning; and an information and referral resource for artists, local arts agencies and community and arts organizations. 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 and the Arizona Arts Trust Fund to support these statewide endeavors.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,526.1	3,950.2	4,353.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,774.6	1,425.0	1,450.0
Federal Funds	538.1	598.8	612.4
Operating Funds Subtotal	3,838.8	5,974.0	6,416.0
Capital Funds	0.0	0.0	0.0
Agency Total	3,838.8	5,974.0	6,416.0
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Audiences reached by programs sponsored by agency (in millions)	5.0	5.15	5.3	5.5	5.6
● Change in number of attendees for programs supported by agency	-24%	+3%	+3%	+3%	+3%

◆ Goal 2 - To recognize and support individual artists, arts and community organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicant organizations/artists funded	85/5	94/5	93/7	91/7	90/6

● Dollar requests awarded to organizations	53%	60%	58%	56%	54%
● Applicant organizations that did not apply in previous year/those funded	24/80	16/82	17/75	18/72	18/70
● Community driven project applications received/grants awarded	585/499	564/530	575/535	585/535	500/540

◆ Goal 3 - To stimulate support and visibility for the arts in Arizona

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Communication pieces written and distributed	278,410	186,000	188,000	190,000	190,000
● Attendees at public outreach events (speaking engagements, meetings, workshops, and conferences) held each year	4,038	4,100	4,100	4,200	4,250
● Local matching funds generated/grants awarded (in millions)	59.4/2.2	60/2.6	60.5/3	61.5/3	62/3

◆ Goal 4 - To promote and perpetuate Arizona's diverse ethnic arts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grant applications from ethnic-run organizations	44	38	40	41	42
● Awards to ethnic-run organizations	\$150,087	\$158,985	\$155,000	\$155,000	\$156,000
● Applications from ethnic-run organizations funded	82%	89%	85%	87%	89%
● Ethnic board members in organizations receiving general operating support	22%	22%	22%	23%	23%

◆ Goal 5 - To make the arts fundamental to education, particularly pre-Kindergarten through high school.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications funded/education applications funded (Artists in Residence, Anti-Drug APPLE Corps, Education Projects, AZ Arts Education Research Institute)	191/87	251/94	250/90	240/88	240/85
● Existing public pre-Kindergarten through high schools served	57%	51%	50%	50%	50%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollar ratio of panel review costs in relation to amount of grants awarded	.85%	.90%	.92%	.95%	.98%
● Satisfaction ratings (1=low) by constituents with programs and services (General, AIE Conference, Southwest Arts Conference, Symposium)	9	9	9	8.9	8.8



<b>AGENCY SUMMARY</b>	
<b>ARIZONA HISTORICAL SOCIETY</b>	
Felipe C. Jacome, Executive Director	HIA
Contact: William L. Ponder, Chief Administrative Officer 520-628-5774	

**Agency Mission:**

*To collect, preserve, interpret and disseminate the history of Arizona, the West and northern Mexico, as it pertains to Arizona.*

**Agency Description:**

The Society is made up of seven divisions, four of which have museums that directly support the mission of the Society by collecting, preserving, interpreting and disseminating historical materials. The Society maintains extensive library and archival collections used by a diverse general audience. These museums are located in Tucson, Tempe, Yuma and Flagstaff. The Publications Division supports the mission of the Society by producing The Journal of Arizona History, various historical books and by maintaining the editorial standards of written materials for the Society. The Administrative Division provides finance, budget personnel and management support to each of the other divisions. The Field Services Division supports local historical societies in disseminating Arizona history. The Society also supports other community activities that relate to its mission.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION DIVISION	599.5	526.0	543.9
➤ CENTRAL ARIZONA DIVISION	2,657.9	3,169.5	3,625.4
➤ FIELD SERVICES	126.5	128.5	143.6
➤ NORTHERN ARIZONA DIVISION	102.0	117.5	104.1
➤ PUBLICATIONS DIVISION	141.1	177.1	176.1
➤ RIO COLORADO DIVISION	188.6	164.6	211.0
➤ SOUTHERN ARIZONA DIVISION	1,160.0	1,319.2	1,371.4
Capital Funds	200.4	100.0	188.4
Agency Total	<u>5,176.0</u>	<u>5,702.4</u>	<u>6,363.9</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,143.3	4,287.0	4,607.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	832.3	1,315.4	1,568.2
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	<u>4,975.6</u>	<u>5,602.4</u>	<u>6,175.5</u>
Capital Funds	200.4	100.0	188.4
Agency Total	<u>5,176.0</u>	<u>5,702.4</u>	<u>6,363.9</u>
FTE Positions	<u>64.5</u>	<u>64.5</u>	<u>64.5</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To continue improving and expanding public programs and associated outreach activities.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	393,000	432,000	476,000	523,000	575,000

- ◆ Goal 2 - To increase agency visibility statewide, nationally and internationally.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase public program attendance 10% per year	393,000	432,000	476,000	523,000	575,000
● To broaden agency outreach activities by annually increasing media and program visibility by 5%					
● To increase the timeliness and appropriateness of responses to external request for assistance and/or information and referral services. Average turnaround length.	10 days	9 days	8 days	8 days	8days

- ◆ Goal 3 - To reaffirm our commitment to timely, friendly and efficient customer relations.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing the types of media and program visibility.	7	8	9	10	10
● To increase the timeliness and appropriateness of responses for assistance and/or information & referral services.	14	12	10	8	8
● To increase professional development opportunities for staff, volunteers and affiliated historical organizations.	125	140	155	170	185

- ◆ Goal 4 - To expand internal capacities and to increase provision of public programming.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	40	44	48	52	52

- ◆ Goal 5 - To recruit, retain and comprehensively train collections staff.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified staff					

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● Training opportunities for collections staff

◆ Goal 6 - To expand intellectual control over all AHS collections in order to provide better understanding and access and use

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Expand use of collections for intellectual study/accessibility by hours of use by AHS staff, volunteers and public

● Non state sources applied to for grant funds.

◆ Goal 7 - Review, revise and apply standardized collections policies and procedures agency-wide.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete the processing of collections in order to provide optimal use and access

◆ Goal 8 - To more aggressively identify, acquire and catalog significant historical material related to Arizona history.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete processing of collections in order to provide optimal use and access

◆ Goal 9 - To maximize AHS program resources by transferring to appropriate ownership, historical sites that no longer conform to AHS programming goals.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Sites transferred per year

◆ Goal 10 - To upgrade and maintain AHS museums agency wide in order to insure public safety, convenience and comfort, improve physical appearance, ensure integrity of the building and ground, improve collections storage and comply with ADA and other accessibility regulations.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Facility surveys completed and accepted

● ADA compliance plans authorized

◆ Goal 11 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibition/program space .

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete program needs assessment at each geographical division

◆ Goal 12 - To improve AHS operations by providing automation systems which network and manipulate large quantities of data quickly and efficiently.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete an agency automation plan

◆ Goal 13 - To link staff and external resources in support of the Society's mission.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Appropriate external contacts.

◆ Goal 14 - To integrate AHS programs with state planning for information technology procurement and use.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● AHS programs integrated into GITA statewide plan.

◆ Goal 15 - To recruit, retain and comprehensively train development and PR/Marketing staff resources.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Develop, revise and use a development, PR/marketing manual. Percent of completion.

● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.

● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing private support in the AHS budget. Number of productive contacts.

◆ Goal 16 - To consolidate and expand AHS fund-and-friend raising programs across the state in a cost effective manner.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.

● Develop and use a master proposal solicitation schedule.

● Develop a strong and effective AHS Development Committee. Number of qualified members.

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● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.	0	1	4	4	4
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteers management. Number of fundraising training events.	0	1	4	4	4
● Develop volunteer teams to organize, coordinate and manage special events.	2	6	8	10	12
● Implement, assess and evaluate the percent of expansion of AHS membership in all categories.	0	10%	10%	15%	15%
● Implement, assess and evaluate the number of AHS members moving from lower to higher levels of membership giving.	0	5%	5%	10%	10%

◆ Goal 17 - To develop, revise and apply standardized development and PR/Marketing policies & procedures agency wide.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Explore methods of capitalizing on board member volunteer contacts in government, private industry and foundations with the aim of increasing private support. Number of productive contacts. Number of proactive contacts	2	4	8	16	18
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management. Number of events.	0	1	4	4	4
● Develop, revise and use a development, PR/marketing manual by counting the number of positive contacts.	0	1	4	4	4
● Develop an AHS Marketing Plan.	0	10	25	50	100
● Broaden public awareness and knowledge of Society programs and mission. Number of request and inquiries and requests for membership information.	100	200	400	500	600
● Create and nurture a "Courteous Society" and focus on customer services at AHs. Number of positive responses.	100	200	400	500	600

● Develop a unified comprehensive AHS advertising plan. Percent of completion.	0	0	25	50	100
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◆ Goal 18 - To aggressively identify, analyze and solicit appropriate funding sources in a cost effective manner.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use the master proposal solicitation schedule.	0	50	100	----	----
● Develop a strong and effective AHS Development Committee to explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the pdrtn of private support in the overall budget. Number of effective members.	0	2	4	8	10
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4

◆ Goal 19 - To create resources that support the grant proposal development and related project planning efforts at AHS.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master proposal solicitation schedule	0	50%	100%	----	----
● Develop and use a master project/exhibition schedule. Percent of events	4	8	10	12	16
● Expand the network of media contacts. Number of press outlets	6	8	10	12	14
● Develop and implement an AHS investment strategy for long-term growth of Society Financial assets. Number of investments	-----	-----	2	4	6
● Increase the level of individual giving on the part of AHS Board and Advisory Board members. percent increase in board member giving.	-----	10%	10%	10%	10%

◆ Goal 20 - To optimize Society wide fund-raising and marketing efforts in support of the appropriated budget and existing resources.

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Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master project/ exhibition schedule. Number of projects scheduled.	-----	0	4	8	10
● Develop sources of earned income by developing, revising and using a development, PR/marketing manual. Number of projects.	6	6	8	10	10
● Collect and analyze data relating to the aims, mission and proposal application requirements of likely fund raising prospects and untapped funding. (Count the number of untapped sources approached.)	-----	1	2	3	4

HIA.1 PROGRAM SUMMARY  
**ADMINISTRATION DIVISION**  
 Contact: Felipe C. Jacome, Executive Director  
 Phone: 520-628-5774  
 A.R.S. 41-821(A)

**Program Mission:**

To provide executive and administrative support to the line divisions of the Society.

**Program Description:**

The Administration Division, through the Executive Director, provides executive direction to each of the divisions. It also, through its administrative staff, provides support to the line divisions in the form of financial administration, personnel administration, contract/procurement administration, properties management and membership program.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	534.4	487.2	488.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65.1	38.8	55.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>599.5</b>	<b>526.0</b>	<b>543.9</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To continue facilitating improvement and expansion of public programs and associated outreach activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	393,000	432,000	476,000	523,000	575,000
● AHS paid membership	2,700	2,970	3,270	3,600	3,960

- ◆ Goal 2 - To increase agency visibility statewide, nationally and internationally

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	393,000	432,000	476,000	523,000	575,000
● To broaden agency outreach activities by annually increasing	500	525	551	579	608

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
media and program visibility.					
● Days to respond to external requests for assistance/information and referral services	10	9	8	8	8

- ◆ Goal 3 - To reaffirm our commitment to timely, friendly and efficient customer relations

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing media and program visibility.	7	8	9	10	10
● Days to respond to external requests for assistance/information and referral services	14	12	10	8	8
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	125	140	155	170	185

- ◆ Goal 4 - To expand internal capacities and to increase provision of public programming.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	40	44	48	52	52

- ◆ Goal 5 - To recruit, retain and comprehensively train collections staff

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified staff	10	10	10	11	12
● Measure training opportunities for collections staff.	2	2	3	4	4

- ◆ Goal 6 - To expand intellectual control over all AHS collections in order to provide better understanding & access and use.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expand use of collections for intellectual study/accessibility by hours of use by AHS staff, volunteers and public.	18,000	19,200	20,000	22,000	24,000
● Number of non state sources applied to for grant funding.	20	22	26	32	38

- ◆ Goal 7 - Review, revise and apply standardized collections policies and procedures agency-wide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete the processing of collections in order to provide optimal use and access.	5	7	9	10	10

- ◆ Goal 8 - To aggressively identify, acquire and catalog significant historical material related to Arizona History.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complete processing of collections in order to provide optimal use and access. Number of collection accessions.	110	120	130	150	160

- ◆ Goal 9 - To upgrade and maintain AHS museums agency wide in order to insure public safety, convenience and comfort, improve physical appearance, ensure integrity of the building and ground, improve collections storage and comply with ADA and other accessibility regulations.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facility surveys completed and accepted	4	5	6	7	7
● ADA compliance plans authorized.	1	2	3	4	5

◆ Goal 10 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibition/program space.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete program needs assessment at each geographical division.	0	1	2	3	4

◆ Goal 11 - To improve AHS operations by providing automation systems which network and manipulate large quantities of data quickly and efficiently.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete an agency automation plan.	0	1	1	1	1

◆ Goal 12 - To link staff and external resources in support of the Society's mission.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appropriate external personnel contacts.	12	13	14	15	17

◆ Goal 13 - To integrate AHS programs with state planning for information technology procurement and use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AHS programs or sites integrated into the GITA statewide plan.	0	1	2	3	4

◆ Goal 14 - To recruit, retain and comprehensively train development and PR/Marketing staff resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop, revise and use a development, PR/marketing manual. Percent of completion.	0	10	20	50	100
● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.	2	6	8	10	12
● Explore methods of capitalizing on board member and volunteer contacts in government, private support in the AHS budget. Number of productive contacts.	2	4	8	16	18

◆ Goal 15 - To consolidate and expand AHS fund-and-friend raising programs across the state in a cost effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.	20%	50%	75%	100%	N/A
● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
● Develop a strong and effective AHS Development Committee. Number of qualified members.	0	2	4	8	10
● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.	0	1	4	4	4
● Encourage professional	0	1	4	4	4

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
development of staff, Board and AHS volunteers in fund raising skills and volunteers management. Number of fundraising training events.					

● Develop volunteer teams to organize, coordinate and manage special events.	2	6	8	10	12
● Implement, assess and evaluate the number of AHS membership in all categories.	0	10%	10%	15%	15%
● Implement, assess and evaluate the number of AHS members moving from lower to higher levels of membership giving.	0	5%	5%	10%	10%

◆ Goal 16 - To develop, revise and apply standardized development and PR/marketing policies and procedures agency wide.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Explore methods of capitalizing on board member and volunteer contacts in government, private industry and foundations with the aim of increasing private support. Number of productive contacts.	2	4	8	16	18

● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
● Develop, revise and use a development, PR/marketing manual. Number of positive and productive contacts.	0	1	4	4	4
● Develop an AHS Marketing Plan.	0	10	25	50	100
● Broaden public awareness and knowledge of Society programs and mission. Number of request and inquiries and requests for membership information.	100	200	400	500	600
● Create and nurture a "Couteous Society" and focus on customer services at AHS. Number of positive responses.	100	200	400	500	600
● Develop a unified, comprehensive AHS advertising plan.	0	0	25	50	100

◆ Goal 17 - To aggressively identify, analyze and solicit appropriate funding sources in a cost effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify and analyze AHS capital needs for the next 2, 5, and 10 years. % of completion	0	25	50	100	N/A

● Develop and use the master proposal solicitation schedule.	0	50	100	8	10
● Develop a strong and effective AHS Development Committee and explore methods of capitalizing on board member and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the overall budget.	0	2	4	8	10
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4

◆ Goal 18 - To create resources that support the grant proposal development and related project planning efforts at AHS.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master proposal solicitation schedule.	0	10%	10%	10%	10%
● Develop and use a master project/exhibition schedule	0	50%	100%	N/A	N/A
● Expand the network of media contacts.	4	8	10	12	16
● Develop and implement an AHS investment strategy for long-term growth of private funds.	6	8	10	12	14
● Level of individual giving on the part of AHS Board and Advisory Board members by developing, revising and using a development, PR/marketing process.	N/A	N/A	2	4	6

◆ Goal 19 - To optimize Society wide fund raising and marketing efforts in support of the appropriated budget and existing resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master project/exhibition schedule. Number of projects scheduled.	N/A	0	4	8	10
● Develop sources of earned income by developing, revising and using a development, PR/marketing process.	6	6	8	10	10
● Collect and analyze data relating to the aims, mission and proposal application requirements of likely fund raising prospects and untapped funding. Number of untapped sources approached.	N/A	1	2	3	4

◆ Goal 20 - To improve its project management and ensure adequate staff are available to complete the museum exhibits and effectively monitor exhibit production.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hire a project manager to conduct project related procurement activities, maintain work flowcharts and prepare project updates.	N/A	1	1	1	1
● Utilize the new project oversight committee to oversee the exhibits production process.	N/A	25%	100%	100%	100%

◆ Goal 21 - Enhance established policies and procedures to strengthen internal controls and reduce the potential for fraud, waste or abuse.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Segregate the purchasing, processing and receiving functions. Percent complete.	75%	100%	100%	100%	100%
● Ensure that written authorization is obtained from the State treasurer to maintain outside bank accounts.	N/A	100%	100%	100%	100%
● Recording, investigating and documenting the disposition of all cash register overages/shortages.	90%	100%	100%	100%	100%
● Login and record all cash donations.	95%	100%	100%	100%	100%

HIA.2 PROGRAM SUMMARY  
**CENTRAL ARIZONA DIVISION**  
 Contact: Paul Piazza, Division Director  
 Phone: 602-929-0292  
 A.R.S. 41-821(A)

**Program Mission:**

*To collect, preserve, interpret and disseminate the history of Central Arizona with particular emphasis on the Salt River Valley.*

**Program Description:**

The Division provides collections storage, exhibits, library facilities, archives and education programs for Central Arizona.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,149.4	2,299.5	2,572.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	508.5	870.0	1,052.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,657.9</b>	<b>3,169.5</b>	<b>3,625.4</b>
<b>FTE Positions</b>	<b>23.5</b>	<b>23.5</b>	<b>23.5</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To continue improving and expanding public programs and associated outreach activities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	83,000	91,000	100,000	110,000	122,000

◆ Goal 2 - To increase Agency vivibility statewide, nationally and internationally.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	83,000	91,300	100,400	110,500	121,500
● To broaden agency outreach activities by annually increasing media and program visibility.	125	131	138	145	152
● Days to respond to external requests for assistance/information and referral services	10	9	8	8	8

◆ Goal 3 - To reaffirm committment to timely, friendly and efficient customer relations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing media and program visibility.	7	8	9	10	10
● Days to respond to external requests for assistance/information and referral services	14	12	10	8	8
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	125	140	155	170	185

◆ Goal 4 - To expand internal capacities and to increase provision of public programming.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To increase professional development opportunities for staff, volunteers and affiliated organizations.

◆ Goal 5 - To recruit, retain and comprehensively train collections staff.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Qualified staff  
● Measure training opportunities for collection staff.

◆ Goal 6 - To expand intellectual control over all collections in order to provide better understanding and access and use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Expand intellectual control over collections in order to provide better understanding and access and use.  
● Non-state sources applied to for grant funds.

◆ Goal 7 - Review, revise and apply standadized collections policie: and procedures agency wide.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete the processing of collections in order to provide optimal use and access.

◆ Goal 8 - To more aggressively identify, acquire and catalog significant historical material related to Arizona history.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete processing of collections in order to provide optimal use and access.

◆ Goal 9 - To upgrade and maintain AHS Marley Center museum in order to insure public safety, convenience and comfort, improve physical appearance, ensure integrity of the building and ground, improve collections storage and comply with the ADA and other accessibility regulations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Facility surveys completed and accepted.  
● ADA compliance plans authorized

◆ Goal 10 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibition/program space.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete program needs assessment at each geographical division.

◆ Goal 11 - To improve AHS operations by providing automation systems which network and manipulate large quantities of data quickly and efficiently.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● To complete an agency automation plan

◆ Goal 12 - To link staff and external resources in support of the Society's mission.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Appropriate external contacts

◆ Goal 13 - To integrate AHS programs with state planning for information technology procurement and use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● AHS programs integrated into GITA statewide plan.

◆ Goal 14 - To recruit, retain and comprehensively train development and PR/marketing staff resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.  
● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing private support in the AHS budget. Number of productive contacts.

◆ Goal 15 - To consolidate and expand AHS fund-and-friend raising programs across the statre in a colst effctive manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.  
● Develop and use a master proposal solicitation schedule.  
● Develop a strong and effective AHS Development Committee. Number of qualified members.  
● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.  
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteers management. Number of fundraising training events.  
● Develop volunteer teams to organize, coordinate and manage special events.  
● Implement, assess and evaluate the percent of expansion of AHS membership in all categories.  
● Implement, assess and evaluate the percent of expansion of AHS members moving from lower to higher levels of membership giving.

◆ Goal 16 - To develop, revise and apply standardized development and PR/marketing policies and procedures.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Explore methods of capitalizing on board member volunteer contacts in government, private industry, and foundations with the aim of increasing private support. Number of productive contacts.



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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
● Develop, revise and use a development, PR/marketing manual by counting the number of positive contacts.	0	1	4	4	4
● Develop and AHS Marketing Plan. Percent compete.	0	10	25	50	100
● Broaden public awareness and knowledge of Society programs and mission. Number of inquiries and requests for membership information.	25	50	100	125	150
● Create and nurture a "Courteous Society" and focus on customer services at AHS. Number of positive responses.	25	50	100	125	150
● Develop a unified comprehensive AHS advertising plan.	0	0	25	50	100
◆ Goal 17 - To aggressively identify, analyze and solicit appropriate funding sources in a cost effective manner.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use the master proposal solicitation schedule.	0	50	100	N/A	N/A
● Develop a strong and effective AHS Development Committee to explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the overall budget.	0	2	4	8	10
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4

◆ Goal 18 - To create resources that support the grant proposal development and related project planning efforts .

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
● Develop and use a master project/exhibition schedule.	4	8	10	12	16
● Expand the network of media contacts.	6	8	10	12	14
● Develop and implement an AHS investment strategy for long-term growth of Society Financial assets.	N/A	N/A	2	4	6
● Increase the level of individual giving on the part of AHS Board and Advisory Board members by developing, revising and using a development, PR/marketing manual.	N/A	10%	10%	10%	10%

◆ Goal 19 - To optimize fund-raising and marketing efforts in support of the appropriated budget and existing resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master project/exhibition schedule. Number of projects scheduled.	N/A	0	4	8	10
● Develop sources of earned income by developing, revising and using a development, PR/marketing manual.	6	6	8	10	10

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collect and analyze data relating to the aims, mission and proposal application requirements of likely fund raising prospects and untapped funding. Count the number of untapped sources approached.	N/A	1	2	3	4

**HIA.3 PROGRAM SUMMARY**  
**FIELD SERVICES**  
 Contact: Jay Van Orden, Division Director  
 Phone: 520-628-5774  
 A.R.S. 41-821(H - I)

**Program Mission:**

*To assist local historical museums in collecting, preserving, and interpreting local Arizona history.*

**Program Description:**

The Field Services Division provides a liaison and professional-curatorial expertise through on-site visits and, subject to appropriation, funding support for 50 local, mostly volunteer, historical museums throughout the state.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	126.5	128.5	135.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	7.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>126.5</b>	<b>128.5</b>	<b>143.6</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To improve consultation services to local historical museums on curatorial policies and procedures.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Curatorial-Professional Contracts proposals received	25	23	23	23	23
● Contracts entered into with local history museums	17	20	20	20	20
● Certified museums with completed collections inventories	17%	19%	21%	21%	21%
● Museums certified under ARS 41-821h & board criteria	50	50	50	50	50
● Museums receiving service	35	35	35	35	35

◆ Goal 2 - To monitor and advise on preservation of Society's historic buildings.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inspections made per building	1.5	1.5	1.5	1.5	1.5
● Historic buildings meeting Arizona Historical Society's property criteria	N/A	N/A	N/A		

◆ Goal 3 - To maximize AHS program resources by acquiring transferring to appropriate ownership, historical sites that no longer conform to AHS programming goals.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sites transferred per year	1	1	1	2	1
● Sites acquired per year	0	0	0	0	0

HIA.4 PROGRAM SUMMARY  
**NORTHERN ARIZONA DIVISION**  
 Contact: Joe Meehan, Division Director  
 Phone: 520-774-6272  
  
 A.R.S. 41-821(A)

**Program Mission:**

*To collect, preserve, interpret and disseminate the history of Arizona, the West and northern Mexico, as it pertains to Arizona, with specific emphasis on Northern Arizona and the Colorado Plateau.*

**Program Description:**

To provide collections storage, exhibits, library facilities, archives and education programs for Northern Arizona. Facilities include the 1908 County Hospital Building, Barn/Annex, Doney Cabin, Locomotive, Caboose, Root Cellar and Blacksmith Shop.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	66.4	74.4	72.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	35.6	43.1	32.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>102.0</b>	<b>117.5</b>	<b>104.1</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To continue improving and expanding public programs and associated outreach activities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	14,700	16,200	17,800	19,600	21,500

- ◆ Goal 2 - To increase agency visibility statewide, nationally and internationally.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	14,700	16,200	17,800	19,600	21,500
● To broaden agency outreach activities by annually increasing media and program visibility	37	41	45	50	55
● Days to respond to external requests for assistance/information and referral services	10	9	8	8	8

- ◆ Goal 3 - To reaffirm our commitment to timely, friendly and efficient customer relations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing media and program visibility.	7	8	9	10	10
● Days to respond to external requests for assistance/information and referral	14	12	10	8	8

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
services					
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	125	140	155	170	185

- ◆ Goal 4 - To expand internal capacities and to increase provision of public programming.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	40	44	48	52	52

- ◆ Goal 5 - To recruit, retain and comprehensively train collections staff.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified staff	1	1	1	2	2
● Measure training opportunities for collections staff.	2	2	3	4	4

- ◆ Goal 6 - To expand intellectual control over all AHS collections in order to provide better understanding and access and use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expand use of collections for intellectual study/accessibility by hours of use by AHS staff, volunteers, and public.	38	41	45	50	54
● Non-state sources applied to for grant funds.	2	2	3	3	4

- ◆ Goal 7 - Review, revise and apply standardized collections policies and procedures agency-wide

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete the processing of collections in order to provide optimal use and access. Number of collections processed.	1	2	2	3	3

- ◆ Goal 8 - To more aggressively identify, acquire, and catalog significant historical material related to Arizona History.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete processing of collections in order to provide optimal use and access. Number of collection accessions.	8	9	10	11	12

- ◆ Goal 9 - To upgrade and maintain northern Arizona museums in order to insure public safety, convenience and comfort, improve physical appearance insure integrity of the building and ground, improve collections storage and comply with ADA and other accessibility regulations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facility surveys completed and accepted.	0	0	1	0	0
● ADA compliance plans authorized	0	0	1	0	0

- ◆ Goal 10 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibition/program space.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete program needs assessment at each geographical division.	0	1	0	0	0

- ◆ Goal 11 - To improve AHS operations by providing automation

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systems which network and manipulate large quantities of data quickly and efficiently.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete an agency automation plan	0	1	1	1	1

◆ Goal 12 - To link staff and external resources in support of the Society's mission.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appropriate external contacts.	12	13	14	15	17

◆ Goal 13 - To integrate AHS programs with state planning for information technology procurement and use.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AHS programs integrated into GITA statewide plan.	0	1	2	3	4

◆ Goal 14 - To recruit, retain and comprehensively train development and PR/marketing staff resources.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.	2	6	8	10	12

● Explore methods of capitalizing on board member and volunteer contacts in government, private industry and foundations with the aim of increasing private support in the AHS budget. Number of productive contacts.	2	4	8	16	18
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◆ Goal 15 - To consolidate and expand AHS fund-and-friend raising programs across the state in a cost effective manner.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.	20%	50%	75%	100%	N/A

● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
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● Develop a strong and effective AHS Development Committee. Number of qualified members.	0	2	4	8	10
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● Explore methods of capitalizing on board member and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.	0	1	4	4	4
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● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management. Number of fund-raising training events.	0	1	4	4	4
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● Develop volunteer teams to organize, coordinate and manage special events.	2	6	8	10	12
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● Implement, assess and evaluate the percent of expansion of AHS membership in all categories.	0	10%	10%	15%	15%
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● Implement assess and evaluate the number of AHS members moving from lower to higher levels of membership giving.	0	5%	5%	10%	10%
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◆ Goal 16 - To develop, revise and apply standardized development and PR/marketing policies and procedures agency wide.					
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Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Explore methods of capitalizing on board member volunteer contacts in government, private industry and foundations with the aim of increasing private support. Number of productive contacts.	2	4	8	16	18

● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
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● Develop, revise and use a development, PR/marketing manual by counting the number of positive contacts.	0	1	4	4	4
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● Develop an AHS Marketing Plan.	0	10	25	50	100
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● Broaden public awareness and knowledge of Society programs and mission. Number of inquiries and requests for membership information.	25	50	100	125	150
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● Create and nurture a "Courteous Society" and focus on customer services at AHS. Number of positive responses.	25	50	100	125	150
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● Develop a unified comprehensive AHS advertising plan	0	0	25	50	100
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◆ Goal 17 - To aggressively identify, analyze and solicit appropriate funding sources in cost effective manner.					
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◆ Goal 17 - To aggressively identify, analyze and solicit appropriate funding sources in cost effective manner.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use the master proposal solicitation schedule.	0	50	100	N/A	N/A

● Develop a strong and effective AHS Development Committee to explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the overall budget.	0	2	4	8	10
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● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
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◆ Goal 18 - To create resources that support the grant proposal development and related project planning efforts at AHS.

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◆ Goal 18 - To create resources that support the grant proposal development and related project planning efforts at AHS.

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A

● Develop and use a master project/exhibition schedule.	4	8	10	12	16
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● Expand the network of media contacts.	6	8	10	12	14
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● Develop and implement an AHS investment strategy for long-term growth of Society Financial assets.	N/A	N/A	2	4	6
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● Increase the level of individual giving on the part of AHS Board and Advisory Board members by developing, revising and using a development, PR/marketing manual	N/A	10%	10%	10%	10%
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◆ Goal 19 - To optimize fund- raising and marketing efforts in support of the appropriated budget and existing resources.					
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◆ Goal 19 - To optimize fund- raising and marketing efforts in support of the appropriated budget and existing resources.					
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◆ Goal 19 - To optimize fund- raising and marketing efforts in support of the appropriated budget and existing resources.					
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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop sources of earned income by developing, revising and using a development, PR/marketing manual.	6	6	8	10	10
● Collect and analyze data relating to the aims, mission and proposal application requirements of likely fund raising prospects and untapped funding. Count the number of untapped sources approached.	N/A	1	2	3	4

**HIA.5 PROGRAM SUMMARY**  
**PUBLICATIONS DIVISION**  
 Contact: Bruce Dinges, Division Director  
 Phone: 520-628-5774  
 A.R.S. 41-821(A)

**Program Mission:**

*To collect, preserve, interpret and disseminate for present and future generations the history of Arizona, the West and Northern Mexico, as it pertains to Arizona, through publishing The Journal of Arizona History and other publications, and to maintain editorial standards of written materials for the Arizona Historical Society.*

**Program Description:**

The Division publishes The Journal of Arizona History, books and other literature dealing with the history of the region. It also provides editorial assistance to the exhibits and museum divisions in producing exhibit text and catalogues, brochures, educational materials, the agency annual report, and museum directory.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	99.5	105.1	106.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	41.6	72.0	69.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>141.1</b>	<b>177.1</b>	<b>176.1</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To develop and implement a Publications Division strategic plan.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Implementation	0	25%	50%	100%	N/A

- ◆ Goal 2 - To improve the content and appearance of the Journal of Arizona History.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Manuscript submissions	38	40	42	45	

- ◆ Goal 3 - To improve editorial assistance in the production of written materials for the Arizona Historical Society.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Exhibit labels, etc. processed	350	200	200	350	350
● Average hours for turnaround of	20	18	15	12	10

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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**HIA.6 PROGRAM SUMMARY**  
**RIO COLORADO DIVISION**  
 Contact: Megan Reid, Division Director  
 Phone: 520-782-1841  
 A.R.S. 41-821(A)

**Program Mission:**

*To collect, preserve, interpret and disseminate the history of Arizona, the West and Northern Mexico, as it pertains to Arizona, with particular emphasis on the lower Colorado River region.*

**Program Description:**

The division provides collections storage, exhibits, library facilities, archive storage and use assistance, as well as on and off-site educational programs for the lower Colorado River region. Facilities include the Molina Block, Century House, and Adobe Annex.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	109.8	116.3	115.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	78.8	48.3	95.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>188.6</b>	<b>164.6</b>	<b>211.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To continue improving and expanding public programs and associated outreach activities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	21,300	23,400	25,800	28,300	31,100

- ◆ Goal 2 - To increase agency visibility statewide, nationally and internationally.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	31,300	23,400	25,800	28,300	31,100
● To broaden agency outreach activities by annually increasing media and program visibility.	37	41	45	50	55
● Days to respond to external requests for assistance/information and referral services	10	9	8	8	8

- ◆ Goal 3 - To reaffirm our commitment to timely, friendly and efficient customer relations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing media and program visibility.	7	8	9	10	10
● Days to respond to external requests for assistance/information and referral services	14	12	10	8	8
● To increase professional development opportunities for	125	140	155	170	185

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
staff, volunteers and affiliated organizations.					

- ◆ Goal 4 - To expand internal capacities and to increase provision of public programming.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	40	44	48	52	52

- ◆ Goal 5 - To recruit, retain and comprehensively train collections staff.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified staff	1	1	1	2	2
● Measure training opportunities for collections staff.	2	2	3	4	4

- ◆ Goal 6 - To expand intellectual control over all AHS collections in order to provide better understanding and access and use

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expand use of collections for intellectual study/accessibility by hours of use by AHS staff, volunteers and public.	38	41	45	50	54
● Non-state sources applied to for grant funds.	2	2	3	3	4

- ◆ Goal 7 - Review, revise and apply standardized collections policies and procedures agency-wide

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete the processing of collections in order to provide optimal use and access.	1	2	2	3	3

- ◆ Goal 8 - To more aggressively identify, acquire and catalog significant historical material related to Arizona history.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete processing of collections in order to provide optimal use and access.	8	9	10	11	12

- ◆ Goal 9 - To upgrade and maintain AHS museums agency wide in order to insure public safety, convenience and comfort, improve physical appearance, ensure integrity of the building and ground, improve collections storage and comply with ADA and other accessibility regulations.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facility surveys completed and accepted.	0	0	1	0	0
● ADA compliance plans authorized.	0	0	1	0	0

- ◆ Goal 10 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibitions/program space.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete program needs assessment at each geographical division.	0	1	0	0	0

- ◆ Goal 11 - To improve AHS operations by providing automation systems which network and manipulate large quantities of data quickly and efficiently.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete an agency automation plan.	0	1	1	1	1

- ◆ Goal 12 - To link staff and external contacts.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appropriate external contacts.	12	13	14	15	17

- ◆ Goal 13 - To integrate AHS programs with state planning for information technology procurement and use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AHS programs integrated into GITA statewide plan.	0	1	2	3	4

- ◆ Goal 14 - To recruit, retain and comprehensively train development and PR/marketing staff resources.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.	2	6	8	10	12

● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing private support in the AHS budget. Number of productive contacts.	2	4	8	16	18
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- ◆ Goal 15 - To consolidate and expand AHS fund-and -friend raising programs across the state in a cost effective manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.	20%	50%	75%	100%	N/A

● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
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● Develop a strong and effective AHS Development Committee. Number of qualified members.	0	2	4	8	10
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● Explore methods of capitalizing on board member and volunteer contacts in government, private industry, and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.	0	1	4	4	4
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● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management. Number of fund-raising training events.	0	1	4	4	4
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● Develop volunteer teams to organize, coordinate and manage special events.	2	6	8	10	12
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● Implement, assess and evaluate the percent of expansion of AHS membership in all categories.	0	10%	10%	15%	15%
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● Implement assess and evaluate the number of AHS members moving from lower to higher levels of membership giving.	0	5%	5%	10%	10%
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- ◆ Goal 16 - To develop, revise and apply standardized development and PR/marketing policies and procedures agency wide.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Explore methods of capitalizing on board member volunteer contacts in government, private industry and foundations with the aim of increasing private support. Number of productive contacts.	2	4	8	16	18
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
● Develop, revise and use a development, PR/marketing manual by counting the number of positive contacts.	0	1	4	4	4
● Develop an AHS Marketing Plan.	0	10	25	50	100
● Broaden public awareness and knowledge of Society programs and mission. Number of inquiries and requests for membership information.	25	50	100	125	150
● Create and nurture a "Courteous Society" and focus on customer services at AHS. Number of positive responses.	25	50	100	125	150
● Develop a unified comprehensive AHS advertising plan	0	0	25	50	100
◆ Goal 17 - To aggressively identify, analyze and solicit appropriate funding sources in a cost effective manner.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use the master proposal solicitation schedule.	0	50	100	N/A	N/A
● Develop a strong and effective AHS Development Committee to explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the overall budget.	0	2	4	8	10
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	4	4
◆ Goal 18 - To create resources that support the grant proposal development and related project planning efforts at AHS.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
● Develop and use a master project/exhibition schedule.	4	8	10	12	16
● Expand the network of media contacts.	6	8	10	12	14
● Develop and implement an AHS investment strategy for long-term growth of Society Financial assets.	N/A	N/A	2	4	6
● Increase the level of individual giving on the part of AHS Board and Advisory Board members by developing, revising and using a development, PR/marketing manual	N/A	10%	10%	10%	10%
◆ Goal 19 - To optimize Society wide fund-raising and marketing efforts in support of the appropriated budget and existing resources.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop and use a master project/exhibition schedule. Number of projects scheduled.	N/A	0	4	8	10
● Develop sources of earned income by developing, revising and using a development, PR/marketing manual.	6	6	8	10	10
● Collect and analyze data relating to the aims, mission and proposal application requirements of likely fund raising prospects and untapped funding. Count the number of untapped sources approached.	N/A	1	2	3	4

**HIA.7 PROGRAM SUMMARY**  
**SOUTHERN ARIZONA DIVISION**  
 Contact: Jerry Kyle, Division Director  
 Phone: 520-628-5774  
 A.R.S. 41-821(A)

**Program Mission:**

*To collect, preserve, interpret and disseminate the history of Arizona, the West, and Northern Mexico, as it pertains to Arizona, with particular emphasis on Arizona south of the Gila River and northern Mexico.*

**Program Description:**

The Division provides collections storage, exhibits, library facilities, archives and education programs for Southern Arizona.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,057.3	1,076.0	1,116.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	102.7	243.2	254.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,160.0</b>	<b>1,319.2</b>	<b>1,371.4</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To continue improving and expanding public programs and associated outreach activities.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	270,000	297,000	326,700	359,300	395,200

◆ Goal 2 - To increase agency visibility statewide, nationally and internationally.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public program attendance	270,000	297,000	326,700	359,300	395,200
● To broaden agency outreach activities by annually increasing media and program visibility.	300	315	330	345	360
● Days to respond to external requests for assistance/information and referral services	10	9	8	8	8

◆ Goal 3 - To reaffirm our commitment to timely, friendly and efficient customer relations.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To broaden agency outreach activities by annually increasing media and program visibility.	7	8	9	10	10
● Days to respond to external requests for assistance/information and referral services	14	12	10	8	8
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	125	140	155	170	185
◆ Goal 4 - To expand internal capacities and to increase provision of public programming.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To increase professional development opportunities for staff, volunteers and affiliated organizations.	40	44	48	52	52
◆ Goal 5 - To recruit, retain and comprehensively train collections staff.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Qualified staff	4	4	4	4	4
● Training opportunities for collections staff.	2	2	3	4	4
◆ Goal 6 - To expand intellectual control over all AHS collections in order to provide better understanding and access and use					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expand use of collections for intellectual study/accessibility by hours of use by AHS staff, volunteers and public.	14,000	15,400	16,900	18,600	20,400
● Non-state sources applied to for grant funds.	13	14	17	21	25
◆ Goal 7 - Review, revise and apply standardized collections policies and procedures agency-wide					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete the processing of collections in order to provide optimal use and access.	2	3	4	5	5
◆ Goal 8 - To aggressively identify, acquire and catalog significant historical material related to Arizona history.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete processing of collections in order to provide optimal use and access.	60	66	72	78	84
◆ Goal 9 - To upgrade and maintain AHS southern Arizona museums in order to insure public safety, convenience and comfort, improve physical appearance, ensure integrity of the building and ground, improve collections storage and comply with ADA and other accessibility regulations.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facility surveys completed and accepted.	4	5	6	7	7
● ADA compliance plans authorized.	1	2	3	4	5
◆ Goal 10 - To determine feasibility, and if appropriate, develop and initiate plans for new exhibitions/program space.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● To complete program needs assessment at each geographical division.	0	1	2	3	4
◆ Goal 11 - To link staff and external contacts.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Appropriate external contacts.	12	13	14	15	17
◆ Goal 12 - To integrate AHS programs with state planning for information technology procurement and use.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AHS programs integrated into GITA statewide plan.	0	1	2	3	4
◆ Goal 13 - To recruit, retain and comprehensively train development and PR/marketing staff resources.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Develop, revise and use a development, PR/marketing manual. Percent of completion.	0	10	20	50	100
● Develop volunteer teams to organize, coordinate and manage fund raising and special events. Number of teams.	2	6	8	10	12
● Explore methods of capitalizing on board members and volunteer contacts in government, private industry and foundations with the aim of increasing private support in the AHS budget. Number of productive contacts.	2	4	8	16	18
◆ Goal 14 - To consolidate and expand AHS fund-and -friend raising programs across the state in a cost effective manner.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify and analyze AHS capital needs in the next 2, 5, and 10 years.	20%	50%	75%	100%	N/A
● Develop and use a master proposal solicitation schedule.	0	50%	100%	N/A	N/A
● Develop a strong and effective AHS Development Committee. Number of qualified members.	0	2	4	8	10
● Explore methods of capitalizing on board member and volunteer contacts in government, private industry, and foundations with the aim of increasing the portion of private support in the AHS budget. Number of productive contacts.	0	1	4	4	4
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management. Number of fund-raising training events.	0	1	4	4	4
● Develop volunteer teams to organize, coordinate and manage special events.	2	6	8	10	12
● Implement, assess and evaluate the percent of expansion of AHS membership in all categories.	0	10%	10%	15%	15%
● Implement assess and evaluate the number of AHS members moving from lower to higher levels of membership giving.	0	5%	5%	10%	10%
◆ Goal 15 - To develop, revise and apply standardized development and PR/marketing policies and procedures agency wide.					

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<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Explore methods of capitalizing on board member volunteer contacts in government, private industry and foundations with the aim of increasing private support. Number of productive contacts.	2	4	8	16	18
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management	0	1	4	4	4
● Develop, revise and use a development, PR/marketing manual by counting the number of positive contacts.	0	1	4	4	4
● Develop an AHS Marketing Plan.	0	10	25	50	100
● Broaden public awareness and knowledge of Society programs and mission. Number of inquiries and requests for membership information.	60	120	240	300	360
● Create and nurture a "Courteous Society" and focus on customer services at AHS. Number of positive responses.	60	120	240	300	360
● Develop an unified comprehensive AHS advertising plan.	0	0	25	50	100



◆ Goal 16 - To aggressively identify, analyze and solicit appropriate funding sources in a cost effective manner.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Identify and analyze AHS capital needs for the next 2, 5, and 10 years.	0	25	50	N/A	N/A
● Develop and use the master proposal solicitation schedule.	0	50	10	100	N/A
● Develop a strong and effective AHS Development Committee to explore methods of capitalizing on board member and volunteer contacts in government, private industry and foundations with the aim of increasing the portion of private support in the overall budget.	0	2	4	8	10
● Encourage professional development of staff, Board and AHS volunteers in fund raising skills and volunteer management.	0	1	4	8	10

◆ Goal 17 - To create resources that support the grant proposal development and related project planning efforts at AHS.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Develop and use a master proposal solicitation schedule.	N/A	10	10	10	10
● Develop and us a master project/exhibition schedule.	0	50	100	N/A	N/A
● Expand the network of media contacts.	4	8	10	12	16
● Develop and implement an AHS investment strategy for long-term growth of Society financial assets.	6	8	10	12	14
● Increase the level of individual giving on the part of AHS Board and Advisory Board members by developing, revising and using a development, PR/marketing manual.	N/A	N/A	2	4	6



**AGENCY/PROGRAM SUMMARY**  
**STATE BOARD FOR CHARTER SCHOOLS**  
 Cassandra Larsen, Director CSA  
 Contact: Cassandra Larsen, Director 542-3411  
A.R.S. 15-181 - 15-189

**Agency/Program Mission:**

*To provide educational options for parents and students, to support innovation in educational programs and to improve student achievement through the establishment of Charter Schools.*

**Agency/Program Description:**

The State Board for Charter Schools, established by A.R.S. 15-182, grants charter status to qualifying applicants pursuant to A.R.S. 15-183, and exercises general supervision over the schools that it charters.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	143.1	172.9	415.2
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	143.1	172.9	415.2
Capital Funds	0.0	0.0	0.0
Agency Total	143.1	172.9	415.2
FTE Positions	3.0	3.0	6.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To sponsor successful charter schools.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applications	54	61	75	75	75
● Applications approved	25	25	25	25	25
● State board-sponsored Charter Schools in operation	137	162	187	212	237
● Charters revoked	0	0	0	0	0

◆ Goal 2 - To improve the charter school application process by providing technical assistance to applicants.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workshop attendees	101	120	160	180	200
● Personal consultations	300	600	1,000	1,000	1,000
● Applications reviewed prior to formal application	0	0	0	0	0

◆ Goal 3 - To improve student achievement.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Academic performance of students in Charter Schools on Standard 9	N/A	N/A	N/A	N/A	N/A
● Academic performance of students in Charter Schools on AIMS	N/A	N/A	N/A	N/A	N/A



<b>AGENCY SUMMARY</b>	
<b>STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES</b>	
Donald Puyear, Executive Director	CMA
Contact: Mary Jo Saiz, Business Manager	255-4037

**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) for the 1995/1996 academic year was 80,095, and total 96/97 student unduplicated fall headcount was 155,260.

**Agency Summary:**

	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
➤ STATE BOARD ADMINISTRATION	480.2	473.4	475.8
➤ EDUCATIONAL SERVICES AND RESEARCH	409.4	454.6	458.8
➤ TEACHER CERTIFICATION	145.1	146.5	148.9
➤ AID TO COMMUNITY COLLEGES	113,237.8	123,117.5	123,495.4
Capital Funds	200.0	1,200.0	200.0
Agency Total	114,472.5	125,392.0	124,778.9

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	111,079.9	120,757.7	121,490.0
Other Appropriated Funds	145.1	246.5	148.9
Other Non Appropriated Funds	7.9	0.0	0.0
Federal Funds	3,039.6	3,187.8	2,940.0
Operating Funds Subtotal	114,272.5	124,192.0	124,578.9
Capital Funds	200.0	1,200.0	200.0
Agency Total	114,472.5	125,392.0	124,778.9
FTE Positions	15.5	15.5	15.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To develop and implement a process of long-term planning for vital statewide community college issues.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Joint Study Session in June 1998.	N/A	YES	N/A	N/A	N/A

- Incorporate process into Agency Strategic Plan. N/A    N/A    YES    YES    YES

- ◆ Goal 2 - To develop an equitable funding method for determining state aid to community colleges in support of academic and capital objectives.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Preliminary report by JBL Associates presented on August 1, 1998, will explain various funding models.	N/A	YES	N/A	N/A	N/A
● Approve final funding model in December, 1998.	N/A	N/A	YES	N/A	N/A
● Successful passage of legislation for the enactment of new funding methodology.	N/A	N/A	N/A	YES	N/A

- ◆ Goal 3 - To develop and implement procedures for the systematic exchange of data in order to analyze and report community college institutional effectiveness measures.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Begin collection and compilation of selected data elements. Progress Reports due in June 1998 and November 1998.	N/A	YES	N/A	N/A	N/A
● Collection and compilation of selected data elements for the reporting of the following elements in Annual Report to Governor: Institutional Effectiveness 1 Access 1 Transfer --Baccalaureate --Upper Division 1 Transfer Effectiveness	N/A	N/A	YES	YES	N/A

- ◆ Goal 4 - To implement an improved articulated transfer for community college students into the State's public universities and monitor results.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Report to JLBC on progress of transfer articulation on December 15, 1997.	N/A	YES	N/A	N/A	N/A
● Report progress to JLBC on June 15 and December 15, 1998.	N/A	YES	YES	N/A	N/A
● Report progress to JLBC on June 15 and December 15, 1999.	N/A	N/A	YES	YES	N/A

- ◆ Goal 5 - To determine unmet needs of higher education and develop a strategy for implementation.

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Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Through joint study and collaboration determine the unmet needs of higher education and develop preferred outcomes.	N/A	YES	N/A	N/A	N/A
● Approve outcomes document by January 1, 1999.	N/A	N/A	YES	N/A	N/A
● Successful implementation of process to achieve specified outcomes by July 1, 1999.	N/A	N/A	N/A	YES	N/A

**CMA.1 PROGRAM SUMMARY**  
**STATE BOARD ADMINISTRATION**  
 Contact: Thomas J. Saad, Assoc. Executive Director  
 Phone: 255-4037  
 Contact: Mary Jo Saiz, Business Manager  
 Phone: 255-4037  
 A.R.S. 15-1466

**Program Mission:**

*To assist the State Board members in sound decision making through 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	472.3	473.4	475.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>480.2</b>	<b>473.4</b>	<b>475.8</b>
FTE Positions	7.0	7.0	7.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State Board meetings	10	8	8	9	9
● Average Board member attendance	80%	90%	90%	90%	92%
● Board action items reviewed and acted upon	158	160	160	180	185

◆ Goal 2 - To provide assistance and responsive service to the Arizona Community College Districts to assure 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● District requests submitted by deadline that were action items at next subsequent board meeting	98%	100%	100%	100%	100%
● Districts satisfied with State Board prompt assistance (%)	N/A	N/A	Baseline	N/A	N/A

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Informational meetings with private business & public sector organizations	135	135	140	145	150
● Increase in public and private sector participants at informational meetings	36%	40%	45%	N/A	N/A

**CMA.2 PROGRAM SUMMARY**  
**EDUCATIONAL SERVICES AND RESEARCH**  
 Contact: Thomas J. Saad, Assoc. Exec. Dir.  
 Phone: 255-4037  
 Contact: Gordon Hall, Assoc. Exec. Dir.  
 Phone: 255-4037  
 A.R.S. 15-1424

**Program Mission:**

*To support the State Board of Directors for Community Colleges of Arizona in the successful fulfillment of its mission of providing, an integrated system of community colleges that satisfies the differing educational needs of all Arizonans.*

**Program Description:**

Principal functions include: staff support to the State Board with respect to its statutory powers, duties, and responsibilities; statistical reports and research; 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	210.7	214.6	218.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	198.7	240.0	240.0

Program Total	409.4	454.6	458.8
FTE Positions	5.5	5.5	5.5

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Federal reports of districts filed as required	100%	100%	100%	100%	100%
● Federal reports of districts filed on time	100%	100%	100%	100%	100%
● Attendees at statewide technology preparatory meetings	585	600	610	615	625

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reports on institutional effectiveness	1	1	1	1	1
● Updated curriculum matrixes each semester	2	1	1	1	1
● Satisfaction with new curriculum approval process and dissemination efforts	N/A	90%	92%	94%	95%

- ◆ Goal 3 - To prepare timely and accurate reports on the Arizona Community College System for the Governor, the Legislature, and other public and private entities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Governor's annual reports prepared	1	1	1	1	1
● Reports on Academic Performance of High School Graduates prepared	1	1	1	1	1
● Report on Students Under Age of 18 prepared	1	1	1	1	1
● Special studies	2	2	2	3	5
● Satisfaction of Governor's staff and legislative staff	N/A	N/A	Baseline	N/A	N/A

**CMA.3 PROGRAM SUMMARY**  
**TEACHER CERTIFICATION**  
 Contact: Thomas J. Saad, Assoc. Executive Director  
 Phone: 255-4037  
 Contact: Mary Jo Saiz, Business Manager  
 Phone: 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 requirement 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	145.1	146.5	148.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>145.1</b>	<b>146.5</b>	<b>148.9</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide accurate, prompt certification services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Certificates issued by type: - Total	4,021	3,800	4,100	4,000	4,000
● Certificates issued by type: - Regular	1,054	1,175	1,100	1,250	1,250
● Certificates issued by type: - Provisional	1,782	1,175	1,100	1,075	1,075
● Certificates issued by type: - Special	1,029	1,300	1,500	1,500	1,500
● Certificates issued by type: - District Specific	156	150	150	175	175
● Working days from receipt of information to granting of certificate	12	10	10	10	10
● Formal appeals	0	0	0	0	0
● Average service (5=high)	4.46	4.22	4.32	4.35	4.40

**CMA.4 PROGRAM SUMMARY**  
**AID TO COMMUNITY COLLEGES**  
 Contact: Thomas J. Saad, Assoc. Exec. Dir.  
 Phone: 255-4037  
 Contact: Mary Jo Saiz, Business Manager  
 Phone: 255-4037  
 A.R.S. 15-1466

**Program Mission:**

*To support and aid the community colleges in the education of Arizona's populace, 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. State funding flows through the State Board to the county treasurers then to the college districts.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	110,396.9	120,069.7	120,795.4
Other Appropriated Funds	0.0	100.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,840.9	2,947.8	2,700.0

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Program Total	113,237.8	123,117.5	123,495.4
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			
	<b>OPERATING STATE AID</b>			
	Contact: Thomas J. Saad, Assoc. Executive Director			
	Phone: 255-4037			
	Contact: Mary Jo Saiz, Business Manager			
	Phone: 255-4037			

**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 flows through the State Board to the county treasurers to the college districts.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	88,162.6	97,319.8	97,361.0
Other Appropriated Funds	0.0	100.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>88,162.6</b>	<b>97,419.8</b>	<b>97,361.0</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual full-time student equivalent	81,300	84,150	86,250	86,250	87,000
● Fall headcount	155,260	157,500	159,000	162,000	165,000
● Access: System Headcount vs. state population	3.66	3.8	4.0	N/A	N/A
● Transfer: Upper division students at universities transferring from community colleges (12 or more credit hours)	43.7%	N/A	N/A	N/A	N/A
● Colleges that have approved "Plan to Assess Student Academic Achievement" as required by the North Central Associated Colleges and Schools	N/A	100%	100%	100%	100%

- ◆ Goal 2 - To develop an interconnected and consolidated statewide technology assisted learning network with priority to service in rural areas.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rural and urban sites connected	N/A	100%	100%	N/A	N/A

CMA.4.2	SUBPROGRAM SUMMARY			
	<b>CAPITAL OUTLAY STATE AID</b>			
	Contact: Thomas J. Saad, Assoc. Executive Director			
	Phone: 255-4037			
	Contact: Mary Jo Saiz, Business Manager			
	Phone: 255-4037			

**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. Funding flows through the State Board to the county treasurers to the college districts. The State of Arizona owns all community college land and buildings.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13,971.3	14,008.4	14,016.5
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
<b>Program Total</b>	<b>13,971.3</b>	<b>14,008.4</b>	<b>14,016.5</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total square feet	N/A	N/A	Baseline	N/A	N/A
● Cost per square foot	N/A	N/A	Baseline	N/A	N/A
● Capital outlay state aid reallocated for maintenance and operating costs not to exceed statutory amount (\$)	N/A	N/A	Baseline	N/A	N/A
● Operating state aid reallocated for capital outlay costs not to exceed statutory amount (\$)	N/A	N/A	Baseline	N/A	N/A

- ◆ Goal 2 - To collect and compile statistical data on key elements of facility acquisition and management.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Capital expenditures	86,625.8	57,182.4	98,106.4	N/A	N/A
● General obligation bond expenditures	23,007.0	29,640.0	73,846.0	N/A	N/A
● Revenue bond/COPS	2,075.0	9,000.0	1,578.0	N/A	N/A
● Investment in plant	680,738.	700,000.	750,000.	N/A	N/A

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**CMA.4.3 SUBPROGRAM SUMMARY**  
**EQUALIZATION STATE AID**  
 Contact: Thomas J. Saad, Assoc. Executive Director  
 Phone: 255-4037  
 Contact: Mary Jo Saiz, Business Manager  
 Phone: 255-4037

**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 for operating. Funding is critical to the continuation of educational services and to the attainment of institutional mission. Funding flows through the State Board to the county treasurers to the college districts. Equalization aid is used to support the maintenance and operation of the community colleges.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,263.0	8,741.5	9,417.9
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
<b>Program Total</b>	<b>8,263.0</b>	<b>8,741.5</b>	<b>9,417.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Districts eligible for equalization aid	4	4	4	4	4
● Districts eligible for equalization aid	40%	40%	40%	40%	40%

**CMA.4.4 SUBPROGRAM SUMMARY**  
**FEDERAL VOCATIONAL EDUCATION**  
 Contact: Gordon Hall, Assoc. Executive Director  
 Phone: 255-4037

**Subprogram Mission:**

*To improve vocational education for Arizona residents at the Postsecondary adult level, including single parents and displaced homemakers.*

**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 special populations in vocational education in order to make the United States more competitive in the global economy. Beginning in FY 92-93 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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	2,840.9	2,947.8	2,700.0
<b>Program Total</b>	<b>2,840.9</b>	<b>2,947.8</b>	<b>2,700.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To collect and compile statistics that will demonstrate program performance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Districts meeting program standards and measures of performance	92%	100%	100%	100%	100%
● Student program completers who enter jobs related to training	N/A	80	85	87	89
● Districts receiving grant funds that demonstrate successful completion on annual project goals	100%	100%	100%	100%	100%



**AGENCY SUMMARY**  
**ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND**  
 Wilbur H. Lewis, Interim Superintendent SDA  
 Contact: Wilbur H. Lewis, Superintendent 520-770-3718

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ASDB ADMINISTRATION	1,291.4	1,826.4	1,862.5
➤ ASDB-PHOENIX	5,837.6	6,381.8	6,545.3
➤ ASDB STATEWIDE	5,752.0	6,954.6	7,057.6
➤ ASDB-TUCSON	13,324.1	13,974.2	14,146.3
Capital Funds	440.0	0.0	2,000.0
Agency Total	26,645.1	29,137.0	31,611.7

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	16,695.7	17,566.9	18,095.3
Other Appropriated Funds	5,377.5	6,449.3	6,420.8
Other Non Appropriated Funds	3,005.4	3,463.4	3,580.6
Federal Funds	1,126.5	1,657.4	1,515.0
Operating Funds Subtotal	26,205.1	29,137.0	29,611.7
Capital Funds	440.0	0.0	2,000.0
Agency Total	26,645.1	29,137.0	31,611.7
FTE Positions	524.4	536.9	539.9

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Parents satisfied with leadership.	63%	70%	75%	77%	79%

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Individual Education Plans (IEP) with participation of local district representatives (Phoenix Campus).	78%	82%	85%	88%	90%
● IEPs developed with participation of a parent (Phoenix Campus).	80%	85%	85%	88%	90%
● Parents satisfied with their involvement in the program (Phoenix Campus)	82%	84%	86%	88%	90%
● Individual Educational Plans (IEP) with participation of representatives from school districts (Tucson Campus).	82%	85%	87%	89%	91%
● Individual Educational Plans (IEP) developed with participation of parent (Tucson Campus).	89%	90%	91%	92%	93%
● Parents satisfied with their involvement in the program (Tucson Campus).	94%	95%	95%	95%	95%
● Districts satisfied with instructional programs and services as measured by a survey (ASDB-Statewide).	95%	95%	95%	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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Member districts/ eligible districts	94/121	96/203	150/232	195/232	210/232
● Days from the initial referral to resolution.	60	60	60	60	60
● Satisfaction of district staff, parents, and others with the evaluation services.	96%	96%	96%	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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Findings in the annual financial audit of the Auditor General.	0	0	0	0	0

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Parents satisfied with the quality of the physical environment.	91%	92%	93%	94%	95%
● Parents satisfied with the quality of transportation services provided	83%	84%	85%	86%	87%
● Parents satisfied with the quality of food services	78%	79%	80%	81%	82%
● Permanent certificated positions filled	89%	93%	94%	95%	95%
● Permanent classified positions filled	81%	85%	87%	89%	91%
● Permanent certificated staff turnover	6.6%	6.3%	6.3%	6.2%	6.1%
● Permanent classified staff turnover	13%	13%	12%	11%	10%
● Staff satisfied with the quality of personnel/benefits services	85%	86%	87%	88%	89%

**SDA.1 PROGRAM SUMMARY**  
**ASDB ADMINISTRATION**  
 Contact: Wilbur H. Lewis, 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,288.4	1,823.4	1,859.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3.0	3.0	3.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,291.4</b>	<b>1,826.4</b>	<b>1,862.5</b>
<b>FTE Positions</b>	<b>19.5</b>	<b>21.5</b>	<b>22.5</b>

**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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Parents satisfied with leadership.	63%	70%	75%	77%	79%

- ◆ Goal 2 - To prudently and fairly manage personnel resources of the Agency.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Permanent certificated positions filled	89%	93%	94%	95%	95%
● Permanent classified positions filled	81%	85%	87%	89%	91%
● Permanent certificated staff turnover	6.6%	6.3%	6.3%	6.2%	6.1%
● Permanent classified staff turnover	13%	13%	12%	11%	10%
● Staff satisfied with the quality of personnel/benefits services	85%	86%	87%	88%	89%

- ◆ Goal 3 - To prudently manage the financial resources and fiscal business of the agency.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Findings in the annual financial audit of the Auditor General	0	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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Parents satisfied with the quality of the physical environment	91%	92%	93%	94%	95%
● Parents satisfied with the quality of transportation services provided	83%	84%	85%	86%	87%
● Parents satisfied with the quality of food services	78%	79%	80%	81%	82%

**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)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>



1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

General Funds	3,355.7	3,113.3	3,285.1
Other Appropriated Funds	2,208.9	2,799.3	2,799.5
Other Non Appropriated Funds	46.5	75.6	62.1
Federal Funds	226.5	393.6	398.6
<b>Program Total</b>	<b>5,837.6</b>	<b>6,381.8</b>	<b>6,545.3</b>
<b>FTE Positions</b>	<b>137.4</b>	<b>147.4</b>	<b>147.4</b>

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individual Education Plans (IEP) with participation of local district representatives	78%	82%	85%	88%	90%
● IEPs developed with participation of a parent	80%	85%	85%	88%	90%
● Parents satisfied with their involvement in the program	82%	84%	86%	88%	90%

- ◆ Goal 2 - To maintain and improve high quality educational programs provide ongoing student evaluation and individual program planning necessary to assure that each student enrolled in the instructional program at ASDB Phoenix Day School for the Deaf receives the most appropriate education.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students successful in transition settings, (e.g., local public schools, post graduate education or training or work) three years after graduation	63%	75%	80%	85%	90%
● Parents satisfied with the quality of the program	84%	85%	86%	88%	90%

**SDA.3 PROGRAM SUMMARY**  
**ASDB STATEWIDE**  
 Contact: Wilbur H. Lewis, Superintendent  
 Phone: 520-770-3718  
 Contact: Dennis Russell, Administrator  
 Phone: 520-770-3600  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,392.7	2,690.0	2,743.0
Other Appropriated Funds	0.0	110.6	110.6
Other Non Appropriated Funds	2,764.5	3,210.7	3,367.6
Federal Funds	594.8	943.3	836.4
<b>Program Total</b>	<b>5,752.0</b>	<b>6,954.6</b>	<b>7,057.6</b>
<b>FTE Positions</b>	<b>50.3</b>	<b>59.8</b>	<b>61.8</b>

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Member districts/eligible districts	94/121	96/203	150/232	195/232	210/232
● Days from the initial referral to resolution	60	60	60	60	60
● Satisfaction of district staff, parents, and others with the evaluation services	96%	96%	96%	96%	96%

- ◆ Goal 2 - To provide early intervention services for families with infants and toddlers with sensory impairments.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	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	478/828	500/850	525/850	550/875	600/900
● Parents satisfied with early intervention services as measured by survey	90%	92%	95%	95%	95%
● Satisfactory reviews by the Arizona Review of Early Intervention Services(ARIES)	SATIS	SATIS	SATIS	SATIS	SATIS

- ◆ Goal 3 - To develop and implement individualized educational programs and services for children and youth with sensory impairments.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students receiving instructional services	515	600	650	675	700
● Cost per student-HI	\$8,775	\$9,100	\$9,300	\$9,500	\$9,700
● Cost per student-VI	\$7,700	\$8,000	\$8,200	\$8,400	\$8,600
● Cost per student-MDSSI	\$6,200	\$8,000	\$8,000	\$8,000	\$8,000
● Parents satisfied with instructional programs and services as measure by a survey	92%	95%	95%	95%	95%
● Districts satisfied with instructional programs and services as measured by a survey	95%	95%	95%	95%	95%

**SDA.4 PROGRAM SUMMARY**  
**ASDB-TUCSON**  
 Contact: Wilbur H. Lewis, Superintendent  
 Phone: 520-770-3718  
 Contact: Barbara Kilani, Administrator  
 Phone: 520-770-3667  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,658.9	9,940.2	10,207.7
Other Appropriated Funds	3,168.6	3,539.4	3,510.7
Other Non Appropriated Funds	191.4	174.1	147.9
Federal Funds	305.2	320.5	280.0
<b>Program Total</b>	<b>13,324.1</b>	<b>13,974.2</b>	<b>14,146.3</b>
<b>FTE Positions</b>	<b>317.2</b>	<b>308.2</b>	<b>308.2</b>

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individual Educational Plans (IEP) with participation of representatives from school districts	82%	85%	87%	89%	91%
● Individual Educational Plans (IEP) developed with participation of parent	89%	90%	91%	92%	93%
● Parents satisfied with their involvement in the program	94%	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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students successful in transition settings (e.g., local public schools, post graduate education or training, or work) 3 years after graduation	63%	68%	70%	72%	74%
● Parents satisfied with the quality of the program	95%	97%	97%	97%	97%
● Parents whose children board at the schools are satisfied with the quality of boarding and health services	90%	93%	95%	95%	95%



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF EDUCATION</b>	
Lisa Graham Keegan, Superintendent	EDA
Contact: Vicki G. Salazar, Director	542-3234

**Agency Mission:**

*To ensure academic excellence, accurate and timely information, and the effective use of resources so that learning instills in the people of Arizona the desire and ability to excel in the workplace and contribute to the community.*

**Agency Description:**

The Department operates under the direction of the Superintendent of Public Instruction to provide services to 1235+ schools in 228+ districts and 140 charter schools operating at 170 sites. The Department executes the policies of the State Board of Education, the State Board for Vocational and Technological Education. The Department: 1) implements academic state standards; 2) administers statewide assessments; 3) disseminates information; 4) administers and allocates federal and state funds; 5) administers the teacher certification and testing programs; 6) and provides program improvement assistance to schools and districts.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ SCHOOL FINANCE	2,052,044.0	2,089,288.3	2,211,686.9
➤ ACADEMIC FOUNDATIONS	28,633.7	40,111.8	42,231.4
➤ PROFESSIONAL DEVELOPMENT	1,359.1	1,614.9	2,948.0
➤ ACADEMIC ASSISTANCE	188,987.6	238,584.3	237,080.5
➤ STUDENT HEALTH AND SAFETY	163,485.9	88,005.4	88,379.5
➤ SUPPORT SERVICES	3,162.4	10,649.3	11,675.0
➤ STATE POLICY BOARDS	1,825.5	2,661.3	2,347.4
➤ ADMINISTRATION	2,800.9	3,223.2	3,164.2
Capital Funds	0.0	0.0	0.0
Agency Total	<u>2,442,299.1</u>	<u>2,474,138.4</u>	<u>2,599,513.1</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,967,314.7	2,121,661.3	2,211,785.2
Other Appropriated Funds	0.0	38,040.0	74,866.9
Other Non Appropriated Funds	36,353.4	3,128.9	2,089.6
Federal Funds	438,631.0	311,308.2	310,771.4
Operating Funds Subtotal	<u>2,442,299.1</u>	<u>2,474,138.4</u>	<u>2,599,513.2</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>2,442,299.1</u>	<u>2,474,138.4</u>	<u>2,599,513.2</u>
FTE Positions	<u>417.2</u>	<u>423.0</u>	<u>423.0</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To sustain and augment the infrastructure that enables Arizona students to meet and exceed state standards.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Districts and Charter Schools sending teams to Standards Advocate Team Training	N/A	15%	35%	55%	75%
● Districts and Charter Schools verifying alignment to the Language Arts, Mathematics and Science Standards	N/A	70%	80%	90%	95%
● Students demonstrating proficiency on state academic standards	N/A	N/A	N/A	Baseline	70%
● Percentile rank score of Arizona students grades 3-12 on the Norm Referenced Test for reading	49%	51%	52%	53%	54%
● Percentile rank score of Arizona students grades 3-12 on the Norm Referenced Test for math	47.9%	49%	50%	52%	54%
● Percentile rank score of Arizona students grades 3-12 on the Norm Referenced Test for language	44%	47%	49%	52%	54%
● Arizona High School students who complete graduation requirements	78.1%	79%	80%	81%	82%
● High school students exiting the system prior to meeting high school standards	8.9%	8%	7%	6%	5%
● Teachers from Board approved programs who pass proficiency assessments	N/A	N/A	Baseline	+2%	+3%
● Reduction in the numbers of paper forms to be completed by districts/schools	N/A	50%	80%	90%	100%
● Reduction in data requests from schools by the ADE	N/A	10%	15%	20%	25%
● Schools in need of a corrective education improvement plan (* New Federal legislation in Special Education)	30%	35*%	30%	25%	20%
● Parents reporting involvement with their child's education	N/A	Baseline	+5%	+10%	+12%
● Parents who report that schools are more open and responsive to their involvement	N/A	Baseline	+5%	+10%	+12%
◆ Goal 2 - To ensure Arizona's Educational Standards are rigorous, based on sound research and well understood by the public.					
Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standards recognized as being rigorous	4	4	5	6	7
● Public rating Standards as being clear and easily understood	N/A	80%	90%	90%	90%

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◆ Goal 3 - To align educational opportunities to the work place so that students are prepared to transition from school to work.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students reporting satisfaction with the transition from school to work skills they acquired	N/A	Baseline	+2%	+4%	+6%
● Employers reporting satisfaction with new employees: Academic Skills	95%	95.5%	95.7%	95.8%	95.9%
● Employers reporting satisfaction with new employees: Technical Skills	95.5%	96%	96.5%	96.8%	96.9%
● Employers reporting satisfaction with new employees: Work Habits and Attitudes	90%	92%	92.5%	93%	93.5%
● Graduates successfully achieving placement in a related field, continuing education or military duty	65%	70%	75%	80%	85%
● Vocational Technological Education programs achieving approved status on performance measures and standards	30%	34%	43%	52%	60%
● Vocational Technological Education programs achieving provisional status on performance measures and standards	62%	58%	50%	42%	35%
● Vocational Technological Education programs achieving unapproved status on performance measures and standards	8%	8%	7%	6%	5%

◆ Goal 4 - To establish and maintain a system to disseminate accurate and timely information to the public relating to academic performance and the use of resources at the school level to ensure school level accountability.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools that have completed a School Report Card and are available in hard copy and through the World Wide Web Site.	95.5%	100%	100%	100%	100%
● School Report Card inquiries on the World Wide Web Site.	73,000	91,250	94,900	95,550	102,200
● Completion of school level academic, statistical and financial databases	10%	40%	70%	100%	100%
● Error-free ADE databases	10%	40%	95%	99%	99%
● Completion of telecommunications connectivity to state's education sites	65%	75%	85%	100%	100%

◆ Goal 5 - To continuously monitor and improve those procedures that ensure the proper allocation, distribution and expenditure of all funds.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sub-recipients using the automated application	25%	75%	85%	95%	100%
● Accuracy and timeliness of Agency's internal common-core data	N/A	Baseline	85%	90%	99.9%
● Data transmittal errors per total electronic transmittals from Agency to AFIS	50%	25%	15%	10%	0.1%
● Schools that conduct on-line data transfer with the ADE	10%	25%	50%	75%	100%
● Accuracy of information entered in the accounting/finance system	50%	90%	95%	99%	99%
● Data transmittal errors per total transmissions	50%	40%	30%	20%	10%
● Audits resolved within six months	60%	75%	90%	95%	100%
● Monitoring resolved with in six months	30%	50%	75%	95%	100%
● District & schools receiving 90 day letter	N/A	Baseline	-5%	-10%	-15%
● Districts that come into compliance in 90 days	N/A	Baseline	+5%	+10%	+15%
● Districts funding withheld for non-compliance	1	0	0	0	0

**EDA.1 PROGRAM SUMMARY**  
**SCHOOL FINANCE**  
 Contact: Richard Wiggall, Director  
 Phone: 542-8227  
 A.R.S. Title 15

**Program Mission:**

*To implement a general and uniform financial system for all publicly funded common and high schools, to implement Charter Schools funding and to collect data that will assure such implementation.*

**Program Description:**

The School Finance Program provides state aid through the funding formulas; and collects and provides accurate financial, student, transportation and staffing data; determines and facilitates the districts' compliance with budget and expenditure limits; assists districts in complying with state law and federal regulations and responds to requests for data.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,913,475.0	2,050,389.0	2,137,753.0
Other Appropriated Funds	0.0	38,040.0	73,934.4
Other Non Appropriated Funds	35,018.9	859.0	0.0
Federal Funds	103,550.6	0.0	0.0
<b>Program Total</b>	<b>2,052,044.0</b>	<b>2,089,288.0</b>	<b>2,211,687.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>16.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Basic State Aid**
- ▶ **Other Formula Programs**

**School Finance Administration and Research**

**EDA.1.1 SUBPROGRAM SUMMARY**

**BASIC STATE AID**

Contact: Richard Wiggall, Director  
Phone: 542-8227

A.R.S. Title 15

**Subprogram Mission:**

*According to state law and regulations, to administer state aid to all publicly funded common high schools, and Charter Schools.*

**Subprogram Description:**

Basic State Aid: is a component of equalization assistance which is designed to provide equity among districts in expenditures and is determined by a statutory formula which takes into account three major variables: 1) student count (prior year Average Daily Membership (ADM); 2) base-level dollar amount per pupil; and 3) assessed valuation of the property in the school district. Increases in student count create greater need for equalization assistance, while increases in assessed valuation will decrease the need for equalization assistance. The assistance for students in county jails and juvenile detention centers is included. The majority of funding for students from unorganized territories and Certificates of Educational Convenience (CEC-B) students is included with equalization assistance. The General Fund appropriation for basic state aid indicated above reflects the major portion of the estimated total requirement for equalization assistance. The difference between the estimated total amount required and the General Fund amount appropriated for basic state aid is funded by county equalization assistance and the expendable income derived from the Permanent Common School Fund. Charter Schools (State Board of Education) are funded based on a statutory formula which takes into account two major variables: 1) current year ADM, and 2) base level dollar amount per pupil. Components of the school finance formula that affect Equalization Assistance are the following: Small School Weights, Rapid Decline, Limited English Proficiency Weight, Special Education Weight, K-3 Weights, Audit Costs, Special Adjustments for Tuition Loss, Teacher Experience Index, Sudden Growth, Transportation, Open Enrollment Costs, Career Ladders, Optional Performance Incentive Program, Small District Adjustment, Excess Utilities, Energy-saving Devices, Excess Insurance, Desegregation, and Dropout Prevention.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,772,338.0	1,882,529.0	1,959,926.0
Other Appropriated Funds	0.0	38,040.0	73,934.4
Other Non Appropriated Funds	35,018.9	859.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,807,356.0</b>	<b>1,921,428.0</b>	<b>2,033,860.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure district expenditure limits conform with current law.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Provide budget forms and	July 1	July 1	June 15	June 1	June 1

budget worksheets to districts and Charter Schools by June 15th

- Calculate preliminary budget year limits for existing districts and Charter Schools, using applicable data and state law, no later than May 15th  
July 9    April 15    April 15    April 15    April 15
- Calculate components of the equalization base to ensure that new Charter Schools are included on the next scheduled payment  
85%    90%    95%    100%    100%
- ◆ Goal 2 - To apportion funds for publicly funded common and high schools and Charter Schools and to distribute detailed apportionment reports. (Starting FY 2000, the apportionment will be based on a new system making it longer to receive payment reports.)

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Applicable payment months where reports are distributed by the 12th of the month.	95%	95%	100%	95%	100%

**EDA.1.2 SUBPROGRAM SUMMARY**

**OTHER FORMULA PROGRAMS**

Contact: Richard Wiggall, Director  
Phone: 542-8227

A.R.S. Title 15

**Subprogram Mission:**

*To distribute additional state funds to applicable publicly funded common and high schools, and Charter Schools in an accurate and timely manner; to provide support to publicly funded common and high schools, and Charter Schools applying for federal assistance related to the general operations of the schools.*

**Subprogram Description:**

The other formula assistance to school districts includes statutory formula programs that provide general assistance to school districts as follows: 1) Additional State Aid, known as the homeowners rebate, a tax relief program for Class 5 property (residential). The state will pay 35% for a homeowners' primary school district tax liability up to \$500 as provided in A.R.S. §15-972. Factors that influence Additional State Aid include: Class 5 assessed value growth and the average increase in school district tax rates. All districts are eligible for Additional State Aid. 2) Assistance to School Districts, which educates children whose parents or legal guardians are employed by, and housed at, one of the state institutions as prescribed in A.R.S. §15-976. 3) Certificates of Educational Convenience provide assistance to school districts that have students that are placed by the State in group homes in the districts as provided by A.R.S. §15-825. 4) Impact Aid (P.L. 103-382), federal monies to assist districts that have non-taxable federal land. The funds are provided directly to the districts by the federal government. 5) Special Education Residential and Institutional Vouchers provide assistance to Residential and Institutional facilities for special education students placed in these facilities by various State agencies as provided in A.R.S. §§15-1181 - 1186, and A.R.S. §§15-1201 -1204. 6) Department of Juvenile Corrections provides Educational Assistance for students under age 18 and children with disabilities under age 21, placed by the State as provided in A.R.S. §§15-1371 - 1372.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	140,462.8	167,186.0	177,133.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	103,550.6	0.0	0.0
<b>Program Total</b>	<b>244,013.4</b>	<b>167,186.0</b>	<b>177,133.9</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely and accurate payment for other State formula programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Months when residential and institutional voucher payment requisitions were submitted to Accounting by the 20th of the month	17%	50%	60%	70%	80%

- ◆ Goal 2 - To assure that Federal Impact Aid (P.L. 103-382) applications prepared by the districts provide accurate financial and enrollment information to the U.S. Department of Education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Errors noted for applications reviewed.	21%	18%	15%	12%	10%

EDA.1.3 SUBPROGRAM SUMMARY

**SCHOOL FINANCE ADMINISTRATION AND RESEARCH**

Contact: Richard Wiggall, Director  
Phone: 542-8227

A.R.S. Title 15

**Subprogram Mission:**

*To collect and provide accurate information on publicly funded common, high schools, and Charter Schools in a timely manner and to assist publicly funded common, high schools, and Charter Schools in complying with State and Federal Laws and Regulations.*

**Subprogram Description:**

The School Finance subprogram collects, processes and utilizes student, employee and financial data from public school districts. The subprogram also collects data on private schools. The School Finance Unit implements the funding formula by: 1) calculating and apportioning state aid and other formula funding payments; 2) providing technical assistance to school districts and Charter Schools in meeting compliance with the reporting and funding requirements; 3) conducting training workshops in student attendance and special education census; 4) advising and consulting with the Auditor General in the revision of the Uniform System of Financial Records and State Board procurement rules; and 5) conducting research and analyzing various components of the funding formula. The State level requirements of the federal P.L. 103-382 are performed by the School Finance Unit and consist of reviewing the school district applications and calculating disparity tests as required by the federal law. The financial and statistical

data collected by the School Finance Unit is used for four basic purposes: 1) calculate the apportionment of state aid; 2) produce the Superintendent's annual financial report; 3) report data to the National Center of Education Statistics; and 4) respond to requests for statewide and district data from program within the Arizona Department of Education, the Legislature, the Governor's Office, other state agencies, federal agencies, school districts, and the public.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	674.2	675.1	692.7
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
<b>Program Total</b>	<b>674.2</b>	<b>675.1</b>	<b>692.7</b>
FTE Positions	17.0	17.0	16.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To collect and provide accurate attendance data and enrollment information for publicly funded common and high schools and Charter Schools in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Districts/Charter Schools submitting ADM in electronic form	68%	75%	85%	99%	99%
● Districts submitting Special Education Census in electronic form	51%	56%	85%	99%	99%
● Districts revising final ADM after June 1	6%	5%	3%	3%	1%
● Districts revising final Special Education Census after April 15	25%	20%	15%	10%	5%

- ◆ Goal 2 - To assure that accurate and timely payments are made to publicly funded, appropriate educational entities and programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● School districts/Charter Schools paid accurately according to legislatively established schedule	99%	99%	99%	99%	99%
● Programs being paid according to schedule	90%	95%	99%	99%	99%

EDA.2 PROGRAM SUMMARY

**ACADEMIC FOUNDATIONS**

Contact: Dr. Billie J. Orr, Associate Superintendent  
Phone: 542-3504  
Contact: Mary Lewkowitz, Director  
Phone: 542-5212  
A.R.S Laws 1990, Chapter 233

**Program Mission:**

*To promote attainment of high academic standards and technical skills in Arizona schools through multiple learning opportunities for all students.*

**Program Description:**

The Academic Foundations program focuses on improving student

achievement through academic and technical skill attainment and transition from school to careers. Program initiatives include the promotion of educational reform through full implementation of the Arizona Academic Standards; student assessment; school accountability; vocational technological education; professional development for teachers and administrators; program evaluation, improvement and support; research; and reliable data collection and reporting.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,664.7	15,286.8	17,406.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	118.1	153.8	153.8
Federal Funds	19,850.9	24,671.2	24,671.2
<b>Program Total</b>	<b>28,633.7</b>	<b>40,111.8</b>	<b>42,231.4</b>
FTE Positions	74.0	76.8	76.3

**This Program Contains the following Subprograms:**

- ▶ Arizona Academic Standards
- ▶ Student Assessment and School Accountability
- ▶ Research and Evaluation
- ▶ School to Work

EDA.2.1 SUBPROGRAM SUMMARY  
**ARIZONA ACADEMIC STANDARDS**  
 Contact: Carolyn R. Watson, Director  
 Phone: 542-1579  
  
 A.R.S. 15-741 and 741.01

**Subprogram Mission:**

To provide services to educators to assist K-12 students in the attainment of high scholastic achievement through rigorous state-adopted academic standards.

**Subprogram Description:**

Provide professional development to Arizona educators in the implementation of the Arizona Academic Standards. Educate the public as well to understand the new academic requirements for all students in Arizona schools.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	616.2	678.1	447.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,324.8	7,608.1	7,608.1
<b>Program Total</b>	<b>2,941.0</b>	<b>8,286.2</b>	<b>8,056.0</b>
FTE Positions	12.9	13.4	8.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide vision, clarity and understanding of the Arizona Academic Standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Academic Standards presentations N/A 75 95 60 30
- Constituents completing the Arizona Standards presentation evaluation form expressing that the information received was clear and understandable N/A 80% 90% 99% 99%

- ◆ Goal 2 - To develop and expand academic standards education capacity in teachers and other school/community leaders.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools who have sent teams to Standards Advocate Team Training	N/A	15%	30%	45%	60%

- ◆ Goal 3 - To promote curriculum alignment to and implementation of, all Arizona Academic Standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● School districts and charter schools that indicate alignment and implementation of curriculum standards on the District Assessment Plan	N/A	70%	80%	90%	95%

EDA.2.2 SUBPROGRAM SUMMARY  
**STUDENT ASSESSMENT AND SCHOOL ACCOUNTABILITY**  
 Contact: Kelly Powell, Director  
 Phone: 542-5031  
  
 A.R.S. 15-741 and 746

**Subprogram Mission:**

To assess all students and to collect, analyze and distribute reliable test data and public K-12 school accountability information.

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	609.4	3,338.1	5,134.7
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
<b>Program Total</b>	<b>609.4</b>	<b>3,338.1</b>	<b>5,134.7</b>
FTE Positions	0.0	3.0	10.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assess all students fairly and objectively on achievement tests.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grades tested on AIMS	N/A	N/A	1	4	4
● Students tested on NRT	85%	90%	95%	98%	99%

- ◆ Goal 2 - To disseminate accurate and timely information to ensure school-level academic accountability.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools receiving report cards by end of school year	95.5%	100%	100%	100%	100%

EDA.2.3 SUBPROGRAM SUMMARY  
**RESEARCH AND EVALUATION**  
 Contact: Kelly Powell, Director  
 Phone: 542-5031  
 P.L. 100-77

**Subprogram Mission:**

To support the research and evaluation needs of the Arizona Department of Education (ADE).

**Subprogram Description:**

Research and Evaluation (R&E) supports the mission and goals of the ADE and the research requirements of new and existing education laws by providing quality statistical analysis and research information in a timely, accurate and objective manner. Internal, on-demand research support is provided to all ADE program areas by coordinating computer training; developing and implementing research designs; performing data collection, analysis and evaluation; summarizing results; and producing research reports.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	246.9	225.3	138.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	97.1	132.2	132.2
Federal Funds	46.1	50.3	50.3
<b>Program Total</b>	<b>390.1</b>	<b>407.8</b>	<b>320.7</b>
<b>FTE Positions</b>	<b>8.1</b>	<b>10.1</b>	<b>6.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide effective research consultation to all ADE programs through research designs, data collection and analysis

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Managers satisfied with research designs, data collection and analysis	70%	85%	95%	100%	100%
● Original research projects ultimately adopted as law or education policy	N/A	1	2	3	4

EDA.2.4 SUBPROGRAM SUMMARY  
**SCHOOL TO WORK**  
 Contact: Mary Lewkowitz, Director  
 Phone: 542-5212

**Subprogram Mission:**

To expand access to extraordinary education by providing

leadership, technical assistance and resources, which prepare all students for transition from school to careers through meaningful academic and workforce preparation.

**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. (VTE) 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 Applied Technology Education Act of 1990 funds provide 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 high academic standards and technical/employability skills.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,192.2	11,045.3	11,685.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21.0	21.6	21.6
Federal Funds	17,480.0	17,012.8	17,012.8
<b>Program Total</b>	<b>24,693.2</b>	<b>28,079.7</b>	<b>28,720.0</b>
<b>FTE Positions</b>	<b>53.0</b>	<b>51.3</b>	<b>50.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assure that students completing VTE programs are prepared to make an effective transition from school to work and to advanced educational opportunities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● High school graduates that complete a VTE program	30%	31%	32%	32%	33%
● Special population VTE students completing VTE programs	39%	40%	41%	41%	42%
● VTE students enrolled in secondary and post-secondary Tech Prep programs	33%	35%	36%	37%	38%
● Students participating in workplace experiences (Co-op)	4,600	5,000	5,100	5,100	5,150

- ◆ Goal 2 - To increase overall student and employer satisfaction of VTE completers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Responding employers surveyed that are satisfied with VTE completers (academic skill attainment)	95.0%	95.5%	95.6%	95.7%	95.8%
● Responding employers surveyed that are satisfied with	95.5%	96%	96.5%	96.5%	97%



VTE completers (technical skill attainment)

- Responding employers surveyed that are satisfied with VTE completers (work habit and attitude) 90% 91% 92% 93% 94%

◆ Goal 3 - To provide leadership and support to VTE professionals in implementing quality VTE programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Professional Development participant's satisfaction on a scale of 1-5	4.1	4.15	4.2	4.3	4.4

◆ Goal 4 - To provide leadership and support for LEA implementation of a Career Pathways System.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Professional Development participant's satisfaction with training on a scale of 1-5	N/A	4.0	4.1	4.2	4.3
● Schools implementing Career Pathways	11	20	43	69	100

**EDA.3 PROGRAM SUMMARY**  
**PROFESSIONAL DEVELOPMENT**  
 Contact: Caryn R. Shoemaker, Director  
 Phone: 542-5529  
 A.R.S. 15-203, 15-534, 15-918

**Program Mission:**

*To assure that teachers and administrators are well prepared to help students meet and exceed Arizona's Academic Standards.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,067.7	1,206.2	1,606.8
Other Appropriated Funds	0.0	0.0	932.5
Other Non Appropriated Funds	100.4	147.8	147.8
Federal Funds	191.0	260.9	260.9
<b>Program Total</b>	<b>1,359.1</b>	<b>1,614.9</b>	<b>2,948.0</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>35.0</b>	<b>36.0</b>

**This Program Contains the following Subprograms:**

- ▶ Career Ladders
- ▶ Certification/Investigation
- ▶ Professional Evaluation And Recognition

**EDA.3.1 SUBPROGRAM SUMMARY**  
**CAREER LADDERS**  
 Contact: Dr. Charles Wiley, Manager  
 Phone: 542-2746  
 A.R.S. 15-918

**Subprogram Mission:**

*To improve the academic achievement of students by attracting and retaining talented teachers, compensating their excellence and motivating them to perform at increasingly higher levels.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	78.8	131.1	131.4
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
<b>Program Total</b>	<b>78.8</b>	<b>131.1</b>	<b>131.4</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To attract and retain talented teachers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teachers participating in approved Career Ladder programs	59%	61%	63%	65%	67%
● Career Ladder teachers continuing in Career Ladder Program	N/A	95%	96%	97%	98%
● Academic Achievement rates of approved Career Ladder Programs	N/A	Baseline	+5%	+10%	+15%

◆ Goal 2 - To improve teacher performance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participant teachers advancing on the Career Ladder	36.8%	37.2%	37.5%	38%	38.5%
● Participant teachers performing at current level or higher on the Career Ladder	95.5%	95.4%	95.6%	95.8%	96%

**EDA.3.2 SUBPROGRAM SUMMARY**  
**CERTIFICATION/INVESTIGATION**  
 Contact: R. Berkley Lunt, Manager  
 Phone: 542-3304  
 A.R.S. 15-203

**Subprogram Mission:**

To certify qualified persons as education professionals who provide high quality education and to protect the safety and welfare of Arizona's students.

**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 and through the State Board of Education in a professional and timely manner; and screens applicants for certification based on criminal conviction records received as a result of fingerprint reports from the Arizona Department of Public Safety and the Federal Bureau of Investigation.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	737.9	790.3	100.3
Other Appropriated Funds	0.0	0.0	932.5
Other Non Appropriated Funds	100.4	147.8	147.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>838.3</b>	<b>938.1</b>	<b>1,180.6</b>
FTE Positions	26.0	29.0	27.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promptly and accurately process applications for, and respond to inquiries about, certification.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers satisfied with services	75%	81%	83%	85%	87%

**EDA.3.3 SUBPROGRAM SUMMARY**  
**PROFESSIONAL EVALUATION AND RECOGNITION**  
 Contact: Caryn R. Shoemaker, Director  
 Phone: 542-5529  
 A.R.S. 15-203 A.18, 20, 21, 23

**Subprogram Mission:**

To validate and recognize the professional knowledge and performance of education professionals that increases student achievement.

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	251.0	284.8	1,375.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	191.0	260.9	260.9
<b>Program Total</b>	<b>442.0</b>	<b>545.7</b>	<b>1,636.0</b>
FTE Positions	7.0	5.0	8.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continually improve the quality of teacher preparation through implementation of a professional development plan for teachers and administrators.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teachers from board approved programs who pass proficiency assessments	N/A	N/A	Baseline	N/A	N/A

**EDA.4 PROGRAM SUMMARY**  
**ACADEMIC ASSISTANCE**  
 Contact: Kathryn Kilroy, Chief of Administrative  
 Phone: 542-5962  
 Contact: Michael Hughes, Assoc SupT  
 Phone: 542-7461  
 A.R.S. 15 et. seq.

**Program Mission:**

To promote the development and implementation of extraordinary education for all learners to reach higher levels of academic achievement, workplace skills and effective participation in society.

**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 for special populations. It also provides professional development opportunities to teachers and administrative professionals and supports local efforts focused on parental and community involvement.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	31,107.6	40,519.9	39,095.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	105.3	34.4	34.4
Federal Funds	157,774.7	198,030.0	197,950.3
<b>Program Total</b>	<b>188,987.6</b>	<b>238,584.3</b>	<b>237,080.5</b>
FTE Positions	124.1	128.9	128.7

**This Program Contains the following Subprograms:**

- ▶ Early Childhood Programs
- ▶ Migrant Children Education
- ▶ Indian Education

- ▶ Homeless Education
- ▶ Limited English Proficiency
- ▶ Special Education Program Development
- ▶ Special Education Assistance to Schools
- ▶ LEA Grants and School Improvement (Title I)
- ▶ Foreign Language Assistance
- ▶ Innovative Educational Strategies (Title VI)
- ▶ Eisenhower Professional Development (Title II)
- ▶ Gifted Education
- ▶ Single Parents and Displaced Homemakers
- ▶ Workforce Development
- ▶ Adult Education
- ▶ Family Literacy
- ▶ Youth Support Research

EDA.4.1 SUBPROGRAM SUMMARY  
**EARLY CHILDHOOD PROGRAMS**  
 Contact: Carrie Fleming, Manager  
 Phone: 542-4963  
 A.R.S. 15-715

**Subprogram Mission:**

*To impact teaching and learning in preschool through third grade so that all students achieve high academic success.*

**Subprogram Description:**

This program appropriates and provides discretionary funding to local educational agencies that offer instructional programs, for pupils in preschool through grade three, that are developmentally appropriate.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	14,110.6	19,475.3	19,483.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1.3	0.0	0.0
<b>Program Total</b>	<b>14,111.9</b>	<b>19,475.3</b>	<b>19,483.2</b>
<b>FTE Positions</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide leadership and support to local educational agencies and communities in implementing development programs that help Arizona's young children achieve success in school.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Parents participating in Even Start Programs that are achieving educational/employment gains	26%	30%	34%	36%	40%
● Children demonstrating readiness to enter school	80%	82%	84%	86%	88%
● Children sustaining gains as indicated by academic test scores	N/A	Baseline	+3%	+6%	+10%

EDA.4.2 SUBPROGRAM SUMMARY  
**MIGRANT CHILDREN EDUCATION**  
 Contact: Ralph Romero, Director  
 Phone: 542-7462  
 P.L. 103-382

**Subprogram Mission:**

*To impact teaching and learning in K-12 classrooms so that migrant students achieve high academic success.*

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	7,012.8	5,716.4	5,716.4
<b>Program Total</b>	<b>7,012.8</b>	<b>5,716.4</b>	<b>5,716.4</b>
<b>FTE Positions</b>	<b>5.3</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify eligible migrant students and track their participation in programs designed to enable them to achieve high academic success.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Migrant students achieving state standards	N/A	Baseline	+2%	+4%	+6%
● Migrant students participating in the program	76%	80%	82%	85%	88%

EDA.4.3 SUBPROGRAM SUMMARY  
**INDIAN EDUCATION**  
 Contact: Kathryn Stevens, Manager  
 Phone: 542-4392  
 A.R.S. 15-201

**Subprogram Mission:**

*To promote leadership, education and training to schools, agencies and governments that are responsible for the quality education of Arizona's American Indian children.*

**Subprogram Description:**

The Indian Education subprogram utilizes 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	467.7	467.7	467.7
<b>Program Total</b>	<b>467.7</b>	<b>467.7</b>	<b>467.7</b>
FTE Positions	0.5	0.5	0.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To encourage tribal/community collaborations in order to improve the academic performance of American Indian students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students participating in collaborator-sponsored activities that demonstrate mastery of academic and workplace standards	N/A	Baseline	+2%	+4%	+6%

**EDA.4.4 SUBPROGRAM SUMMARY**  
**HOMELESS EDUCATION**  
 Contact: Gary Fortney, Coordinator  
 Phone: 542-3267  
 P.L. 103-382

**Subprogram Mission:**

To ensure that homeless children and youth have access to a free, appropriate public education, comparable to that provided to the children of any Arizona resident and consistent with Arizona's mandatory school attendance laws.

**Subprogram Description:**

Title VII-B, of the Stewart B. McKinney Homeless Assistance Act 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, (LEAS) and public and private social service agencies on appropriate services for homeless children. The ASD also provides and administers grants to local education agencies to provide direct educational and support services to homeless children and youth.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	355.6	382.9	382.9
<b>Program Total</b>	<b>355.6</b>	<b>382.9</b>	<b>382.9</b>
FTE Positions	0.5	0.5	0.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of homeless students meeting the state standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participating students meeting state standards in language arts and mathematics as assessed by the LEA	61%	74%	76%	78%	80%
● Students in appropriate grade for age	81%	94%	95%	96%	97%

**EDA.4.5 SUBPROGRAM SUMMARY**  
**LIMITED ENGLISH PROFICIENCY**  
 Contact: Catherine Mayorga, Manager  
 Phone: 542-5510  
 A.R.S. 15-751:15 -756

**Subprogram Mission:**

To provide technical assistance to school personnel in planning and implementing second language programs in order to develop English language proficiency and increase the academic achievement of Limited English Proficient (LEP) students.

**Subprogram Description:**

The Limited English Proficiency 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 law, each local education agency 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 for that student.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	62.2	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	1,405.6	3,254.1	3,254.1
<b>Program Total</b>	<b>1,467.8</b>	<b>3,254.1</b>	<b>3,254.1</b>
FTE Positions	4.1	1.5	1.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the percent of Limited English Proficient (LEP) students exiting programs through reassessment.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students with three years of program services exiting proficient in English	N/A	Baseline	+2%	+4%	+8%
● Students achieving reassessment criteria	30%	35%	36%	38%	40%
● Students annually exiting program with proficiency in English	2.8%	3.5%	4%	6%	10%

**EDA.4.6 SUBPROGRAM SUMMARY  
SPECIAL EDUCATION PROGRAM DEVELOPMENT**

Contact: Dr. Kathryn A. Lund, State Director  
Phone: 542-3084

A.R.S. Title 15

**Subprogram Mission:**

*To promote the development and implementation of extraordinary education through training, technical assistance and monitoring so that students with disabilities reach higher levels of academic achievement, workplace skills and effective participation in society.*

**Subprogram Description:**

This section ensures educational excellence for students with disabilities between the ages of three and 22 years by promoting the achievement of individual student goals and, to the extent appropriate, state education standards. The initiatives that support this mission are: Accountability and Documentation, Administrative Support, Assistive Technology, Child Find, Conflict Resolution, Comprehensive System of Personnel Development, Guidance and Support, Parent/Professional Collaboration, Preschool, School-to-Adult-Life Transition, and Secure Care Education.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,138.7	3,297.1	2,284.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	33.9	34.4	34.4
Federal Funds	2,088.3	6,731.4	6,731.7
<b>Program Total</b>	<b>3,260.9</b>	<b>10,062.9</b>	<b>9,050.2</b>
<b>FTE Positions</b>	<b>61.0</b>	<b>61.4</b>	<b>61.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the achievement of students with disabilities toward Individualized Education Program (IEP) goals and State Education Standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● IEP goals achieved by students	N/A	65%	70%	72%	74%
● Students whose IEPs address math, reading and written expression State Standards	N/A	Baseline	+10%	+25%	98%

- ◆ Goal 2 - To increase compliance with state and federal special education statutes and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Schools participating in Collaborative Compliance Program Review that meet the "intent of the law" in 4 out of 6 compliance areas. (P.L. 105-17 was signed into law on June 4, 1997 which changed requirements. The 1998 school year focused on training on these new requirements rather than compliance activities.)

- ◆ Goal 3 - To increase the capacity of professionals and parents of students with disabilities to support student learning.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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- Participants indicating that training opportunities were helpful in improving services to students (Sampling)
- Mean rating of the quality of assistance of constituents who contact the ADE/ESS to request information

**EDA.4.7 SUBPROGRAM SUMMARY  
SPECIAL EDUCATION ASSISTANCE TO SCHOOLS**

Contact: Dr. Kathryn A. Lund, State Director  
Phone: 542-3084

A.R.S. Title 15

**Subprogram Mission:**

*To promote the development and implementation of extraordinary education through the proper allocation, distribution and monitoring of federal and state funds so that students with disabilities reach higher levels of academic achievement, workplace skills and effective participation in society.*

**Subprogram Description:**

The Section distributes formula-driven grants, focused-issue grants and state-appropriated funds. Grants are monitored through amendments, cash management reports, audits and other reporting requirements as identified in specific awards. The initiatives that support this mission are: Fund Management, Guidance and Support, School-to-Adult-Life Transition, and Residential and Institutional Vouchers. Federal Entitlement Funds are formula-driven funds under the Individuals with Disabilities Education Act (IDEA) for general special education and preschool special education to support excess costs of educating students with disabilities. Special Education Placement and Residential Education Voucher Fund: Education costs of students placed in private institutions by the Department of Economic Security, Department of Corrections, Department of Juvenile Corrections, Department of Health Services and Juvenile Courts, as provided by A.R.S. §15-1182, Laws 1990, Ch. 164. Special Education Institutional Voucher Fund: Education costs of students attending the Arizona School for the Deaf and the Blind (ASDB), children hospitalized in the Arizona State Hospital (ASH) and children in developmentally disabled programs operated by the Department of Health Services, in accordance with A.R.S. §15-1202. Additional funds to schools to provide extended school-year programs for

disabled students as provided by A.R.S. §15-881. Residential Placement Training and Residential Emergency Fund for use when the Department of Economic Security or Department of Health Services lacks funds to place students as per Laws 1991, Ch. 173. Supplemental Additional IDEA: Funds to schools that are experiencing rapid growth in the population of preschool children with disabilities, or that are initiating or expanding services in order to comply with state and federal statutes relating to preschool special education.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,979.3	10,869.5	10,418.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	36,017.5	40,245.3	40,245.3
<b>Program Total</b>	<b>45,996.8</b>	<b>51,114.8</b>	<b>50,663.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the effectiveness of the entitlement grant process.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average days from receipt of document to approval	60	50	40	30	30

**EDA.4.8 SUBPROGRAM SUMMARY**  
**LEA GRANTS AND SCHOOL IMPROVEMENT (TITLE I)**  
 Contact: Bill Scheel, Manager  
 Phone: 542-7472  
 P.L. 103-382

**Subprogram Mission:**

*To support the implementation of Arizona's System of School Support in order to impact teaching and learning in K-12 classrooms so that educationally disadvantaged students achieve high academic success.*

**Subprogram Description:**

Title I, under the Improving America's School Act (IASA), provides financial assistance to local educational agencies to meet the needs of special educationally disadvantaged children at the preschool, elementary and secondary school levels. The purpose of Title I is to help all children achieve the state's Academic Standards. This is accomplished through supplemental programs that can consist of instructional services, instructional support services, school-wide reform efforts and increased involvement of parents in their children's education.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	94,211.5	116,065.3	116,065.3
<b>Program Total</b>	<b>94,211.5</b>	<b>116,065.3</b>	<b>116,065.3</b>
<b>FTE Positions</b>	<b>22.4</b>	<b>32.7</b>	<b>32.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of Title I schools providing appropriate research-based instruction and exhibiting characteristics of effective school-based management.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Title I participants achieving state standards.	N/A	Baseline	+2%	+4%	+6%
● Schools implementing schoolwide programs demonstrating effective researched based practices	N/A	50%	60%	70%	80%

**EDA.4.9 SUBPROGRAM SUMMARY**  
**FOREIGN LANGUAGE ASSISTANCE**  
 Contact: Catherine Mayorga, Manager  
 Phone: 542-5510  
 R7-2-301

**Subprogram Mission:**

*To promote foreign and/or Native American language proficiency among students.*

**Subprogram Description:**

The Foreign Language Assistance Program is responsible for assisting the local educational agencies in the implementation of foreign and/or Native American language instruction.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To effectively and efficiently provide technical assistance to LEAs regarding the Foreign Language Assistance Program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● LEAs reporting satisfaction with technical assistance	69%	75%	80%	85%	90%

**EDA.4.10 SUBPROGRAM SUMMARY**  
**INNOVATIVE EDUCATIONAL STRATEGIES (TITLE VI)**

Contact: John Hicinbotham, Manager  
 Phone: 542-7459

P.L. 103-382

**Subprogram Mission:**

*To support the implementation of Arizona's System of School Support in order to impact teaching and learning in K-12 classrooms so that all students achieve high academic standards.*

**Subprogram Description:**

IASA Title VI supports the strengthening of educational reforms, such as those experienced through Title I School-wide Programs; activities consistent with school improvement; establishment of Effective Schools Programs and other nationally recognized model programs; delivery of at-risk services, literacy instruction and services for gifted students; school districts' accomplishment of the National Education Goals, particularly teacher education and professional development; funding for reference and other curricular materials, including library and media services; technology-in-education initiatives, including purchase of computers and software; and innovative projects affording schools opportunities in the areas of teaching and learning student mastery of standards, formation of collaborative partnerships and community involvement.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	3,853.1	4,529.1	4,529.1
<b>Program Total</b>	<b>3,853.1</b>	<b>4,529.1</b>	<b>4,529.1</b>
<b>FTE Positions</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the percentage of students meeting state standards.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students meeting and exceeding state standards in Reading, Writing and Math	N/A	Baseline	+2%	+4%	+6%

**EDA.4.11 SUBPROGRAM SUMMARY**  
**EISENHOWER PROFESSIONAL DEVELOPMENT (TITLE II)**

Contact: Dr. Sharon Bolster, Manager  
 Phone: 542-3053

P.L. 103-382

**Subprogram Mission:**

*To support the implementation of Arizona's System of School Support so that all educators have access to sustained and intensive, high-quality professional development activities that improve teaching and learning in the core academic subjects with*

*an emphasis on Arizona's mathematics and science standards.*

**Subprogram Description:**

Title II (Dwight D. Eisenhower Professional Development Program) under the Improving America's Schools Act (IASA) is designed to improve the teaching and learning of all students. State and local educational agencies and institutions of higher education with teacher education programs help to ensure that teachers, and where appropriate, other staff and administrators, have access to sustained and intensive higher quality professional development that is aligned to challenging state content standards and challenging state student performance standards. In addition to being tied to state standards, Title II is to be research-based, include academic content and pedagogy, and include effective strategies for meeting the needs of diverse students. Title II provides technical assistance and monies that promote the purposes of Title II to local educational agencies through an entitlement formula based on public and private school enrollment and Title I membership; authorizes the use of funds that have been reserved at the state level, and reviews state and local expenditures for compliance with applicable rules and regulations. State and local educational agencies as well as institutions of higher education implement authorized activities.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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	3,235.1	3,910.1	3,910.1
<b>Program Total</b>	<b>3,235.1</b>	<b>3,910.1</b>	<b>3,910.1</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - Improve teacher content knowledge and use of instructional strategies so that students achieve state standards.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students achieving state standards	N/A	Baseline	+2%	+4%	+6%

**EDA.4.12 SUBPROGRAM SUMMARY**  
**GIFTED EDUCATION**

Contact: Dr. Nancy Stahl, Manager  
 Phone: 542-3084

A.R.S. 15-203, 15-761, 15-764, 15-770,

**Subprogram Mission:**

*To promote the development and implementation of extraordinary education through technical assistance, and proper allocation, distribution, and monitoring of state grants so that gifted students reach higher levels of academic achievement, workplace skills and effective participation in society.*

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,279.8	1,294.3	1,296.3
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
<b>Program Total</b>	<b>1,279.8</b>	<b>1,294.3</b>	<b>1,296.3</b>
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the achievement of identified gifted students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students mastering State Standards in math, reading and written expression as measured by AIMS	N/A	N/A	Baseline	N/A	N/A
● Schools using Individual Program Plan achievement as an outcome measure	50%	55%	60%	65%	70%
● Students achieving personally identified outcomes	51%	52%	55%	60%	65%

EDA.4.13 SUBPROGRAM SUMMARY  
**SINGLE PARENTS AND DISPLACED HOMEMAKERS**  
 Contact: Jenny L. Erwin, Vocational Equity Administrator  
 Phone: 542-5357  
  
 34 C.F.R. 403.90, 34 C.F.R. 403.180

**Subprogram Mission:**

*To ensure that youth and adults have access to quality programs, which include integrated academics, occupational training and support services in order that they may continue their education, obtain employment, progress on a career ladder, and become economically self-sufficient.*

**Subprogram Description:**

The Single Parent and Displaced Homemaker Program is established in accordance with Carl D. Perkins Vocational Act, Section 221. In compliance with this law, the Vocational Equity program offers preparatory services, occupational skills, educational materials, career guidance and counseling services to assist participants in gaining marketable skills. The program makes education and training more accessible by providing dependent care, transportation services, special services and supplies, books and materials. Resources, funding, staff development, monitoring and evaluation are integral components of this statewide effort. Projects are funded through a competitive bidding process. Approximately 2,500 Single Parent and Displaced Homemakers are served.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	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	1,827.9	1,860.8	1,780.8
<b>Program Total</b>	<b>1,827.9</b>	<b>1,860.8</b>	<b>1,780.8</b>
FTE Positions	0.0	1.0	1.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that single parents and displaced homemakers have access and opportunities to participate in vocational training opportunities and support programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students completing program	90%	90%	90.5%	91%	92%
● Clients placed	70%	70.5%	71%	71.5%	72%

- ◆ Goal 2 - To increase the participation of nontraditional students in vocational programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in nontraditional enrollment relative to preceding year	2%	2%	2%	3%	3%

EDA.4.14 SUBPROGRAM SUMMARY  
**WORKFORCE DEVELOPMENT**  
 Contact: Connie Stewart, Manager  
 Phone: 542-5142

**Subprogram Mission:**

*To provide leadership and technical assistance to assure that youth and adults with barriers to employment have access to quality programs that integrate applied academic, occupational training and support services so they may continue their education, obtain employment, and progress on a career ladder through meaningful workforce preparation.*

**Subprogram Description:**

Is responsible for the administration of comprehensive education and training programs that address the unmet needs of economically disadvantaged youth and adults who are facing barriers to employment. These programs include occupational training, workplace skills, related academic and support services, and provide employment preparation opportunities that support their 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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	2,127.3	10,182.4	10,182.4
<b>Program Total</b>	<b>2,127.3</b>	<b>10,182.4</b>	<b>10,182.4</b>
FTE Positions	7.3	8.4	8.4

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that economically disadvantaged youth and adults facing barriers to employment have opportunities to participate in comprehensive education and employment and training programs, and are prepared to make an effective transition to work.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● JTPA participants successfully completing placement criteria	85%	85.5%	86%	87%	90%
● TAA participant successfully completing training	75%	75.5%	76%	76.5%	77%

- ◆ Goal 2 - To facilitate coordination of education and training services between the education system, and the employment and training system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average documented linkages/partnerships per contract between education, and employment and support organizations	5	6	7	7.5	8

**EDA.4.15 SUBPROGRAM SUMMARY**  
**ADULT EDUCATION**  
 Contact: Karen Liersch, Director  
 Phone: 542-5280  
  
 A.R.S. 15-232, 15-234, 15-702

**Subprogram Mission:**

*To ensure that adults have access to quality educational opportunities that will: 1) support them in their employment, job training and higher education aspirations, and 2) assist them in acquiring the knowledge and skills necessary for effective participation in society.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,558.4	4,568.7	4,575.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	71.4	0.0	0.0
Federal Funds	5,171.0	4,684.6	4,684.6
<b>Program Total</b>	<b>8,800.8</b>	<b>9,253.3</b>	<b>9,259.8</b>
FTE Positions	11.8	15.3	15.3

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To expand and improve GED Testing Services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to receive diplomas/transcripts	25	20	20	20	20
● Test batteries taken	69,600	71,700	73,800	76,000	78,300

- ◆ Goal 2 - To maximize the effectiveness of funded programs in delivering of ABE, ESOL, GED Prep, and Citizenship education in order to increase student gains and program performance as measured by program quality indicators.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student educational gains achieved	138,800	138,800	143,000	147,300	151,700
● Quality indicators met/exceeded	55%	60%	65%	70%	75%

**EDA.4.16 SUBPROGRAM SUMMARY**  
**FAMILY LITERACY**  
 Contact: Karen Liersch, Director  
 Phone: 542-5280  
  
 A.R.S. 15-191

**Subprogram Mission:**

*To break the intergenerational cycle of illiteracy in parents and their preschool 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	978.5	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	0.0	0.0	0.0
<b>Program Total</b>	<b>978.5</b>	<b>1,000.0</b>	<b>1,000.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure quality instructional programs for preschool children and their parents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Parents achieving educational/employment gains	26%	28%	30%	32%	34%
● Children demonstrating readiness to enter preschool	80%	82%	84%	86%	88%

EDA.4.17 SUBPROGRAM SUMMARY  
**YOUTH SUPPORT RESEARCH**  
 Contact: Vicki Salazar, Director  
 Phone: 542-3234  
  
 Law 1994, 8th Special, Ch 1

**Subprogram Mission:**

*To assess the effects of using incentive rewards to reinforce the positive study habits and academic performance of students.*

**Subprogram Description:**

The program is designed to assess the effects of using incentive rewards to reinforce the positive study habits and academic performance of students. The incentives consist of coupons for merchandise from community businesses.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	15.0	39.0
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
<b>Program Total</b>	<b>0.0</b>	<b>15.0</b>	<b>39.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To contract with school districts to conduct a study to test if incentive rewards impact academic performance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contracts issued	1	1	2	2	2

EDA.5 PROGRAM SUMMARY  
**STUDENT HEALTH AND SAFETY**  
 Contact: Lynne Dulin, Director  
 Phone: 542-8709  
  
 7C.F.R. Part 210, 215, 220, 225, 226, 227

**Program Mission:**

*To assist schools and organizations toward improving the health, nutrition and safety of students so they may benefit from the educational process and achieve their full potential.*

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,023.7	6,950.4	7,956.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	212.8	361.6	186.3
Federal Funds	156,249.4	80,693.4	80,236.3
<b>Program Total</b>	<b>163,485.9</b>	<b>88,005.4</b>	<b>88,379.5</b>
FTE Positions	48.3	46.5	46.5

**This Program Contains the following Subprograms:**

- ▶ Child Nutrition
- ▶ Chemical Abuse Prevention
- ▶ School Safety
- ▶ Other School Health Programs

EDA.5.1 SUBPROGRAM SUMMARY  
**CHILD NUTRITION**  
 Contact: Karen Woodhouse, Manager  
 Phone: 542-8703  
 Contact: Barbara Harmonson, Manager  
 Phone: 542-8710  
 A.R.S. 15-1151 to 15-1158

**Subprogram Mission:**

*To assist schools and organizations to improve the nutrition and well-being of students so that they can achieve their full potential.*

**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. Eighty percent 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, Food Distribution, and Nutrition Education and Training Program. Meals served in these programs 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	91.5	95.5	98.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	212.8	361.6	186.3
Federal Funds	150,652.1	73,954.1	73,954.1
<b>Program Total</b>	<b>150,956.4</b>	<b>74,411.2</b>	<b>74,238.5</b>
<b>FTE Positions</b>	<b>38.8</b>	<b>40.0</b>	<b>40.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of schools and organizations complying with the U.S. Dietary Guidelines for Americans as a measure of nutritional integrity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● School districts and organizations planning lunch menus which meet the U.S. Dietary Guidelines	N/A	21%	42%	60%	75%
● On-site visits to school districts and organizations to provide follow-up training on U.S. Dietary Guidelines	36	73	102	134	164

- ◆ Goal 2 - To increase the number of low income at-risk students receiving nutritionally adequate meals from Summer Food Service Program (SFSP) sponsors and the School Breakfast Program (SBP).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Summer Food Service Program school sponsors that serve low income at-risk children	2%	4%	5%	10%	15%
● Breakfast programs serving at-risk children	3%	5%	6%	11%	16%
● Meals served to low income at risk children	9%	10%	15%	20%	25%

**EDA.5.2 SUBPROGRAM SUMMARY**  
**CHEMICAL ABUSE PREVENTION**  
 Contact: Lynne Dulin, Director  
 Phone: 542-8709  
 A.R.S. 15-345, 15-712

**Subprogram Mission:**

*To assist schools in integrating a comprehensive health model so that students may achieve their full potential.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	849.4	854.9	858.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	5,026.3	6,056.4	6,056.4
<b>Program Total</b>	<b>5,875.7</b>	<b>6,911.3</b>	<b>6,915.3</b>
<b>FTE Positions</b>	<b>7.5</b>	<b>4.5</b>	<b>4.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase technical assistance visits to rural school districts to assist them in implementing chemical abuse prevention programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Decrease in drug use by rural students whose teachers use effective programs	N/A	Baseline	5%	10%	15%
● Teachers implementing effective programs	N/A	Baseline	+10%	+10%	+10%

- ◆ Goal 2 - To reduce tobacco, alcohol and other drug usage among students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Decrease of student use of tobacco, alcohol and other drugs as reported on the ACJC survey	N/A	5%	5%	10%	15%

**EDA.5.3 SUBPROGRAM SUMMARY**  
**SCHOOL SAFETY**  
 Contact: Lynne Dulin, Director  
 Phone: 542-8709  
 A.R.S. 15-203, Sect. 25

**Subprogram Mission:**

*To provide support to schools in establishing a safe environment so students may achieve their full potential.*

**Subprogram Description:**

Administration of state funds to the school districts whose plans have been approved by the Joint Legislative Committee on School Safety.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	4,840.4	6,000.0	7,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	266.7	225.8	225.8
<b>Program Total</b>	<b>5,107.1</b>	<b>6,225.8</b>	<b>7,225.8</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve safety on school campuses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in reported violent activities in schools	N/A	Baseline	5%	10%	15%
● Positive responses from safe school survey by teachers	80%	90%	90%	95%	95%

**EDA.5.4 SUBPROGRAM SUMMARY**  
**OTHER SCHOOL HEALTH PROGRAMS**  
 Contact: Lynne Dulin, Director  
 Phone: 542-8709

**Subprogram Mission:**

*To promote research-based comprehensive health programs.*

**Subprogram Description:**

To provide support training to assist teachers, school nurses, administrators, counselors, parents, community groups and youth in the learning and development of healthy behaviors as they relate to comprehensive school health, safe and drug free schools and communities, and HIV prevention education.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,242.4	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	266.7	225.8	225.8
<b>Program Total</b>	<b>1,509.1</b>	<b>225.8</b>	<b>225.8</b>
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of teachers implementing effective strategies and programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teachers implementing effective programs	N/A	Baseline	+10%	+10%	+10%
● Decrease in drug-related referrals	3%	5%	3%	8%	13%

- ◆ Goal 2 - To promote the Comprehensive Health Standards to teachers and parents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teachers using the Standards	N/A	Baseline	+5%	+10%	+15%

**EDA.6 PROGRAM SUMMARY**  
**SUPPORT SERVICES**  
 Contact: Laura Penny, Chief of Communication  
 Phone: 542-5962  
 A.R.S. Title 15,

**Program Mission:**

*To provide centralized support services for all programs in the Department of Education, to respond to requests for information from the public, to provide internal and external support, and to serve as a conduit for funding for certain external programs.*

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	2,194.8	2,931.9	3,962.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	828.4	1,313.7	1,308.7
Federal Funds	139.2	6,403.7	6,403.7
<b>Program Total</b>	<b>3,162.4</b>	<b>10,649.3</b>	<b>11,675.0</b>
FTE Positions	50.1	49.5	47.0

**This Program Contains the following Subprograms:**

- ▶ **Public Information/Communication**
- ▶ **Management Information Services**
- ▶ **Other Education Support**

**EDA.6.1 SUBPROGRAM SUMMARY**  
**PUBLIC INFORMATION/COMMUNICATION**  
 Contact: Patricia Likens, Manager  
 Phone: 542-5072  
 Contact: Jeanne Belcheff, Manager  
 Phone: 542-3710  
 P.L. 100-77

**Subprogram Mission:**

*To provide information about public education in Arizona and the initiatives of the Superintendent of Public Instruction to the media, public, government officials and educators.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	329.2	320.9	306.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	585.9	1,073.7	1,073.7
Federal Funds	0.8	0.0	0.0
<b>Program Total</b>	<b>915.9</b>	<b>1,394.6</b>	<b>1,380.4</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>24.0</b>	<b>23.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To publicize and promote the services and programs of the ADE and the Superintendent.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● News stories resulting from press releases/conferences	154	140	144	153	162
● Editorials supporting Superintendent's programs/initiatives	43	43	45	47	49

- ◆ Goal 2 - To respond promptly and accurately to requests for information about the ADE and Arizona education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Constituent letters responded to within 1 week	50%	60%	70%	80%	90%

- ◆ Goal 3 - To promote parental involvement in children's education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools participating in the H.U.G. initiative	N/A	10%	25%	50%	75%

- ◆ Goal 4 - To offer a variety of economically priced printing products and services to the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in cost of printing services and products provided	0%	0%	0%	3%	0%

**EDA.6.2 SUBPROGRAM SUMMARY**  
**MANAGEMENT INFORMATION SERVICES**  
 Contact: Vito Amato, Director  
 Phone: 542-7886  
 P.L. 100-77

**Subprogram Mission:**

*To implement and maintain an information technology resource and infrastructure to provide accurate and timely data to educators, policy makers, and the public in support of education in Arizona.*

**Subprogram Description:**

Management Information Systems (MIS) maintains an effective information technology resource for the efficiency and effectiveness of Arizona Department of Education (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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,305.7	2,098.5	3,091.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	33.1	25.0	25.0
Federal Funds	135.1	6,403.7	6,403.7
<b>Program Total</b>	<b>1,473.9</b>	<b>8,527.2</b>	<b>9,520.5</b>
<b>FTE Positions</b>	<b>25.1</b>	<b>25.5</b>	<b>24.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To create and implement an educational information system to collect and disseminate accurate and timely fiscal and academic information for planning, budgeting, funding and decision making.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADE financial, academic and statistical database is error-free	N/A	N/A	95%	99%	99%+

- ◆ Goal 2 - To provide technical assistance to schools and districts on the use of Department of Education information systems, as well as the effective application of information technology, and to facilitate their Internet connectivity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● School sites having Internet connectivity	N/A	75%	85%	100%	100%
● Student Accountability Information System is complete and in operation statewide	N/A	20%	50%	100%	100%

**EDA.6.3 SUBPROGRAM SUMMARY**  
**OTHER EDUCATION SUPPORT**  
 Contact: Vicki Salazar, Director  
 Phone: 542-3234  
 Contact: Jeanne Belcheff, Manager  
 Phone: 542-3710  
 P.L. 100-77

**Subprogram Mission:**

*To distribute, in accordance with legislative intent, annual funding for external support and educational outreach services.*

**Subprogram Description:**

Provides external support and assistance for educational outreach services which include the following programs: Flinn Foundation, Academic Contest, Geography Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, the Education Commission of the States, Education Programs for Schools, Learn and Serve America and the School

Performance Incentive Program.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	559.9	512.5	564.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	209.4	215.0	210.0
Federal Funds	4.1	0.0	0.0
<b>Program Total</b>	<b>773.4</b>	<b>727.5</b>	<b>774.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure that all appropriated funds are distributed in a timely manner to: Arizona Academic Contests A.R.S.§15-124; R72-313, Arizona Academic Decathlon, Arizona Geography Alliance, and the Arizona Humanities Council.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion reports that will be sent to accounting within ten (10) days of receipt from participants	90%	95%	100%	100%	100%
● Payments distributed within 14 work days after receiving appropriated funds	78%	85%	90%	100%	100%

EDA.7 PROGRAM SUMMARY  
**STATE POLICY BOARDS**  
 Contact: Corinne Velasquez, Executive Director  
 Phone: 542-5057  
 A.R.S. Title 15

**Program Mission:**

*To ensure every Arizona child achieves maximum personal development by aggressively setting policies which foster educational excellence to prepare for the future.*

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	950.3	1,412.3	1,098.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	875.2	1,249.0	1,249.0
<b>Program Total</b>	<b>1,825.5</b>	<b>2,661.3</b>	<b>2,347.4</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>4.0</b>

**This Program Contains the following Subprograms:**

- ▶ **State Board of Education/Vocational and Technological Education**

▶ **State Board of Education/Charter Schools**

EDA.7.1 SUBPROGRAM SUMMARY  
**STATE BOARD OF EDUCATION/VOCATIONAL AND TECHNOLOGICAL EDUCATION**  
 Contact: Corinne Velasquez, Executive Director  
 Phone: 542-5057  
 A.R.S. 15-203, 15-781.01

**Subprogram Mission:**

*To aggressively set policies that 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	144.1	147.5	150.2
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
<b>Program Total</b>	<b>144.1</b>	<b>147.5</b>	<b>150.2</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To create a system that measures and communicates student performance in achieving standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standards documents reviewed and updated	N/A	N/A	2	2	2
● Subject areas assessed in AIMS	N/A	N/A	0	0	1

- ◆ Goal 2 - To create a professional certification process that advances student competency in the academic standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Set the passing score for the assessment and consistently increase the score, thereby requiring higher levels of professional skill and knowledge	N/A	N/A	Baseline	+5%	+10%

**EDA.7.2 SUBPROGRAM SUMMARY**  
**STATE BOARD OF EDUCATION/CHARTER SCHOOLS**  
 Contact: Bonnie Barclay, Director  
 Phone: 542-5968  
 A.R.S. 15-181 to 15-189

**Subprogram Mission:**

*To increase the number of excellent educational options for all students.*

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	663.0	1,091.9	1,098.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	875.2	1,249.0	1,249.0
<b>Program Total</b>	<b>1,538.2</b>	<b>2,340.9</b>	<b>2,347.4</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop and implement a monitoring system for Charter Schools sponsored by the State Board of Education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monitor Charter Schools using components for monitoring adopted by the State Board of Education	100%	N/A	50%	50%	50%
● Complete five-year reviews of charter contracts	N/A	N/A	0	0	0

**EDA.8 PROGRAM SUMMARY**  
**ADMINISTRATION**  
 Contact: Lisa Graham Keegan, Superintendent  
 Phone: 542-3234  
 A.R.S Title 15

**Program Mission:**

*To support the efficient operations of the State Department of Education.*

**Program Description:**

This Program oversees the certification, investigation, 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 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,831.4	2,964.6	2,905.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-30.5	258.6	258.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,800.9</b>	<b>3,223.2</b>	<b>3,164.2</b>
<b>FTE Positions</b>	<b>62.8</b>	<b>62.3</b>	<b>68.5</b>

**This Program Contains the following Subprograms:**

- ▶ Superintendent's Office
- ▶ Administrative Services
- ▶ Charter Schools Liaison

**EDA.8.1 SUBPROGRAM SUMMARY**  
**SUPERINTENDENT'S OFFICE**  
 Contact: Lisa Graham Keegan, Superintendent  
 Phone: 542-3234  
 P.L. 100-77

**Subprogram Mission:**

*To provide leadership in promoting academic excellence and ensuring the responsible, effective and efficient use of state and federal monies so that children and adults in Arizona acquire the necessary competencies and skills to participate meaningfully in the workplace and community.*

**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 140 Charter Schools operating at 170 sites, and to execute the policies of the State Board of Education, and the State Board of Vocational and Technological Education. The Department provides certification, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	752.6	898.2	885.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45.4	47.0	47.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>798.0</b>	<b>945.2</b>	<b>932.0</b>
<b>FTE Positions</b>	<b>13.5</b>	<b>15.0</b>	<b>15.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To sustain and augment infrastructure that enables Arizona students to meet and exceed their individual education goals and to meet and exceed state standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students demonstrating proficiency on state academic standards	N/A	N/A	N/A	Baseline	70%
● Arizona High School students who complete graduation requirements	78.1%	79%	80%	90%	100%
● High school students exiting the system prior to meeting high school standards	8.9%	8%	7%	6%	5%

◆ Goal 2 - To ensure that Arizona's educational standards are rigorous, based on sound research, and well understood by the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona students ranking above 75th percentile on Norm Referenced Test - in Reading 23.4 23.4 24 - in Math	26.3%	26.3%	27%	27.3%	27.5%
● Standards recognized as being rigorous	4%	4%	5%	6%	7%
● Public rating Standards as being clear and easily understood	N/A	80%	90%	90%	90%

◆ Goal 3 - To align educational opportunities to the workplace so that students are prepared to transition from school to work.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student reporting satisfaction with transition from school to work skills they acquired	N/A	Baseline	+2%	+4%	+6%
● Employers reporting satisfaction with new employees: Academic Skills	95%	95.5%	95.7%	95.8%	95.9%
● Employers reporting satisfaction with new employees: Technical Skills	95.5%	96%	96.5%	96.8%	96.9%
● Employers reporting satisfaction with new employees: Work Habits and Attitudes	90%	92%	92.5%	93%	93.5%
● Graduates successfully achieving placement in a related field, continuing education or military duty	65%	70%	75%	80%	85%

◆ Goal 4 - To establish and maintain a system to disseminate accurate and timely information to the public about academic performance and the use of resources at the school-level to ensure school level accountability.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Schools that have completed a School Report Card and are available in hard copy and through the World Wide Web Site	95.5%	100%	100%	100%	100%
● School Report Card inquiries on the World Wide Web Site	73,000	91,250	94,900	98,550	102,200
● Completion of school level academic, statistical and financial databases	10%	40%	70%	100%	100%
● Error-free ADE databases	10%	40%	95%	99%	99%
● Completion of telecommunications	65%	75%	85%	100%	100%

connectivity to state's education sites

◆ Goal 5 - To continuously monitor and improve those procedures that ensure the proper allocation, distribution and expenditure of all funds.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sub-recipients using the automated application	25%	75%	85%	95%	100%
● Accuracy and timeliness of agency's internal common-core data	N/A	Baseline	85%	90%	99.9%
● Data transmittal error per total electronic transmittals from Agency to Afis	50%	25%	15%	10%	0.1%
● Schools that conduct on-line data transfer with the ADE	10%	25%	50%	75%	100%
● Accuracy of information entered in the accounting/finance system	50%	90%	95%	99%	99%
● Data transmittal errors per total transmissions	50%	90%	95%	99%	99%
● Audits resolved within 6 months	60%	75%	90%	95%	100%
● Monitoring resolved with in 6 months	30%	50%	75%	95%	100%
● Districts & schools receiving 90 days letter	N/A	Baseline	-5%	-10%	-15%
● Districts that come into compliance in 90 days	N/A	Baseline	+5%	+10%	+15%
● Districts funding with held for non-compliance	1	0	0	0	0

**EDA.8.2 SUBPROGRAM SUMMARY**

**ADMINISTRATIVE SERVICES**

Contact: Kathryn Kilroy, Chief of Administration  
Phone: 542-5962

P.L. 100-77

**Subprogram Mission:**

*To provide our customers, both internal and external, with administrative services in the following areas: Accounting, Human Resources, Budget and Strategic Planning, Procurement, Facilities Management, Grants Management, Cost Allocations.*

**Subprogram Description:**

Administrative Services is responsible for providing all accounting, budgeting, human resources, procurement and grants management for the Arizona Department of Education and its customers. In addition to responding to internal questions about the areas identified above, Administrative Services is considered a technical resource to outside entities. These outside entities include but are not limited to, school districts, county school superintendents, vendors, legislators and other state agencies. Administrative Services is also responsible for the following areas within the Department: The Americans With Disabilities Act, compliance with equal employment guidelines, coordination with the Arizona Department of Administration regarding building maintenance, repair, modification and security, risk management, the employee assistance program, maintenance of agency policies and procedures, mail room operations and warehousing.



**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,947.8	1,955.3	1,911.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-75.9	211.6	211.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,871.9</b>	<b>2,166.9</b>	<b>2,122.7</b>
<b>FTE Positions</b>	<b>47.3</b>	<b>45.3</b>	<b>51.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure timely renewal of all agreements and contracts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agreements and contracts renewed on time	N/A	100%	100%	100%	100%

- ◆ Goal 2 - To implement a highly effective and efficient system of processing payments to customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Error free transactions	N/A	95%	95%	97%	97%
● Customers satisfied with financial services	N/A	95%	95%	97%	97%

- ◆ Goal 3 - To implement a system that supports the Department of Education's and the State Board of Education's strategic planning and budgetary needs supporting the state public school system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Deadlines met	100%	100%	100%	100%	100%
● Revised budget request pages	11%	5%	5%	5%	5%
● Customer satisfaction level with the quality of service (1-5 scale, 5 being high)	Baseline	4%	5%	5%	5%

- ◆ Goal 4 - To offer a variety of economically priced printing products and services for the department and other state agencies, in a timely manner, while maintaining a high standard of quality.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfied with timeliness and overall quality of services provided (survey of each department)	N/A	98.5%	98.5%	99%	99%

- ◆ Goal 5 - To provide efficient customer driven needs for timely and accurate Human Resources service to agency management and staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average internal days: establishment of positions	5	5	3	3	3
● Average internal days: reclassification of positions	5	3	2	2	2
● Average internal days: hire list	8	5	2	2	2
● Hiring supervisors satisfaction level with quality of internal service (1-5 scale)	N/A	Baseline	4	5	5

- ◆ Goal 6 - To issue purchase orders within two work days of receipt of completed purchase requisition.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Purchase requisitions processed within two work days (management report)	N/A	95%	95%	95%	95%
● Satisfied customers	N/A	90%	95%	98%	100%

- ◆ Goal 7 - To maintain a high level of effectiveness and efficiency in the coordination of building services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers satisfied with timeliness of service provided	N/A	95%	95%	95%	95%
● Customers satisfied with services	N/A	98%	98%	98%	98%

- ◆ Goal 8 - To efficiently and effectively manage federal and state grants administered by the ADE.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grants administered	2,850	3,000	3,200	3,500	3,800
● Entitlement grants approved within 30 working days	10%	40%	75%	100%	100%
● Discretionary grants approved within 30 working days	0%	25%	50%	80%	90%

EDA.8.3 SUBPROGRAM SUMMARY  
**CHARTER SCHOOLS LIAISON**  
 Contact: Lyle Skillen, Director  
 Phone: 542-8264  
 A.R.S. Title 15, Article 8

**Subprogram Mission:**

*Be the primary liaison for information exchange among ADE, Charter Schools, their sponsors and the public, to promote understanding, awareness and public acceptance of school 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	131.0	111.1	109.5
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
<b>Program Total</b>	<b>131.0</b>	<b>111.1</b>	<b>109.5</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - Establish a clearinghouse of information on Charter schools for all customers both internal and external.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inquires to the information database per month	N/A	+10%	+10%	+10%	+10%
● Continuing requests for information	N/A	B + 5%	B + 10%	B + 15%	B + 20%
● Constituent requests responded to within 24 hours	N/A	50%	55%	60%	65%



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>BOARD OF MEDICAL STUDENT LOANS</b>	
Adib H. Sabbagh, M.D., Chairperson	MSA
Contact: Maggie Gumble, Financial Aid Counselor	(520) 626-7145
A.R.S. 15-1721 - 1724	

**Agency/Program Mission:**

*To recruit physicians to serve in medically underserved areas in Arizona by providing substantial funding in educational loans to students at the University of Arizona College of Medicine.*

**Agency/Program Description:**

The Board of Medical Student Loans consists of seven 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	236.6	286.2	239.0
Other Appropriated Funds	58.9	19.4	77.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Operating Funds Subtotal</b>	<b>295.5</b>	<b>305.6</b>	<b>316.4</b>
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>295.5</b>	<b>305.6</b>	<b>316.4</b>
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 students in the College of Medicine.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Loan provided to each student	\$18,433	\$19,100	\$19,775	\$20,751	\$21,524
● Maximum loan amount allowed by law provided to each student (by State appropriation beginning FY 1998)	100%	99%	99%	100%	100%
● Loan as a percentage of average annual cost of medical education	82%	82%	82%	82%	82%

◆ Goal 2 - To provide physicians to medically-underserved areas in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Physicians in service	8	11	8	9	11
● Cumulative percentage of physicians providing service under the old and/or new law	54%	56%	55%	58%	59%

● Cumulative percentage of physicians providing service who have contracts under the new law      100%    100%    100%    100%    100%

◆ Goal 3 - To increase the number of physicians providing service to medically-underserved areas in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student participants achieving MD degree	4	6	5	3	7
● Students funded per year	16	16	16	16	16
● Physicians continuing service after service requirement is met	17	17	18	19	20

◆ ◆ ◆ ◆ ◆ ◆

**AGENCY SUMMARY**  
**COMMISSION FOR POSTSECONDARY EDUCATION**

Verna L. Allen, Executive Director PEA  
 Contact: Verna L. Allen, Executive Director 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 non-profit and proprietary degree-granting institutions, independent non-profit and proprietary non-degree granting institutions, K-12, as well as the general public. The Commission facilitates studies relating to financial aid issues; 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 financial aid programs; serves as the state's Postsecondary Review Entity (SPRE); supervises the state's Guaranteed Student Loan Program, and publishes the Course Equivalency Guide and Arizona College and Career Guide. The mission is supported through three divisions: Financial Aid Administration, Policy Analysis and Communications.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ FINANCIAL AID ADMINISTRATION	3,518.6	4,987.7	5,208.6
➤ POLICY ANALYSIS	99.8	111.6	70.2
➤ COMMUNICATIONS	124.0	118.7	333.5
Capital Funds	0.0	0.0	0.0
Agency Total	3,742.4	5,218.0	5,612.3

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,273.9	1,734.9	1,732.7
Other Appropriated Funds	1,879.2	2,341.0	2,811.4
Other Non Appropriated Funds	46.1	73.9	0.0
Federal Funds	543.2	1,068.2	1,068.2
Operating Funds Subtotal	3,742.4	5,218.0	5,612.3
Capital Funds	0.0	0.0	0.0
Agency Total	3,742.4	5,218.0	5,612.3
FTE Positions	5.5	4.0	5.0

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Increase students enrolling in postsecondary institutions	N/A	N/A	Baseline	5%	10%
● Increase minority students enrolling in postsecondary institutions	N/A	N/A	Baseline	5%	10%
● Increase Agency's financial aid awardees	N/A	N/A	Baseline	15%	30%
● Increase Agency partnerships between education entities	N/A	N/A	Baseline	4%	6%

**PEA.1 PROGRAM SUMMARY**  
**FINANCIAL AID ADMINISTRATION**

Contact: Verna L. Allen, Executive Director  
 Phone: 229-2591

A.R.S. 15-1851 et seq.

**Program Mission:**

*To support and assist the citizenry of Arizona in obtaining postsecondary (i.e., post-high school) training and education opportunities by providing financial aid through the effective administration and supervision of financial aid programs assigned to the Commission.*

**Program Description:**

The Commission administers seven financial aid programs under its Financial Aid Administration program area.

The State Student Incentive Grant Program (SSIG) assists states in providing grants to eligible students who attend postsecondary school and who have substantial financial need. Participating states must match Federal funds dollar-for-dollar, at the conclusion of the Program year, 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 SSIG Program, shall provide an amount of institutional matching funds which shall be equal to the amount of funds provided by the State for the SSIG Program for that particular institution.

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.

Commission staff reviews the financial and service performance of Arizona's student loan guarantee agency, Arizona Educational Loan Program (AELP), on a regular basis.

The Arizona Postsecondary Education Voucher Program 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.

Administered by the Commission, the Arizona Family College Savings Program is a unique college savings plan which was approved by the Legislature and signed into law by the Governor in April 1997. Three financial institutions have been awarded state contracts to partner in the Program and the launch date for full implementation is scheduled for Summer/Fall 1998.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,261.2	1,673.2	1,712.6
Other Appropriated Funds	1,714.2	2,246.3	2,427.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	543.2	1,068.2	1,068.2
<b>Program Total</b>	<b>3,518.6</b>	<b>4,987.7</b>	<b>5,208.6</b>
<b>FTE Positions</b>	<b>2.9</b>	<b>2.1</b>	<b>3.1</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To assist needy Arizona students in accessing and pursuing in the postsecondary educational system through the State Student Incentive Grant.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Institution allocation (thousands)	\$2,751.0	\$3,365.1	\$3,365.1	\$3,869.9	\$4,374.6
● Student awardees	4,846	5,000	5,000	5,750	6,500
● Average award amount	\$568	\$673	\$673	\$673	\$673
● Recipients that graduated	N/A	Baseline	N/A	N/A	N/A

- ◆ Goal 2 - To survey all "open file" award recipients of the Paul Douglas Teacher Scholarship Program and Arizona Teacher Incentive Program to ascertain their current status.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Survey returns to update Paul Douglas recipient status	N/A	50%	65%	75%	85%
● Survey returns to update Arizona Teacher Incentive Program recipient status	N/A	50%	65%	75%	85%

- ◆ Goal 3 - To work with the Arizona Educational Loan Program (AELP) to ensure that Arizona postsecondary students retain full access to available student loan capital.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student borrowers	142,474	149,105	149,105	149,105	149,105
● Student loan volume (in millions)	\$583.0	\$589.0	\$589.0	\$589.0	\$589.0

- ◆ Goal 4 - To administer the Arizona Postsecondary Education Voucher Program by marketing and distributing all grants in a timely manner.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student allocations	\$39,000	\$360,000	\$360,000	\$414,000	\$468,000
● Student participants	52	240	240	276	312
● Survey returns from award recipients to update status	N/A	N/A	Baseline	75%	95%

- ◆ Goal 5 - To continue meeting with the Arizona Student Association's Arizona Student Program Investing Resources in Education (ASPIRE) Committee, legislators, and other interested parties to develop plans and strategies to ensure adequate funding for the program.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State dollars match (2 to 1)	N/A	Baseline	150,000	157,500	165,375
● Scholarships awarded	N/A	Baseline	108	147	154

- ◆ Goal 6 - To administer and proactively market for the Arizona Family College Savings Program.

Performance Measures

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Account holders	N/A	10,000	12,000	18,000	20,000

PEA.2 PROGRAM SUMMARY  
**POLICY ANALYSIS**  
 Contact: Verna L. Allen, Executive Director  
 Phone: 229-2591  
 A.R.S. 15-1851 et seq.

**Program 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.

**Program Description:**

Four programs fall under the Commission's Policy Analysis 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, national, and international 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	18.2	2.6
Other Appropriated Funds	61.9	35.5	67.6
Other Non Appropriated Funds	37.9	57.9	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>99.8</b>	<b>111.6</b>	<b>70.2</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>0.7</b>	<b>0.7</b>

**Program 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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funds available	\$31,900	\$57,900	\$67,600	\$70,980	\$74,529
● Conferences and policy and/or study papers issued	2	2	2	2	2
● Conferences and policy paper follow-up workshops held	1	1	2	3	4
● Ascertain positive results	N/A	Baseline	N/A	N/A	N/A
◆ 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 at the Roundtable Discussions.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Results to legislature in a timely manner	0	1	1	1	2
● Follow-up workshops on possible solutions	0	2	2	3	4
◆ Goal 3 - To hold periodic Public Policy Forums on "state-of-the-art" educational reforms and issues.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Results to legislature in a timely manner	0	1	1	1	2
● Follow-up workshops on possible solutions	0	2	2	3	4
◆ Goal 4 - To sponsor and facilitate Western Governors' University (WGU) Task Force meetings to discuss implementation and issues for reports to the Governor.					

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Results reported to the Governor in a timely manner	0	1	1	1	1
● Follow-up workshops on possible implementation solutions	0	2	2	3	4

**PEA.3 PROGRAM SUMMARY COMMUNICATIONS**

Contact: Verna L. Allen, Executive Director  
Phone: 229-2591

A.R.S. 15-1851 et seq.

**Program 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.*

**Program Description:**

Nine programs/activities fall under the Commission's Communications program area.

The Commission edits, publishes, and disseminates the annually updated Course Equivalency Guide (CEG) and the Arizona College and Career Guide (ACCG) which lists approved transfer courses from community colleges to public universities and postsecondary education opportunities (public, private, and proprietary) in the state.

The Course Applicability System (CAS) is currently being developed and the Commission will support and assist in the editing of this on-line Course Equivalency Guide. The CAS will include not only public but private postsecondary institutions as well.

The ACPE Internet Web Page will contain selected data, financial aid information, documents, early awareness of educational opportunities, program/activity and conference/forum announcements which will be 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 Ready for Success publication; the Think College education awareness campaign; 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 College and Career 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	12.7	43.5	17.5
Other Appropriated Funds	103.1	59.2	316.0
Other Non Appropriated Funds	8.2	16.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>124.0</b>	<b>118.7</b>	<b>333.5</b>
<b>FTE Positions</b>	<b>1.6</b>	<b>1.2</b>	<b>1.2</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To edit, publish and disseminate the Course Equivalency Guide (CEG), Arizona College and Career Guide (ACCG) and the Course Applicability System (CAS) to appropriate institutions, organizations and individuals.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CEGs distributed	7,200	8,000	8,000	24,000	24,000
● Assist with the development, upgrade and maintenance of the CAS system	N/A	N/A	Baseline	Upgrade	Maintain
● ACCGs distributed	8,000	8,000	8,000	22,000	22,000
● ACCGs distributed to high school juniors	N/A	N/A	Baseline	24,000	24,000

◆ Goal 2 - To develop and maintain an education information Internet web page with Postsecondary options linked, for statewide and national usage.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Web site hits	N/A	5,200	5,460	5,733	6,020

◆ Goal 3 - To develop, edit, publish and disseminate the Ready for Success Publication to every third grader in the state.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funds available	N/A	N/A	Baseline	\$20,000	\$20,000
● 3rd graders receiving publication	N/A	N/A	Baseline	40,000	45,000

◆ Goal 4 - To continue to assist in the coordination of annual

College Goal Sunday statewide event in at least 19 - 22 community sites throughout the state.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Funds available	\$62,000	\$71,000	\$80,000	\$110,000	\$110,000
● Families/students served	1,562	2,500	3,500	4,500	4,500

◆ Goal 5 - To sponsor and facilitate the Arizona Best Practices annual conference in order to become a primary disseminator of statewide, as well as national, exemplary educational practices and partnerships.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Funds available	N/A	\$80,000	\$84,000	\$88,200	\$92,610
● Best practices adopted	N/A	N/A	Baseline	N/A	N/A

◆ Goal 6 - To develop and establish College and Career Centers, in elementary (E.S.) and middle (M.S.) schools, with high disadvantaged student populations.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Funds available	N/A	Baseline	\$50,000	\$75,000	\$95,000
● Elementary school centers	N/A	Baseline	3	6	10
● Middle school centers	N/A	Baseline	3	6	10
● Support existing centers via materials, video tapes, expertise, etc.	N/A	Baseline	25	50	75

◆ Goal 7 - To develop and disseminate a Think College booklet for every 3rd, 7th, and 11th 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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Funds available	N/A	\$10,000	\$90,000	\$94,500	\$99,225
● Booklets distributed	N/A	Baseline	50,000	50,000	75,000
● Arizona citizens reached through media	N/A	Baseline	1 million	2 million	2.5 million



**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 7 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	617.7	681.2	703.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	415.5	516.1	515.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	1,033.2	1,197.3	1,218.1
Capital Funds	0.0	0.0	0.0
Agency Total	1,033.2	1,197.3	1,218.1
FTE Positions	16.0	17.0	17.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● People served	50,028	65,000	70,000	95,000	115,000
● People informed of museum offerings	59,028	65,000	70,000	90,000	100,000
● Cost of service maintained at \$2/person (based on per capita donations)	\$32,000	\$55,000	\$60,000	\$65,000	\$70,000
● Museum clients pleased with service	85%	85%	90%	99%	99%

◆ Goal 2 - To create innovative educational partnerships in the Prescott area.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Partnerships with other institutions	5	6	8	10	10
● Solid and long-term partnerships	2	4	6	8	8
● Cost of maintaining partnerships increases from .25FTE to .35 FTE	.25	.25	.25	.35	.35
● New partnerships create new sources of support	\$5,000	\$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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increased Non-state funds	\$.5 mil	\$.6 mil	\$.6 mil	\$.6 mil	\$.7 mil
● New supporters and customers are pleased to participate	90,000	90,000	92,000	95,000	100,000
● Cost of increased funds remains flat, reflecting efficiency of non-state positions	\$.35 mil	\$.35 mil	\$.35 mil	\$.35 mil	\$.35 mil
● Increased funds go to increased number and quality of museum programs	10	10	12	12	14

◆ Goal 4 - To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Plan in place to increase museum space by 20,000 sq ft.	N/A	1,000 sq ft	1,000 sq ft	2,000 sq ft	20,000 sq ft
● Museum expansion plans create great excitement in community and region	800	900	900	1,000	1,200
● Significant fundraising occurs in early stages of campaign	\$200,000	\$10,000	\$20,000	\$1 mil	\$1 mil





AGENCY/PROGRAM SUMMARY  
**SCHOOL FACILITIES BOARD**

Vacant, Executive Director SFA  
 Contact: Tom Betlach, OSPB Director 542-7562

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:**

This board assumes the duties of the State Capital Facility Board. The School Facilities Board consists of nine members appointed by the Governor. The Board is charged with inspecting all of the existing schools and developing and maintaining a school facilities database. Based on that database, the Board will provide funding for the maintenance of existing facilities and the construction of new facilities. The Board is also charged with developing school facility standards and raising all schools to that standard by June 30, 2003. The Board was created by Laws 1998, Fifth Special Session, Chapter 1 and began operations in FY 1999.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	313,200.0
Other Appropriated Funds	2,819.7	30,400.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	2,819.7	30,400.0	313,200.0
Capital Funds	0.0	0.0	0.0
Agency Total	2,819.7	30,400.0	313,200.0
FTE Positions	5.0	7.0	9.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - Goals and performance measures will be developed by the Executive Director.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● no data



**AGENCY SUMMARY**  
**BOARD OF REGENTS**

Dr. Frank H. Besnette, Executive Director BRA  
Contact: Gale Tebeau, Assistant Executive Director 229-2522

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ GOVERNANCE	2,247.3	6,431.8	10,591.0
➤ FINANCIAL ASSISTANCE	5,030.2	5,416.3	5,561.1
➤ PASS-THROUGH PROGRAM - AHEC	0.0	0.0	0.0
Capital Funds	0.0	0.0	0.0
Agency Total	<u>7,277.5</u>	<u>11,848.1</u>	<u>16,152.1</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,047.1	10,588.3	14,882.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	432.6	515.0	525.2
Federal Funds	797.8	744.8	744.8
Operating Funds Subtotal	<u>7,277.5</u>	<u>11,848.1</u>	<u>16,152.1</u>
Capital Funds	0.0	0.0	0.0
Agency Total	<u>7,277.5</u>	<u>11,848.1</u>	<u>16,152.1</u>
FTE Positions	<u>30.1</u>	<u>33.0</u>	<u>34.0</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To adopt, prescribe and regulate administrative and financial policy applicable to the state universities; to adopt regulations, rules and measures for the state universities; and to oversee the operating of the state universities.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Reports produced, reviewed, and analyzed by central office	225	230	230	230	230
● Policies established, reviewed, amended	15	15	16	15	15
● Annual objectives substantially completed	80%	80%	82%	85%	85%
● Policy related discussions/actions	60	54	58	58	58

**BRA.1 PROGRAM SUMMARY**  
**GOVERNANCE**

Contact: Frank H. Besnette, Executive Director  
Phone: 229-2505  
Contact: Gale Tebeau, Assistant Executive Director  
Phone: 229-2522  
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: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,814.7	5,916.8	10,065.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	432.6	515.0	525.2
Federal Funds	0.0	0.0	0.0
Program Total	<u>2,247.3</u>	<u>6,431.8</u>	<u>10,591.0</u>
FTE Positions	<u>30.1</u>	<u>33.0</u>	<u>34.0</u>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To assist the Board in making well-informed policy decisions.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Board meetings	10	9	8	8	8
● Items to the Board	315	275	275	275	275
● Reports that lead directly to Board decisions	18	20	20	20	20
● Ratio of reports leading to Board decisions to reports produced	8%	10%	10%	10%	10%

- ◆ Goal 2 - To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

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<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Issue papers and fact sheets produced/updated	55	55	57	57	57
● Media/individual/group briefings conducted	540	545	550	555	560
● Stakeholder briefings conducted	45	45	45	45	45
● Responses to stake holder inquiries	520	520	520	520	520
● Audits scheduled	42	32	40	40	40
● Audits performed	36	30	37	37	37
● Audit findings	72	75	110	110	110
● Survey and information requests	900	900	900	900	900
● Responses to surveys and information requests	890	900	900	900	900
● Ratio of responses to requests	98%	100%	100%	100%	100%

**BRA.2 PROGRAM SUMMARY**  
**FINANCIAL ASSISTANCE**  
 Contact: Gale Tebeau, Asst. Exec. Director  
 Phone: 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, support of exemplary projects for teachers in elementary and secondary math and science education. Two student assistance programs are appropriated to the ABOR but 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,232.4	4,671.5	4,816.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	797.8	744.8	744.8
<b>Program Total</b>	<b>5,030.2</b>	<b>5,416.3</b>	<b>5,561.1</b>
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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● WICHE awards	161	163	172	175	175

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● WICHE applications meeting eligibility requirements	210	178	180	180	180
● WICHE applications processed	218	190	190	190	190
● Recipients returning to practice in Arizona	72%	72%	72%	72%	72%
● Eisenhower applications processed	26	28	28	30	30
● Ratio of Eisenhower awards to applications processed	50%	54%	50%	50%	50%
● Eisenhower awards - depending on federal funding	13	15	15	15	15

**BRA.3 PROGRAM SUMMARY**  
**PASS-THROUGH PROGRAM - AHEC**  
 Contact: Gale Tebeau, Assistant Exec. Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0



<b>AGENCY SUMMARY</b>	
<b>ARIZONA STATE UNIVERSITY - MAIN CAMPUS</b>	
Dr. Lattie Coor, President	ASA
Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ACADEMIC AFFAIRS	325,951.2	356,101.6	386,279.2
➤ RESEARCH	9,948.5	10,899.8	11,861.4
➤ STUDENT AFFAIRS	68,368.5	74,849.0	80,921.8
➤ ADMINISTRATIVE SERVICES	54,553.2	59,208.1	64,871.7
➤ INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	43,477.1	47,208.2	51,954.4
Capital Funds	3,467.0	4,510.2	9,978.4
Agency Total	505,765.5	552,776.9	605,866.9

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	296,234.1	324,394.9	352,817.9
Other Non Appropriated Funds	146,838.9	161,989.5	178,903.3
Federal Funds	59,225.5	61,882.3	64,167.3
Operating Funds Subtotal	502,298.5	548,266.7	595,888.5
Capital Funds	3,467.0	4,510.2	9,978.4
Agency Total	505,765.5	552,776.9	605,866.9
FTE Positions	7,838.6	8,096.9	8,321.6

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To improve undergraduate education.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average years taken by freshmen students to complete a baccalaureate degree program	5.11	4.80	4.60	4.60	4.60
● Graduating seniors who rate their academic experience at ASU as satisfactory or very satisfactory	90%	90%	90%	90%	90%
● Alumni who, five years after graduation, rate their overall experience at ASU as satisfactory or very satisfactory	93%	90%	90%	90%	90%
● Undergraduate degree recipients participating in research related or capstone (case study) experience	85%	88%	90%	90%	90%
● Students participating in the Freshman Year Experience (FYE)	2,091	2,000	2,000	2,000	2,000
◆ Goal 2 - To improve graduate education.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Professional master's degrees granted	1,462	1,458	1,466	1,466	1,466
● Other master's degrees granted	583	592	594	594	594
● Doctoral degrees granted	274	270	270	270	270

- ◆ Goal 3 - To more effectively manage the ASUMC enrollment profile.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Merit, Flinn and Regents scholars enrolled	682	700	725	740	750
● Entering students in top 25% of their high school graduating class	49%	49%	50%	51%	52%
● Minority enrollments as a percentage of total	18.2	18.8	18.9	19.0	19.0
● Students admitted as first time freshmen	4,245	4,400	4,450	4,500	4,550
● Degree/certificate programs offered evenings/weekends	17	18	19	20	21

- ◆ Goal 4 - To enhance research and creative activity.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External dollars received for research and creative activity (\$ in millions)	\$72	\$82	\$87	\$100	\$106
● Faculty and academic professionals receiving extramural support	449	460	465	470	475

◆ Goal 5 - To advance the University and community through partnerships, knowledge transfer and cultural resources.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Extended campus sites (credit/non-credit)	150	150	155	155	160
● External partnerships and collaborations with business, industry and community groups facilitated by Extended Education	45	45	48	48	50
● Persons viewing KAET-TV on a weekly basis (in thousands)	2,177	2,242	2,310	2,379	2,450
● Persons attending university sponsored cultural events	530,400	530,400	530,400	530,400	530,400

◆ Goal 6 - To establish and maintain salary structures that are competitive in the relevant markets for all personnel.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average salary of all ranked faculty as a percentile of salaries at peer institutions	20	25	30	50	50
● Average salaries of classified staff as a percentage of relevant salaries in the Maricopa County	88	92	96	100	100

◆ Goal 7 - To more fully integrate strategic and operational decision making processes.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees trained in process improvement	62	100	100	100	100
● Teams in progress or completed TQS projects	55	50	50	50	50

ASA.1 PROGRAM SUMMARY  
**ACADEMIC AFFAIRS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	243,200.9	267,940.6	291,470.2
Other Non Appropriated Funds	45,567.7	50,269.3	55,518.1
Federal Funds	37,182.6	37,891.7	39,290.9
<b>Program Total</b>	<b>325,951.2</b>	<b>356,101.6</b>	<b>386,279.2</b>
<b>FTE Positions</b>	<b>5,427.0</b>	<b>5,664.5</b>	<b>5,831.0</b>

**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 & Policy Analysis  
 Phone: 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, environmental

resources management, 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 nonmajors and the community.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,894.9	6,644.4	7,220.3
Other Non Appropriated Funds	252.2	278.2	307.3
Federal Funds	82.8	86.5	89.7
<b>Program Total</b>	<b>6,229.9</b>	<b>7,009.1</b>	<b>7,617.3</b>
<b>FTE Positions</b>	<b>120.8</b>	<b>132.4</b>	<b>137.2</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	98%	97%	97%	97%	97%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	92%	90%	92%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs and symposia on subjects that possibly affect the city and surrounding environments	9	17	20	20	20
● Studio projects that will enable students to experience the urban laboratory	35	33	36	36	36

**ASA.1.2 SUBPROGRAM SUMMARY**  
**COLLEGE OF BUSINESS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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 13 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. One hundred sixty faculty comprise 9.7 percent of the ASU faculty, its student body accounts for 11.2 percent of overall student enrollment, and 25 percent of students graduating from ASU.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	23,522.8	26,002.6	28,256.4
Other Non Appropriated Funds	4,490.0	4,953.3	5,470.5
Federal Funds	270.3	282.4	292.9
<b>Program Total</b>	<b>28,283.1</b>	<b>31,238.3</b>	<b>34,019.8</b>
<b>FTE Positions</b>	<b>419.6</b>	<b>443.3</b>	<b>458.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	99%	87%	87%	87%	87%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	92%	92%	92%	92%	92%

- ◆ Goal 2 - To recruit, retain and graduate a highly qualified and diverse student body.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Minority undergraduate students	19%	20%	21%	21%	22%
● Minority graduate students	13%	13%	14%	14%	15%

- ◆ Goal 3 - To increase the number and extent of its partnerships with the business community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Membership in the Dean's Council of 100 and the Economic Club	257	270	300	315	335

**ASA.1.3 SUBPROGRAM SUMMARY**  
**COLLEGE OF EDUCATION**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,917.8	12,677.9	13,776.7
Other Non Appropriated Funds	2,173.3	2,397.5	2,647.9
Federal Funds	2,055.9	2,148.1	2,227.4
<b>Program Total</b>	<b>16,147.0</b>	<b>17,223.5</b>	<b>18,652.0</b>
<b>FTE Positions</b>	<b>293.9</b>	<b>301.6</b>	<b>310.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduating elementary education majors serving internships in economically, culturally AND linguistically diverse settings	10%	15%	75%	100%	100%
● Graduating seniors who express satisfaction with their degree program	85%	87%	89%	90%	90%

- ◆ Goal 2 - To increase the enrollments in the College of under-represented ethnic groups (viz., African Americans, Asian Americans, Hispanics, and American Indians).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate students from under-represented ethnic groups enrolled	539	570	610	650	700
● Undergraduate students from under-represented ethnic groups enrolled	23%	25%	27%	29%	30%
● Graduate students from under-represented ethnic groups enrolled	406	430	450	475	500
● Graduate students from under-represented ethnic groups enrolled	19%	21%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sections of courses taught off campus and/or through distance learning	66	150	200	250	275

- ◆ Goal 4 - To increase research activities in the College.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Externally funded research dollars awarded (in thousands)	195.5	200	215	230	250
● Externally funded research dollars expended (in thousands)	36.4	100	150	200	250

ASA.1.4 SUBPROGRAM SUMMARY

**COLLEGE OF ENGINEERING AND APPLIED SCIENCES**

Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28,765.5	31,756.2	34,508.8
Other Non Appropriated Funds	7,009.8	7,733.1	8,540.5
Federal Funds	8,918.7	9,318.8	9,662.9
<b>Program Total</b>	<b>44,694.0</b>	<b>48,808.1</b>	<b>52,712.2</b>
<b>FTE Positions</b>	<b>769.4</b>	<b>797.5</b>	<b>816.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	97%	100%	100%	100%	100%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	85%	85%	87%	90%	90%

◆ Goal 2 - To enhance research productivity by developing a stable external funding base.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Externally funded expenditures for research, education, and service (millions of dollars)	17.4	20.3	24.0	28.0	33.0

◆ Goal 3 - To enhance the working relationship with industry through partnering in research and education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Externally funded expenditures from industry (millions of dollars)	4.6	5.2	6	7	8
● Courses offered by TV/Video	68	68	75	78	80

**ASA.1.5 SUBPROGRAM SUMMARY**

**COLLEGE OF EXTENDED EDUCATION**

Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,708.4	3,573.7	3,883.4
Other Non Appropriated Funds	4,593.1	5,067.0	5,596.1
Federal Funds	917.7	0.0	0.0
<b>Program Total</b>	<b>8,219.2</b>	<b>8,640.7</b>	<b>9,479.5</b>
<b>FTE Positions</b>	<b>129.5</b>	<b>133.7</b>	<b>135.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total CEE credit enrollments	15,431	16,974	18,671	20,538	22,591
● Professional/Continuing Education & Global & Community Outreach enrollments	7,239	7,504	7,782	8,032	8,290
● Degree/certificate programs offered evenings/weekends	17	18	19	20	21
● Off-campus credit courses offered during the Fall semester (includes technology-delivered courses)	251	282	316	354	397

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Technology-delivered courses	200	210	221	232	244
● Staff technical assistance to faculty (in hours)	1,223	2,446	2,935	3,522	4,226

◆ Goal 3 - To enhance economic, social, community, and cultural development of the community through instruction, research, and community service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Extended campus sites (credit/non-credit)	150	150	155	155	160
● External partnerships	45	45	48	48	50
● Downtown Center facility users	64,860	68,103	70,146	72,250	74,418

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● 21st day fall semester FTE students in off-campus courses that are counted for appropriations purposes	965	1,046	1,134	1,229	1,332
● FTE students in all forms of off-campus credit courses for the Fall semester	1,076	1,155	1,246	1,344	1,450
● Enrollments in all forms of off-campus credit courses for the Fall semester (includes technology-delivered courses)	3,982	4,380	4,818	5,300	5,380
● Degree programs in which all credit may be earned at an off-campus location	4	4	5	5	5
● Degree programs in which partial credit may be earned at an off-campus location	4	5	5	5	5
● Off-campus sites and centers at which credit courses are offered (Maricopa County and other)	130	130	134	134	138
● Off-campus sites and centers at which credit courses are offered in Maricopa County	107	107	110	110	113



**ASA.1.6 SUBPROGRAM SUMMARY**  
**COLLEGE OF FINE ARTS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 965-6671  
 A.R.S. 5-1601

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,894.2	15,828.8	17,200.8
Other Non Appropriated Funds	1,441.7	1,590.5	1,756.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>16,335.9</b>	<b>17,419.3</b>	<b>18,957.3</b>
<b>FTE Positions</b>	<b>308.4</b>	<b>318.9</b>	<b>330.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the quality of undergraduate education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty and others who participate in teaching and learning workshops	43	48	56	58	60
● Undergraduate degree recipients participating in research related or capstone (case study) experience	95%	95%	95%	96%	96%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	84%	89%	90%	91%	92%

- ◆ Goal 2 - To strengthen research and creative activity throughout the College.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty involved in research and creative activity	90%	91%	92%	92%	93%

**ASA.1.7 SUBPROGRAM SUMMARY**  
**GRADUATE COLLEGE**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,833.4	1,966.9	2,137.4
Other Non Appropriated Funds	721.1	795.5	878.6
Federal Funds	301.5	315.0	326.7
<b>Program Total</b>	<b>2,856.0</b>	<b>3,077.4</b>	<b>3,342.7</b>
<b>FTE Positions</b>	<b>63.6</b>	<b>65.8</b>	<b>68.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To support and enhance graduate programs central to the mission of the University.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students enrolled in interdisciplinary degree programs administered by the Graduate College	356	379	380	380	380

- ◆ Goal 2 - To improve the quality and increase the diversity of students in graduate programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Minority graduate enrollment as percent total enrollment	14%	13%	14%	14%	14%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Doctorate degrees granted	274	270	270	270	270
● Masters degrees granted	2,045	2,050	2,060	2,060	2,060

**ASA.1.8 SUBPROGRAM SUMMARY**  
**HONORS COLLEGE**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	865.7	1,057.8	1,149.5
Other Non Appropriated Funds	12.7	14.0	15.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>878.4</b>	<b>1,071.8</b>	<b>1,165.0</b>
<b>FTE Positions</b>	<b>19.4</b>	<b>23.4</b>	<b>24.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Honors undergraduate headcount students	1,778	1,850	1,940	2,000	2,000
● National Merit, Flinn, and Regents scholars enrolled at ASU	682	700	725	740	750

◆ Goal 2 - To increase graduation rates for first-time, first-year students entering UHC.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● UHC graduation rates for first-time, first-year students	70	73	75	77	80
● Courses offered for UHC students only	220	250	275	300	300

**ASA.1.9 SUBPROGRAM SUMMARY**  
**COLLEGE OF LAW**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,132.2	7,255.8	7,884.8
Other Non Appropriated Funds	288.5	318.3	351.5
Federal Funds	189.9	198.4	205.7
<b>Program Total</b>	<b>7,610.6</b>	<b>7,772.5</b>	<b>8,442.0</b>
<b>FTE Positions</b>	<b>97.1</b>	<b>99.0</b>	<b>102.6</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To maintain and enhance an excellent and appropriate instructional program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student credits hours (SCH) taught by full-time tenure track faculty	66%	68%	75%	75%	75%
● Graduates passing the Arizona Bar exam (first-time)	89%	85%	86%	86%	88%
● Graduates who rate their academic experience at ASU as satisfactory or very satisfactory	91%	96%	96%	96%	96%

◆ Goal 2 - To increase community partnerships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students participating in externships, internships, and other field experiences	76	76	78	78	78

◆ Goal 3 - To improve and enhance the College's service to the Community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Service programs sponsored by the Indian Legal Program	5	5	6	6	6
● Clients served through clinical training courses	3,187	3,085	3,100	3,100	3,100

**ASA.1.10 SUBPROGRAM SUMMARY**  
**COLLEGE OF LIBERAL ARTS AND SCIENCES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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 22 departments and 2 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	71,090.9	75,152.6	81,666.6
Other Non Appropriated Funds	9,312.4	10,273.2	11,345.9
Federal Funds	21,766.4	22,742.8	23,582.6
<b>Program Total</b>	<b>102,169.7</b>	<b>108,168.6</b>	<b>116,595.1</b>
<b>FTE Positions</b>	<b>1,869.5</b>	<b>1,905.1</b>	<b>1,958.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	68%	70%	72%	74%	76%

● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	88%	88%	90%	90%	90%
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◆ Goal 2 - To sustain and enhance academic excellence in research and creative activities in order to provide a quality learning environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research proposals submitted for external funding	586	560	580	600	610
● Research funding expenditures (thousands)	33,817	35,500	37,000	39,000	41,000

**ASA.1.11 SUBPROGRAM SUMMARY**  
**COLLEGE OF NURSING**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,277.1	4,460.7	4,847.3
Other Non Appropriated Funds	690.1	761.3	840.8
Federal Funds	398.8	416.7	432.1
<b>Program Total</b>	<b>5,366.0</b>	<b>5,638.7</b>	<b>6,120.2</b>
<b>FTE Positions</b>	<b>97.3</b>	<b>103.3</b>	<b>106.7</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	100%	100%	100%	100%	100%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	79%	80%	83%	84%	85%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate students from under-represented minority groups	17	18	18	19	19
● Graduate students participating in faculty research programs	10	12	14	16	16

ASA.1.12 SUBPROGRAM SUMMARY  
**COLLEGE OF PUBLIC PROGRAMS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,939.3	10,611.4	11,531.2
Other Non Appropriated Funds	1,560.3	1,721.3	1,901.0
Federal Funds	761.1	795.2	824.6
<b>Program Total</b>	<b>12,260.7</b>	<b>13,127.9</b>	<b>14,256.8</b>
<b>FTE Positions</b>	<b>224.0</b>	<b>231.3</b>	<b>238.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persistence rate for freshmen	76	77	78	78	78
● Persistence rate for Lower Division transfers	74	75	76	78	80
● Persistence rate for Upper Division transfers	77	80	82	84	85
● Graduating seniors who are satisfied or very satisfied with their academic advising	79%	80%	80%	80%	80%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience at ASU	91%	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research and creative activities as indicated by refereed articles, books, edited books, book chapters, and book reviews	137	140	140	140	140

ASA.1.13 SUBPROGRAM SUMMARY  
**SCHOOL OF SOCIAL WORK**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,135.9	3,451.3	3,750.4
Other Non Appropriated Funds	98.5	108.7	120.0
Federal Funds	1,148.2	1,199.7	1,244.0
<b>Program Total</b>	<b>4,382.6</b>	<b>4,759.7</b>	<b>5,114.4</b>
FTE Positions	80.3	85.9	88.4

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree recipients participating in research related or capstone (case study) experience	100%	100%	100%	100%	100%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	90%	90%	90%	90%	90%

- ◆ Goal 2 - To develop and enhance an accredited Bachelors of Social Work (BSW) program in Tucson to serve the needs of non-degree professionals in the southern part of the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fall semester students enrolled in the Tucson BSW program	104	122	134	147	161

- ◆ Goal 3 - To strengthen the research program of the School of Social Work.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research projects that develop social work knowledge in partnerships with social service or community agencies	11	14	15	15	15

**ASA.1.14 SUBPROGRAM SUMMARY**  
**OTHER INSTRUCTIONAL SUPPORT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,917.1	17,161.5	18,954.4
Other Non Appropriated Funds	10,537.0	11,624.2	12,837.7
Federal Funds	271.2	283.4	293.8
<b>Program Total</b>	<b>17,725.3</b>	<b>29,069.1</b>	<b>32,085.9</b>
FTE Positions	354.0	431.3	441.6

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● University Survival and Adjustment course sections offered	65	119	132	143	152

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students assisted by the Learning Resources Center	3,754	4,000	4,250	4,500	4,750
● Tests administered by the University Testing Services	10,864	11,500	12,000	12,500	13,000

- ◆ Goal 3 - To provide students with excellent educational opportunities throughout the calendar year.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Summer sessions headcount students	28,163	28,000	28,000	28,000	28,000

**ASA.1.15 SUBPROGRAM SUMMARY**  
**UNIVERSITY LIBRARIES AND MUSEUMS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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, promotes, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,351.6	16,044.3	17,434.9
Other Non Appropriated Funds	729.4	804.7	888.7
Federal Funds	13.9	14.5	15.1
<b>Program Total</b>	<b>17,094.9</b>	<b>16,863.5</b>	<b>18,338.7</b>
<b>FTE Positions</b>	<b>270.6</b>	<b>274.6</b>	<b>285.1</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Library volumes housed (all libraries) (in thousands)	2,742	2,842	2,942	3,042	3,142
● Periodical subscriptions	26,668	26,670	26,670	26,670	26,670
● Items checked out	998,987	999,000	999,000	999,000	999,000
● Items used but not checked out (in thousands)	1,504.8	1,504.8	1,504.8	1,504.8	1,504.8
● Reference transactions	259,456	259,500	259,500	259,500	259,500

- ◆ Goal 2 - To increase attendance at university art museums and provide quality art exhibitions to the public.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual attendance at university art collections	50,000	50,000	51,000	51,000	51,000
● Lecturers and special events	420	400	400	400	400

**ASA.1.16 SUBPROGRAM SUMMARY**  
**ACADEMIC COMPUTING**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,425.7	10,824.5	11,762.7
Other Non Appropriated Funds	357.9	394.8	436.1
Federal Funds	86.2	90.1	93.4
<b>Program Total</b>	<b>12,869.8</b>	<b>11,309.4</b>	<b>12,292.2</b>
<b>FTE Positions</b>	<b>163.9</b>	<b>173.5</b>	<b>179.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● E-mail computer accounts	57,000	59,000	60,000	61,000	65,000
● Super/mainframe/computer servers	29,000	30,000	31,000	31,000	33,000
● Mainframe/minicomputer (millions of instructions per second)	138	138	168	168	168
● Installed processing power: Microcomputers (SPECint92)	14,500	17,500	22,000	27,000	30,000
● Installed processing power: Network servers (SPECint92)	4,500	6,500	8,000	10,000	12,000

- ◆ Goal 2 - To improve access to ASU provided computer programs and internet services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workstations available to students centrally provided by IT	863	875	900	1,000	1,100
● Server activity: www.asu.edu (hits per day)	200,000	300,000	400,000	500,000	600,000
● Server activity: www.public.asu.edu (hits per day)	300,000	400,000	500,000	600,000	700,000

**ASA.1.17 SUBPROGRAM SUMMARY**  
**ADMIN. INFORMATION TECHNOLOGY/  
 TELECOMMUNICATIONS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,959.6	5,353.8	5,817.9
Other Non Appropriated Funds	69.7	76.9	84.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,029.3</b>	<b>5,430.7</b>	<b>5,902.8</b>

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
FTE Positions	74.1	70.6	73.2

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Storage capacity of the Data Warehouse (in gigabytes)	20	40	80	160	220
● Users accessing information available through the Data Warehouse	700	950	1,350	1,500	1,600

- ◆ Goal 2 - To maintain support for all telecommunications systems throughout the university.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State funded telephones maintained	9,459	9,650	10,800	11,000	12,000
● Centrally supported Ethernet connections	15,124	16,400	17,700	19,000	22,000
● Internet bandwidth (mbps)	13	25	45	60	90

**ASA.1.18 SUBPROGRAM SUMMARY**  
**ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,568.8	18,116.4	19,686.7
Other Non Appropriated Funds	1,230.0	1,356.9	1,498.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>17,798.8</b>	<b>19,473.3</b>	<b>21,185.3</b>
<b>FTE Positions</b>	<b>71.8</b>	<b>73.2</b>	<b>75.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve undergraduate education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average years taken by freshman students to complete a baccalaureate degree program	5.11	4.80	4.60	4.60	4.60
● Undergraduate degree recipients participating in research related or capstone (case study) experience	85%	88%	90%	90%	90%
● Graduating seniors who are satisfied or very satisfied with their overall academic experience in their major	88%	88%	89%	89%	90%
● Alumni who, five years after graduation, rate their overall experience at ASU as satisfactory or very satisfactory	93%	90%	90%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reports completed by required date	100%	100%	100%	100%	100%
● Revisions based on errors	0	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teams in progress or completed Total Quality Service (TQS) projects	55	50	50	50	50

**ASA.2 PROGRAM SUMMARY**  
**RESEARCH**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 965-6671  
 A.R.S. 15-1601

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,442.8	2,725.6	2,961.9
Other Non Appropriated Funds	5,688.9	6,275.9	6,931.1
Federal Funds	1,816.8	1,898.3	1,968.4
<b>Program Total</b>	<b>9,948.5</b>	<b>10,899.8</b>	<b>11,861.4</b>
<b>FTE Positions</b>	<b>154.4</b>	<b>157.2</b>	<b>159.8</b>

**This Program Contains the following Subprograms:**

- ▶ Research Activities
- ▶ Regulatory Compliance
- ▶ Research Area

**ASA.2.1 SUBPROGRAM SUMMARY**  
**RESEARCH ACTIVITIES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 965-6671  
 A.R.S. 15-1601

**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 includes 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,581.1	1,857.5	2,018.5
Other Non Appropriated Funds	1,477.4	1,629.8	1,800.0
Federal Funds	1,816.2	1,897.7	1,967.7
<b>Program Total</b>	<b>4,874.7</b>	<b>5,385.0</b>	<b>5,786.2</b>
<b>FTE Positions</b>	<b>55.6</b>	<b>57.5</b>	<b>59.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of externally supported organized research projects awarded to the university.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Externally supported organized research grant and contract proposals submitted by	971	1,010	1,060	1,125	1,200

individual investigators

**ASA.2.2 SUBPROGRAM SUMMARY**  
**REGULATORY COMPLIANCE**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 965-6671  
 A.R.S. 15-1601

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	479.5	424.2	461.0
Other Non Appropriated Funds	185.2	204.3	225.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>664.7</b>	<b>628.5</b>	<b>686.6</b>
<b>FTE Positions</b>	<b>12.8</b>	<b>9.8</b>	<b>10.2</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citations or other adverse claims (notifications)	0	0	0	0	0

**ASA.2.3 SUBPROGRAM SUMMARY**  
**RESEARCH AREA**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	382.2	443.9	482.4
Other Non Appropriated Funds	4,026.3	4,441.7	4,905.5
Federal Funds	0.6	0.6	0.7
<b>Program Total</b>	<b>4,409.1</b>	<b>4,886.2</b>	<b>5,388.6</b>
<b>FTE Positions</b>	<b>86.1</b>	<b>89.8</b>	<b>90.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain and enhance the university's status as a Research I institution.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grant and contract proposals submitted	1,384	1,450	1,535	1,645	1,775
● Grant and contract awards received	1,003	1,100	1,200	1,310	1,440
● Dollar value of grant and contract awards (in thousands)	72,064	82,000	88,600	96,600	106,300
● Faculty receiving extra-mural support for research and creative activity	35%	37%	39%	41%	42%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate students supported by sponsored funds	924	960	1,000	1,040	1,080
● Graduate students supported by sponsored funds	1,195	1,240	1,290	1,340	1,400

**ASA.3 PROGRAM SUMMARY**  
**STUDENT AFFAIRS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,590.3	15,720.2	17,082.8
Other Non Appropriated Funds	33,939.6	37,441.4	41,350.8
Federal Funds	19,838.6	21,687.4	22,488.2
<b>Program Total</b>	<b>68,368.5</b>	<b>74,849.0</b>	<b>80,921.8</b>
<b>FTE Positions</b>	<b>756.8</b>	<b>769.3</b>	<b>786.6</b>

**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 & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,700.8	7,437.9	8,082.6
Other Non Appropriated Funds	16,922.2	18,668.2	20,617.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>22,623.0</b>	<b>26,106.1</b>	<b>28,700.0</b>
<b>FTE Positions</b>	<b>425.0</b>	<b>432.5</b>	<b>440.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students receiving health education	17,362	18,000	19,000	20,000	21,000

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Registered campus clubs and organizations	402	460	470	470	475
● Student attendance at workshops, orientations, class presentations and special events offered by career services to assist students seeking employment and/or career guidance	28,456	29,500	30,500	31,500	32,500

- ◆ Goal 3 - To maintain ASU's top ranking of providing the best disabled student services in the nation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disabled students served	1,904	1,950	1,950	2,000	2,100
● Hours of interpreting provided for the hearing impaired	23,330	24,000	25,000	26,000	26,000

**ASA.3.2 SUBPROGRAM SUMMARY  
ENROLLMENT SERVICES**

Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,761.5	6,420.4	6,976.9
Other Non Appropriated Funds	16,675.3	18,395.8	20,316.6
Federal Funds	18,441.4	19,268.7	19,980.2
<b>Program Total</b>	<b>40,878.2</b>	<b>44,084.9</b>	<b>47,273.7</b>
FTE Positions	237.0	237.9	244.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate admissions applications	26,470	28,000	30,000	32,000	34,000
● Undergraduates admitted	20,531	22,000	23,500	25,000	26,500

● Students participating in orientation	4,931	5,400	6,000	6,400	6,800
● Telephone registration transactions (In Touch)	1,267,491	1,500,000	1,500,000	1,500,000	1,500,000

- ◆ Goal 2 - To make student financial assistance readily available for need based, highly able students and other targeted student populations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students receiving financial assistance (ASUMC, ASUW, and ASUE combined)	30,944	33,000	35,000	38,000	41,000
● Dollar volume for all financial assistance programs (ASUMC, ASUW, and ASUE combined, in thousands)	218,323	230,000	235,000	240,000	245,000

**ASA.3.3 SUBPROGRAM SUMMARY  
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT**

Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,128.0	1,861.9	2,023.3
Other Non Appropriated Funds	342.1	377.4	416.8
Federal Funds	1,397.2	2,418.7	2,508.0
<b>Program Total</b>	<b>4,867.3</b>	<b>4,658.0</b>	<b>4,948.1</b>
FTE Positions	94.8	98.8	101.1

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide services which promote the development of student competencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students assisted by the Learning Resources Center	3,754	4,000	4,250	4,500	4,750

- ◆ Goal 2 - To improve the educational experiences of first-year students by increasing participation in the Freshman Year Experience.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Students participating in the Freshman Year Experience(FYE)	2,091	2,000	2,000	2,000	2,000

**ASA.4 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	27,124.9	28,953.9	31,463.6
Other Non Appropriated Funds	27,357.5	30,180.2	33,331.4
Federal Funds	70.8	74.0	76.7
<b>Program Total</b>	<b>54,553.2</b>	<b>59,208.1</b>	<b>64,871.7</b>
<b>FTE Positions</b>	<b>974.0</b>	<b>977.1</b>	<b>1,007.7</b>

**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 & Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,907.2	5,862.1	6,370.3
Other Non Appropriated Funds	22,774.7	25,124.6	27,747.9
Federal Funds	36.1	37.7	39.1
<b>Program Total</b>	<b>28,718.0</b>	<b>31,024.4</b>	<b>34,157.3</b>
<b>FTE Positions</b>	<b>279.6</b>	<b>271.6</b>	<b>277.9</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Accounting transactions processed (in thousands)	5,178	5,200	5,250	5,250	5,300

- ◆ Goal 2 - To provide efficient services to University customers.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Purchase requests processed within 5 working days	85%	88%	89%	90%	90%
● Elapsed days from travel claim receipt to payment	1.7	1.7	1.6	1.6	1.6
● Average minutes waiting time to pay tuition during peak periods	2	2	2	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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Participants in human resources training programs	5,000	6,500	8,000	9,000	12,000
● Job applications processed	28,800	35,000	36,000	37,000	38,000
● Positions filled	2,298	2,400	2,500	2,600	2,700

**ASA.4.2 SUBPROGRAM SUMMARY**  
**PLANT AND SAFETY SERVICES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,764.0	22,352.8	24,290.3
Other Non Appropriated Funds	4,302.8	4,746.8	5,242.4
Federal Funds	34.7	36.3	37.6
<b>Program Total</b>	<b>25,101.5</b>	<b>27,135.9</b>	<b>29,570.3</b>
<b>FTE Positions</b>	<b>682.2</b>	<b>686.4</b>	<b>710.1</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Land surface owned and operated by the University Main Campus	793	793	793	793	793
● State supported University building space within campus boundaries (gross square feet in thousands)	5,846	5,846	5,874	5,847	6,049
● Maintenance work order man-hours on buildings/tunnels/structures	179,200	181,100	186,000	188,000	218,000

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fire and safety training classes	65	105	105	105	105
● Community-based police assignments	4	4	7	7	7
● ParkSmart (telephone) parking registration for students	41,252	43,580	47,500	49,900	52,400

**ASA.4.3 SUBPROGRAM SUMMARY**

**ADMINISTRATIVE SERVICES SUPPORT**

Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
Phone: 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	453.7	739.0	803.0
Other Non Appropriated Funds	280.0	308.9	341.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>733.7</b>	<b>1,047.9</b>	<b>1,144.1</b>
<b>FTE Positions</b>	<b>12.1</b>	<b>19.1</b>	<b>19.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve customer satisfaction with services provided to the University community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction as measured by bi-annual surveys	90	90	90	90	90
● Hours to follow-up on customer complaints	48	48	48	48	48

**ASA.5 PROGRAM SUMMARY**

**INSTITUTIONAL LEADERSHIP AND ADVANCEMENT**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
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1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,875.2	9,054.6	9,839.4
Other Non Appropriated Funds	34,285.2	37,822.7	41,771.9
Federal Funds	316.7	330.9	343.1
<b>Program Total</b>	<b>43,477.1</b>	<b>47,208.2</b>	<b>51,954.4</b>
<b>FTE Positions</b>	<b>526.4</b>	<b>529.0</b>	<b>536.5</b>

**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			
	<b>KAET-TV</b>			
	Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis			
	Phone: 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,382.1	1,400.1	1,521.4
Other Non Appropriated Funds	5,978.9	6,595.8	7,284.5
Federal Funds	291.3	304.4	315.6
<b>Program Total</b>	<b>7,652.3</b>	<b>8,300.3</b>	<b>9,121.5</b>
<b>FTE Positions</b>	<b>56.9</b>	<b>50.4</b>	<b>51.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To increase the number of persons viewing KAET-TV on a weekly basis.**

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Persons viewing KAET-TV weekly (in thousands)	2,177	2,242	2,310	2,379	2,450

- ◆ **Goal 2 - To improve services provided to the community, especially in rural areas.**

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Teachers served through educational support programming	17,500	17,650	17,750	17,900	18,500
● Students served through educational support programming	285,000	288,000	291,000	300,000	315,000

ASA.5.2	SUBPROGRAM SUMMARY			
	<b>ALUMNI RELATIONS AND DEVELOPMENT</b>			
	Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis			
	Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,196.2	1,179.7	1,282.0
Other Non Appropriated Funds	4,514.1	4,979.9	5,499.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,710.3</b>	<b>6,159.6</b>	<b>6,781.8</b>
<b>FTE Positions</b>	<b>107.5</b>	<b>104.1</b>	<b>105.1</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Dues paying Alumni Association members	13,885	14,230	15,000	15,500	16,000

- ◆ **Goal 2 - To continuously build and improve ASU's economic development efforts.**

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Collaborative partnerships and alliances with regional organizations	12	15	15	18	20

**ASA.5.3 SUBPROGRAM SUMMARY**  
**COMMUNITY OUTREACH**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,779.7	1,688.5	1,834.8
Other Non Appropriated Funds	6,793.7	7,494.7	8,277.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>8,573.4</b>	<b>9,183.2</b>	<b>10,112.0</b>
<b>FTE Positions</b>	<b>129.1</b>	<b>131.7</b>	<b>133.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To continue to stage excellent nonathletic events for various diverse constituents.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Persons attending University sponsored cultural events	530,400	530,400	530,400	530,400	530,400

**ASA.5.4 SUBPROGRAM SUMMARY**  
**INTERCOLLEGIATE ATHLETICS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,834.4	1,893.4	2,057.6
Other Non Appropriated Funds	16,021.7	17,674.8	19,520.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>17,856.1</b>	<b>19,568.2</b>	<b>21,577.9</b>
<b>FTE Positions</b>	<b>172.2</b>	<b>171.9</b>	<b>173.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve graduation rates of student athletes.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student athletes graduating in six years	53%	50%	50%	50%	50%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average GPA of student athletes	2.75	2.75	2.75	2.75	2.75

**ASA.5.5 SUBPROGRAM SUMMARY**  
**EXECUTIVE MANAGEMENT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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, and provides administrative support for the entire University community. The Executive Management area includes the Office of the President, the Office of the General Counsel, and the Affirmative Action Office.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,060.1	1,966.0	2,136.4
Other Non Appropriated Funds	813.7	897.7	991.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,873.8</b>	<b>2,863.7</b>	<b>3,127.8</b>
<b>FTE Positions</b>	<b>45.0</b>	<b>47.2</b>	<b>48.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide leadership in establishing future directions for Arizona State University through the completion and implementation of the University for the Next Century (UNC) project.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Initiatives from the University for the Next Century (UNC) project implemented throughout ASU	1	2	4	4	4

ASA.5.6 SUBPROGRAM SUMMARY  
**INSTITUTIONAL ADVANCEMENT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning & Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	622.7	926.9	1,007.2
Other Non Appropriated Funds	163.1	179.9	198.7
Federal Funds	25.4	26.5	27.5
<b>Program Total</b>	<b>811.2</b>	<b>1,133.3</b>	<b>1,233.4</b>
<b>FTE Positions</b>	<b>15.8</b>	<b>23.6</b>	<b>24.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of individuals participating in campus tours.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Individuals attending campus sneaker/special tours	378	400	425	440	465

- ◆ Goal 2 - To continue to coordinate high quality special events for the University.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Special events coordinated	210	250	250	300	305



<b>AGENCY SUMMARY</b>	
<b>ARIZONA STATE UNIVERSITY - WEST CAMPUS</b>	
Dr. Lattie Coor, President	AWA
Contact: Douglas H. Vinzant, Director, Strategic Planning/Policy Analysis	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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
➤ ACADEMIC AFFAIRS	31,803.0	33,581.7	35,448.6
➤ STUDENT AFFAIRS	3,324.2	3,373.3	3,553.3
➤ ADMINISTRATIVE SERVICES	6,713.4	7,392.2	7,806.9
➤ INSTITUTIONAL ADVANCEMENT	1,141.7	960.2	1,014.0
Capital Funds	90.6	135.7	286.1
Agency Total	43,072.9	45,443.1	48,108.9

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	39,832.1	41,954.9	44,318.4
Other Non Appropriated Funds	2,532.9	2,710.4	2,836.7
Federal Funds	617.3	642.1	667.7
Operating Funds Subtotal	42,982.3	45,307.4	47,822.8
Capital Funds	90.6	135.7	286.1
Agency Total	43,072.9	45,443.1	48,108.9
FTE Positions	689.1	695.7	710.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To enrich the texture of undergraduate education.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● First-time full-time degree-seeking undergraduate students persisting after one year	79%	81%	82%	82%	82%
● Undergraduate minority students enrolled	692	723	744	766	788
● Undergraduate students contacted at the transfer centers in the community colleges	1,351	1,376	1,417	1,459	1,502
● Undergraduate students participating in internships/field experiences	599	599	617	635	655
● Undergraduate students participating in social and academic activity groups	500	605	750	860	950

- ◆ Goal 2 - To develop graduate education.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Degree-seeking students enrolled in graduate programs	507	596	613	631	649
● Graduate minority students enrolled	167	160	163	166	1701

- ◆ Goal 3 - To extend the research and creative activity agenda.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Received from funded external projects (in 000s)	\$1,579.6	\$900	\$1,200	\$900	\$1,200
● Students enrolled in research-related courses	104	126	128	130	133

- ◆ Goal 4 - To increase community involvement.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Community meetings or events attended by the community	337	334	356	378	400
● K-12 collaborative educational projects	18	20	22	24	26

- ◆ Goal 5 - To develop enrollment.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● New students enrolled each academic year	1,987	2,027	2,067	2,109	2,151
● New students enrolled each year who transferred from Arizona community colleges	1,067	1,088	1,110	1,132	1,154

- ◆ Goal 6 - To optimize use of resources.



Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● First-time full-time upper-division degree-seeking undergraduate students who graduate in three years	69.1%	70%	71%	72%	73%
● SCH taught by ranked faculty	49%	54%	55%	56%	57%
● Students who graduate annually	1,052	1,080	1,102	1,124	1,146

**AWA.1 PROGRAM SUMMARY**  
**ACADEMIC AFFAIRS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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, Division, 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	29,714.0	31,360.1	33,126.8
Other Non Appropriated Funds	1,627.0	1,741.0	1,822.1
Federal Funds	462.0	480.6	499.7
<b>Program Total</b>	<b>31,803.0</b>	<b>33,581.7</b>	<b>35,448.6</b>
FTE Positions	452.3	456.0	465.7

**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: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,161.9	5,790.3	6,116.5
Other Non Appropriated Funds	560.9	600.2	628.3
Federal Funds	62.4	64.9	67.5
<b>Program Total</b>	<b>6,785.2</b>	<b>6,455.4</b>	<b>6,812.3</b>
FTE Positions	120.4	121.7	124.2

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	1091	1127	1163	1191	1214
● Undergraduate FTE students	1,027.9	1,058.1	1,089.7	1,122.4	1,156.1
● First-time, full-time, degree seeking students persisting after one year	74%	76%	78%	80%	82%
● First-time, full-time, upper-division, degree-seeking students who graduate in three years	64%	65%	66%	67%	68%
● Undergraduate degrees awarded	130	135	140	145	150

**AWA.1.2 SUBPROGRAM SUMMARY**  
**COLLEGE OF EDUCATION**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,656.1	3,776.8	3,989.6
Other Non Appropriated Funds	136.1	145.6	152.4
Federal Funds	309.7	322.1	334.9
<b>Program Total</b>	<b>4,101.9</b>	<b>4,244.5</b>	<b>4,476.9</b>
<b>FTE Positions</b>	<b>75.4</b>	<b>74.9</b>	<b>76.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	1,260	1,272	1,284	1,296	1,308
● Undergraduate FTE students	754.3	769.4	784.8	800.5	816.4
● First-time, full-time, degree seeking undergraduate students persisting after one year	89.8%	90%	90%	90%	90%
● First-time, full-time, upper-division, degree-seeking undergraduate students who graduate in three years	66.3%	67%	68%	69%	70%
● Undergraduate degrees awarded	306	310	315	320	325

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student headcount	236	247	260	273	275
● Graduate FTE students	200.3	210.3	220.8	231.8	235.0
● Graduate degrees awarded	64	70	75	80	85

**AWA.1.3 SUBPROGRAM SUMMARY**  
**COLLEGE OF HUMAN SERVICES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,095.9	3,167.0	3,345.4
Other Non Appropriated Funds	166.9	178.6	186.9
Federal Funds	19.4	20.2	21.0
<b>Program Total</b>	<b>3,282.2</b>	<b>3,365.8</b>	<b>3,553.3</b>
<b>FTE Positions</b>	<b>60.5</b>	<b>60.6</b>	<b>61.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	896	905	914	923	932
● Undergraduate FTE students	586.1	606.5	627.7	649.7	672.4
● First-time, full-time, degree seeking students persisting after one year	76.6%	77.5%	78.4%	79.3%	80%
● First-time, full-time, upper-division, degree-seeking students who graduate in three years	72.3%	73%	73.5%	78%	78.5%
● Undergraduate degrees awarded	239	245	250	255	260

**AWA.1.4 SUBPROGRAM SUMMARY**  
**SCHOOL OF MANAGEMENT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,485.2	4,628.3	4,889.0
Other Non Appropriated Funds	372.8	398.9	417.5
Federal Funds	70.5	73.3	76.3
<b>Program Total</b>	<b>4,928.5</b>	<b>5,100.5</b>	<b>5,382.8</b>
FTE Positions	69.3	73.2	74.6

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate student headcount	862	892	923	955	988
● Undergraduate FTE students	522.5	540.7	559.7	579.3	600.0
● First-time, full-time, degree seeking students persisting after one year	88.9%	89.3%	89.7%	90%	90.4%
● First-time, full-time, upper-division, degree-seeking students who graduate in three years	73.6%	74%	74.4%	75%	75.5%
● Undergraduate degrees awarded	233	240	245	250	255

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student headcount	462	478	494	512	530
● Graduate FTE students	209.7	217.0	224.6	232.4	240.6
● Graduate degrees awarded	78	83	88	93	98

**AWA.1.5 SUBPROGRAM SUMMARY**  
**DIVISION OF COLLABORATIVE PROGRAMS**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	339.1	875.1	924.4
Other Non Appropriated Funds	0.3	0.3	0.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>339.4</b>	<b>875.4</b>	<b>924.7</b>
FTE Positions	19.3	19.6	20.1

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate GCC student headcount in the University-College Center	165	200	225	250	275

**AWA.1.6 SUBPROGRAM SUMMARY**  
**LIBRARY**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,326.6	3,427.1	3,620.2
Other Non Appropriated Funds	23.7	25.4	26.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,350.3</b>	<b>3,452.5</b>	<b>3,646.7</b>
FTE Positions	53.3	53.3	54.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop a cohesive and integrated tiered reference/research support service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Library volumes	280,900	294,000	308,000	322,500	337,700
● Library volumes purchased	13,500	13,500	13,500	13,500	13,500

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● Microforms (in thousands)	1,381.8	1,395.8	1,409.8	1,423.9	1,438.1
● Periodicals subscriptions	3,600	3,600	3,700	3,700	3,700
● Collections use	295,000	305,000	315,000	320,000	325,000
● Items loaned	17,000	17,000	17,000	17,000	17,000
● Items borrowed	17,000	17,000	17,000	17,000	17,000

**AWA.1.7 SUBPROGRAM SUMMARY**  
**ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,649.2	9,695.5	10,241.7
Other Non Appropriated Funds	366.3	392.0	410.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,015.5</b>	<b>10,087.5</b>	<b>10,651.9</b>
<b>FTE Positions</b>	<b>54.2</b>	<b>52.8</b>	<b>53.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Instructional support funding	40,000	40,000	40,000	42,000	42,000
● Internal research grant support funding	166,900	166,900	166,900	166,900	167,000
● External support for campus research activity (in thousands)	900	1,200	900	1,200	900
● Students enrolled in research related courses	126	128	130	132	134
● Students enrolled in internships/field experiences	599	617	635	655	675

**AWA.2 PROGRAM SUMMARY**  
**STUDENT AFFAIRS**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,455.7	2,448.6	2,586.5
Other Non Appropriated Funds	713.2	763.2	798.8
Federal Funds	155.3	161.5	168.0
<b>Program Total</b>	<b>3,324.2</b>	<b>3,373.3</b>	<b>3,553.3</b>
<b>FTE Positions</b>	<b>66.8</b>	<b>69.8</b>	<b>71.2</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To recruit and enroll academically eligible undergraduate students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● First-time undergraduate admissions applications	1,330	1,450	1,500	1,600	1,700
● First-time undergraduate students admitted	1,306	1,310	1,350	1,440	1,525
● First-time undergraduate students enrolled	1,087	1,090	1,120	1,200	1,280

- ◆ Goal 2 - To make student financial assistance readily available for need based and other targeted populations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scholarships	353,600	385,000	386,000	401,000	405,000
● Grants	2,147,000	2,330,000	2,460,000	2,570,000	2,630,000
	0	0	0	0	0
● Loans	10,208,700	11,000,000	12,500,000	13,000,000	13,500,000
	00	00	00	00	00
● Employment	111,400	125,000	130,000	140,000	150,000

- ◆ Goal 3 - To provide services that augment the student's classroom learning.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● In-person student contacts by Health Services	3,614	3,800	4,000	4,200	4,300
● Students registered for fitness courses	180	190	200	210	220
● Student clubs and organizations	32	35	38	41	43
● Undergraduate students participating in social and academic activity groups	500	605	750	860	950

**AWA.3 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**

Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,550.9	7,218.3	7,624.9
Other Non Appropriated Funds	162.5	173.9	182.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,713.4</b>	<b>7,392.2</b>	<b>7,806.9</b>
<b>FTE Positions</b>	<b>154.6</b>	<b>155.1</b>	<b>158.5</b>

**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: 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, and mail, copy, fleet and contracted services).

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,328.9	1,562.9	1,650.9
Other Non Appropriated Funds	2.3	2.5	2.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,331.2</b>	<b>1,565.4</b>	<b>1,653.5</b>
<b>FTE Positions</b>	<b>40.5</b>	<b>41.1</b>	<b>41.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State operating budget departments	75	70	80	85	90
● Active accounts	326	350	375	400	425

- ◆ **Goal 2 - To provide comprehensive human resource services to the campus community.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants in human resource training	204	374	315	327	333
● Job applications processed	1,817	1,982	2,094	2,161	2,225
● Positions filled	220	281	279	286	293

AWA.3.2 SUBPROGRAM SUMMARY  
**PLANT AND SAFETY SERVICES**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,324.4	3,713.1	3,922.3
Other Non Appropriated Funds	160.2	171.4	179.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,484.6</b>	<b>3,884.5</b>	<b>4,101.7</b>
<b>FTE Positions</b>	<b>79.9</b>	<b>78.9</b>	<b>80.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To provide a safe environment for students, staff,**

faculty and visitors to ASU West.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Crime reports	93	100	100	110	110
● Moving vehicle citations	145	150	155	160	165
● Citizen assists	970	1,000	1,100	1,200	1,300

**AWA.3.3 SUBPROGRAM SUMMARY**  
**INFORMATION TECHNOLOGY**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,713.9	1,731.3	1,828.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,713.9</b>	<b>1,731.3</b>	<b>1,828.8</b>
<b>FTE Positions</b>	<b>31.1</b>	<b>31.6</b>	<b>32.4</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Students using the student computing center	3,309	3,500	3,800	4,000	4,200
● Average hourly student computer center users	45	55	65	75	85
● Average daily user requests for technical assistance resolved	72	85	95	105	115

**AWA.3.4 SUBPROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES SUPPORT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	183.7	211.0	222.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>183.7</b>	<b>211.0</b>	<b>222.9</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.5</b>	<b>3.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve support for students, faculty, and staff and the mission of the campus.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Users satisfied with services	86%	90%	90%	90%	90%

**AWA.4 PROGRAM SUMMARY**  
**INSTITUTIONAL ADVANCEMENT**  
 Contact: Douglas H. Vinzant, Director, Strategic Planning and Policy Analysis  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,111.5	927.9	980.2
Other Non Appropriated Funds	30.2	32.3	33.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,141.7</b>	<b>960.2</b>	<b>1,014.0</b>
<b>FTE Positions</b>	<b>15.3</b>	<b>14.8</b>	<b>15.1</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase awareness about ASU West through local, national, and broadcast outlets.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Press releases	121	130	140	150	160

- ◆ Goal 2 - To inform the general public about academic programs and services.

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<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Publications	544,500	555,200	565,400	575,500	585,500
● Community meetings	300	300	320	340	360
● Special public events	37	34	36	38	40
● K-12 collaborative educational projects	18	20	22	24	26

◆ Goal 3 - To raise private funds to support ASU West academic programs and services.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Development contacts	1,000	1,200	1,400	1,600	1,800
● Alumni meetings held	46	25	25	25	25
● New alumni members added	1,304	1,400	1,500	1,600	1,700



<b>AGENCY SUMMARY</b>	
<b>ARIZONA STATE UNIVERSITY - EAST CAMPUS</b>	
Dr. Lattie Coor, President	AXA
Contact: Charles E. Backus, Provost	727-1141

**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 and agribusiness-related fields of study. 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. 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.

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ACADEMIC PROGRAMS AND SERVICES	8,738.3	11,090.7	13,370.0
➤ ADMINISTRATIVE SERVICES	2,147.6	2,121.3	2,941.8
Capital Funds	407.2	3,444.1	8,240.5
Agency Total	<u>11,293.1</u>	<u>16,656.1</u>	<u>24,552.3</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,692.5	9,734.5	13,082.0
Other Non Appropriated Funds	2,452.6	2,707.1	2,579.8
Federal Funds	740.8	770.4	650.0
Operating Funds Subtotal	<u>10,885.9</u>	<u>13,212.0</u>	<u>16,311.8</u>
Capital Funds	407.2	3,444.1	8,240.5
Agency Total	<u>11,293.1</u>	<u>16,656.1</u>	<u>24,552.3</u>
FTE Positions	<u>155.3</u>	<u>199.7</u>	<u>242.0</u>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Degree/majors offered	8	8	10	12	14
● Students enrolled each Fall semester	1,016	1,052	1,250	1,600	1,900
● Graduating students who rate their academic experience at ASU East as satisfactory or very satisfactory	84%	85%	85%	86%	87%

◆ Goal 2 - To develop national recognition as a leader in selected academic programs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty who receive recognition as leaders in their disciplines	N/A	N/A	20%	25%	30%
● Out-of-state students applying to ASU East	N/A	165	175	200	225
● Key community, business, and industry representatives who believe ASU East is innovating	N/A	N/A	75%	80%	85%

◆ Goal 3 - To enhance campus culture and campus life.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff FTE in Campus Life Services and Student Services	9	16.5	21	26	31
● Students satisfied with the campus culture and environment	N/A	N/A	60%	65%	70%
● Graduating students satisfied with co-curricular programs and services at ASU East	N/A	NA	60%	65%	70%

◆ Goal 4 - To recruit and retain a critical mass of students.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New students enrolled each Fall semester	242	251	350	400	500
● Admitted students who register for classes	N/A	64%	68%	75%	75%
● First-time students persisting after one year	62%	63%	64%	65%	66%

◆ Goal 5 - To strengthen existing partnerships and create new ones to support program development and provide service to the community.



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Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ASU East students who participate in the ASUE/CGCC partnership each Fall semester	69	190	240	265	300
● Graduating students who participated in internships or service learning	12%	12%	15%	18%	20%
● Partnerships with business, industry, and community organizations	9	10	11	12	13

◆ Goal 6 - To optimize the use of existing physical resources.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Campus constituents who feel a sense of campus exists at ASU East	N/A	N/A	50	55	65
● Average weekly room hours utilization of classrooms each Fall semester	N/A	29	30	31	32
● State Capital Outlay (\$ in 000s)	\$407.2	\$3,444.1	\$5,200.0	\$3,000.0	\$3,000.0

◆ Goal 7 - To optimize the financial resources available to strengthen ASU East.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● State General Fund Appropriation (000s)	\$5,023.6	\$6,995.0	\$12,194	\$15,000	\$17,000
● Tuition Revenue (000s)	\$2,190.5	\$2,280.4	\$2,881.4	\$3,688.0	\$4,380.0
● Committed Gifts (000s)	\$1,700.0	\$9,000.0	\$3,750.0	\$3,750.0	\$2,500.0
● Sponsored Projects (000s)	\$2,254.5	\$2,423.2	\$2,907.9	\$3,255.8	\$3,557.0

**AXA.1 PROGRAM SUMMARY**

**ACADEMIC PROGRAMS AND SERVICES**

Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,617.6	7,690.0	10,159.7
Other Non Appropriated Funds	2,433.9	2,686.5	2,560.3
Federal Funds	686.8	714.2	650.0
<b>Program Total</b>	<b>8,738.3</b>	<b>11,090.7</b>	<b>13,370.0</b>
<b>FTE Positions</b>	<b>141.8</b>	<b>177.0</b>	<b>211.2</b>

**This Program Contains the following Subprograms:**

- ▶ 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

**SCHOOL OF AGRIBUSINESS AND RESOURCE MANAGEMENT**

Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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 School of Agribusiness and Resource Management offers bachelor's and master's degree programs that address the business 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, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,274.4	1,420.6	1,585.9
Other Non Appropriated Funds	92.7	102.3	97.8
Federal Funds	447.0	464.8	483.4
<b>Program Total</b>	<b>1,814.1</b>	<b>1,987.7</b>	<b>2,167.1</b>
<b>FTE Positions</b>	<b>32.2</b>	<b>36.4</b>	<b>32.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide high quality undergraduate programs that prepare students for productive professional careers in agribusiness and resource management fields.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students enrolled in undergraduate majors each Fall semester	139	151	179	230	273
● Undergraduate degrees awarded each year	84	45	50	55	60
● Graduating seniors satisfied with their overall academic experience in their major	94%	94%	94%	95%	95%

- ◆ Goal 2 - To provide a high quality graduate program that prepares students for managerial and administrative positions in agribusiness and resource management organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students enrolled in the graduate degree program each Fall semester	62	64	76	97	115
● Graduate degrees awarded each year	16	10	12	14	16
● Graduating graduates satisfied with overall academic experience in major	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 3 - To develop the national reputation of SABR and CAPS by strengthening research and service partnerships with agribusiness industry and resource management organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sponsored projects expenditures(in 000s)	\$580.3	\$650.0	\$747.0	\$860.0	\$990.0
● Endowed chairs and professorships	2	3	1	1	1
● Graduating seniors satisfied with internships and service learning activities	86%	87%	88%	89%	90%

**AXA.1.2 SUBPROGRAM SUMMARY**

**COLLEGE OF TECHNOLOGY AND APPLIED SCIENCES**

Contact: Charles E. Backus, Provost  
Phone: 727-1141

Contact: Sheila L. Ainlay, Director, Planning and Budget  
Phone: 727-1481  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,060.0	3,611.1	3,983.2
Other Non Appropriated Funds	2,254.1	2,488.0	2,370.8
Federal Funds	154.0	160.2	166.6
<b>Program Total</b>	<b>5,468.1</b>	<b>6,259.3</b>	<b>6,520.6</b>
<b>FTE Positions</b>	<b>85.0</b>	<b>95.3</b>	<b>105.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students enrolled in undergraduate majors each Fall semester	479	495	588	753	894
● Undergraduate degrees awarded each year	132	110	115	120	135
● Graduating seniors satisfied with their overall academic experience in their major	73%	73%	75%	76%	77%

- ◆ Goal 2 - To increase the range and quality of graduate programs in the College of Technology and Applied Sciences.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students enrolled in graduate programs each Fall semester	153	150	178	228	271
● Graduate degrees awarded	47	55	55	58	60
● Graduating students satisfied with their overall academic experience in their major	N/A	N/A	N/A	N/A	N/A

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sponsored projects expenditures (in 000s)	\$2,783.6	\$3,800.0	\$4,400.0	\$5,000.0	\$6,000.0
● Graduating seniors satisfied with internship and service learning activities	60%	60%	62%	64%	66%

**AXA.1.3 SUBPROGRAM SUMMARY**  
**EAST COLLEGE**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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 general studies and prerequisite courses for all students. In the next several years, faculty will be hired to plan and implement new baccalaureate degree programs that are in high demand by students and employers and that are not found at another ASU campus.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	380.3	849.8	1,008.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>380.3</b>	<b>849.8</b>	<b>1,008.7</b>
<b>FTE Positions</b>	<b>10.5</b>	<b>13.4</b>	<b>17.1</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supporting courses that are offered each semester	10	11	13	19	25
● Graduating seniors satisfied with their general studies course work at ASU East and CGCC	N/A	N/A	N/A	N/A	N/A
● First-time students persisting to after one year	62%	63%	64%	65%	66%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New complete programs offered by East College	0	0	0	3	6
● Students enrolled in new programs offered by East College	N/A	N/A	N/A	150	450

**AXA.1.4 SUBPROGRAM SUMMARY**  
**ACADEMIC SERVICES**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	640.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	85.8	89.2	0.0
<b>Program Total</b>	<b>85.8</b>	<b>89.2</b>	<b>640.0</b>
<b>FTE Positions</b>	<b>1.4</b>	<b>1.4</b>	<b>17.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty satisfied with academic services at ASU East.	N/A	N/A	N/A	N/A	N/A
● Staff satisfied with academic services at ASU East.	N/A	N/A	N/A	N/A	N/A
● Faculty and staff participating in one or more Faculty/Staff Development workshops.	N/A	N/A	N/A	N/A	N/A
● Faculty/staff development workshops or programs offered	0	9	14	18	22

- ◆ Goal 2 - To provide opportunities for students to participate in and be recognized for their academic achievements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduating students who are satisfied with academic services at ASU East	N/A	N/A	N/A	N/A	N/A
● Graduating students participating in convocation ceremonies	60%	60%	65%	70%	75%

**AXA.1.5 SUBPROGRAM SUMMARY**  
**INFORMATION TECHNOLOGY**

Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	204.6	453.4	661.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>204.6</b>	<b>453.4</b>	<b>661.0</b>
<b>FTE Positions</b>	<b>1.7</b>	<b>7.7</b>	<b>10.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Computer workstations available in open labs for use by students	20	38	60	80	100
● Graduating students satisfied with the level of computing technology available at ASU East	N/A	N/A	N/A	N/A	N/A
● Faculty satisfied with the level of computing and media technology available at ASU East	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 2 - To provide useful and timely service to the campus community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students satisfied with the services provided by Information Technology	N/A	N/A	N/A	N/A	N/A
● Faculty and staff satisfied with the services provided by Information Technology	N/A	N/A	N/A	N/A	N/A

**AXA.1.6 SUBPROGRAM SUMMARY**  
**LIBRARY SERVICES**

Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	188.5	274.9	420.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>188.5</b>	<b>274.9</b>	<b>420.8</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.9</b>	<b>10.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish the Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduating students satisfied with Library Services at ASU East.	N/A	N/A	N/A	N/A	N/A
● Faculty who use Library Services	N/A	N/A	N/A	N/A	N/A
● Students who use Library Services	N/A	N/A	N/A	N/A	N/A

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty satisfied with the accessibility of library resources	N/A	N/A	N/A	N/A	N/A
● Students satisfied with the accessibility of library resources	N/A	N/A	N/A	N/A	N/A
● Workstations available for public use in Library facilities	7	10	14	18	25
● Hours the Library is open each week	65	65	70	75	80

**AXA.1.7 SUBPROGRAM SUMMARY  
STUDENT AFFAIRS**

Contact: Charles E. Backus, Provost  
Phone: 727-1141  
Contact: Sheila L. Ainlay, Director, Planning and Budget  
Phone: 727-1481  
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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28.2	424.0	438.6
Other Non Appropriated Funds	87.1	96.2	91.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>115.3</b>	<b>520.2</b>	<b>530.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>9.0</b>	<b>8.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● High school and community college prospective student contacts each year	N/A	N/A	1,500	2,500	4,000
● Mailings to prospective students each year	N/A	N/A	2,500	5,000	7,500
● Admitted students who register for classes	N/A	64%	68%	75%	75%

- ◆ Goal 2 - To provide student programs and services that enhance the quality of the campus culture and campus life.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Events and activities held for students each year	N/A	N/A	14	20	25
● Community hour offerings each year	N/A	N/A	30	40	50
● Student organizations registered at ASU East each year	N/A	N/A	18	24	30
● Graduating seniors satisfied with extra-curricular programs and services	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 3 - To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New students participating in orientation	N/A	N/A	125	175	200
● Students and family members participating in student advisement/registration workshops	N/A	N/A	95	140	195
● Students receiving financial aid services	N/A	N/A	700	800	900
● First-time students persisting after one year	62%	63%	64%	65%	66%

**AXA.1.8 SUBPROGRAM SUMMARY  
INSTITUTIONAL SUPPORT SERVICES**

Contact: Charles E. Backus, Provost  
Phone: 727-1141  
Contact: Sheila L. Ainlay, Director, Planning and Budget  
Phone: 727-1481  
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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	481.6	656.2	1,421.5
Other Non Appropriated Funds	-17.9	-19.7	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>463.7</b>	<b>636.5</b>	<b>1,421.5</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.9</b>	<b>10.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Partnerships with business, industry, and community organizations	9	10	11	12	13
● VIP Tour participants	140	70	200	250	350
● Key community, business, and industry representatives aware of the direction of development at ASU East	N/A	N/A	N/A	N/A	N/A

◆ Goal 2 - To increase the amount of private sector financial support for ASU East programs and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Provost's Club members	0	15	25	35	45
● Dollars committed for student scholarships (in 000s)	\$100.0	\$50.0	\$150.0	\$25.0	\$25.0
● Dollars committed for endowed faculty positions (in 000s)	\$2,000.0	\$4,000.0	\$3,000.0	\$2,500.0	\$2,000.0

◆ Goal 3 - To provide support mechanisms for ASU East researchers in an effort to increase research and sponsored project activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Proposals submitted	32	90	120	150	175
● Proposals awarded	35	42	55	70	82
● Faculty satisfied with research and sponsored projects services	N/A	N/A	N/A	N/A	N/A

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Key community, business, and industry representatives satisfied with the direction of development at ASU East	N/A	N/A	N/A	N/A	N/A
● Graduating students who rate their overall experience at ASU East as high in quality	N/A	N/A	N/A	N/A	N/A

**AXA.2 PROGRAM SUMMARY**  
**ADMINISTRATIVE SERVICES**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)		
FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,074.9	2,044.5	2,922.3
Other Non Appropriated Funds	18.7	20.6	19.5
Federal Funds	54.0	56.2	0.0
<b>Program Total</b>	<b>2,147.6</b>	<b>2,121.3</b>	<b>2,941.8</b>
<b>FTE Positions</b>	<b>13.5</b>	<b>22.8</b>	<b>30.8</b>

**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: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	202.0	228.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>202.0</b>	<b>228.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>6.3</b>	<b>6.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Business services provided fully on-site	7	7	8	9	10
● Campus constituents satisfied with business services	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 2 - To provide human resource services that help the campus community to accomplish the mission and goals of the campus.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Campus constituents satisfied with human resource services	N/A	N/A	N/A	N/A	N/A

**AXA.2.2 SUBPROGRAM SUMMARY**  
**FACILITIES AND SAFETY SERVICES**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,180.0	1,557.4	2,242.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	54.0	56.2	0.0
<b>Program Total</b>	<b>1,234.0</b>	<b>1,613.6</b>	<b>2,242.5</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>13.5</b>	<b>15.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Net assignable square feet of space in use	140,000	157,000	210,000	240,000	290,000
● Campus constituents who feel a sense of campus exists at ASU East	N/A	N/A	N/A	N/A	N/A
● Campus constituents who are satisfied with the physical environment of the campus	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 2 - To provide facilities management services that ensure the campus is well-maintained.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with the maintenance of facilities	N/A	N/A	N/A	N/A	N/A
● Campus constituents who are satisfied with the maintenance of the campus grounds	N/A	N/A	N/A	N/A	N/A

- ◆ Goal 3 - To provide a safe and secure campus environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Campus constituents who are satisfied with public safety services	N/A	N/A	N/A	N/A	N/A

**AXA.2.3 SUBPROGRAM SUMMARY**  
**CAMPUS LIFE SERVICES**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15.3	152.4	305.8
Other Non Appropriated Funds	10.0	11.0	10.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>25.3</b>	<b>163.4</b>	<b>316.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>1.0</b>	<b>6.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students, faculty, and staff living on-campus	110	153	200	275	350
● Residents who are satisfied with campus housing and residential life	N/A	N/A	N/A	N/A	N/A

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Events held in the Campus Union each year	N/A	160	250	400	700
● Campus constituents who are satisfied with the Campus Union facility and services.	N/A	N/A	N/A	N/A	N/A

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Campus constituents who are satisfied with campus dining services	N/A	N/A	N/A	N/A	N/A

AXA.2.4 SUBPROGRAM SUMMARY  
**ADMINISTRATIVE SERVICES SUPPORT**  
 Contact: Charles E. Backus, Provost  
 Phone: 727-1141  
 Contact: Sheila L. Ainlay, Director, Planning and Budget  
 Phone: 727-1481  
 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)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	879.6	132.7	145.3
Other Non Appropriated Funds	8.7	9.6	9.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>888.3</b>	<b>142.3</b>	<b>154.3</b>
<b>FTE Positions</b>	<b>7.5</b>	<b>2.0</b>	<b>2.2</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Campus constituents who are satisfied with administrative services	N/A	N/A	N/A	N/A	N/A





<b>AGENCY SUMMARY</b>	
<b>NORTHERN ARIZONA UNIVERSITY</b>	
Dr. Clara M. Lovett, President	NAA
Contact: Clara M. Lovett, President	(520) 523-3232

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ UNDERGRADUATE PROGRAMS	52,742.2	57,873.2	58,515.4
➤ GRADUATE PROGRAMS	16,363.0	17,647.8	16,456.2
➤ STUDENT SUPPORT	46,131.2	47,901.3	47,911.7
➤ ACADEMIC SUPPORT SERVICES	15,384.9	16,026.2	16,190.4
➤ RESEARCH AND PUBLIC SERVICE	27,514.3	27,905.4	28,356.7
➤ INSTITUTIONAL ADVANCEMENT	1,634.1	2,093.1	2,052.2
➤ INSTITUTIONAL OPERATIONS	50,435.8	60,442.4	57,334.2

Capital Funds	3,634.0	2,141.3	0.0
Agency Total	213,839.5	232,030.7	226,816.8

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	117,496.9	124,786.5	128,140.7
Other Non Appropriated Funds	63,857.0	75,922.9	69,183.8
Federal Funds	28,851.6	29,180.0	29,492.3
Operating Funds Subtotal	210,205.5	229,889.4	226,816.8
Capital Funds	3,634.0	2,141.3	0.0
Agency Total	213,839.5	232,030.7	226,816.8
FTE Positions	2,676.5	2,845.3	2,871.7

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To improve undergraduate education.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Students obtaining the schedule they request at registration	73%	73%	74%	75%
● Level of satisfaction as determined by survey expressed by alumni regarding their undergraduate experience at NAU	97% satis	97% satis	97% satis	97% satis	97% satis
● Freshmen and sophomores with two or more classes taught by full-time ranked faculty	93%	95%	95%	95%	95%
● Recent alumni employed one year after graduation	95%	95%	95%	95%	95%

◆ Goal 2 - To strengthen graduate education.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Graduate students enrolled in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study and internships	40%	30%	31%	32%
● Graduate student satisfaction with academic advising	86%	88%	89%	90%	90%
● Graduate assistantships	638	602	606	610	610
● Graduate degree recipients employed in a new job one year after graduation	32%	36%	36%	36%	36%
● Graduate degree recipients enrolled in post-graduate education within one year after completing a graduate degree	20%	20%	20%	20%	20%

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- Graduate degree recipients who returned to their previous employer and progressed in their career within one year after graduation

◆ Goal 3 - To enhance research and impact economic development.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External support	\$23.0	\$22M	\$23M	\$24M	\$24M
● Grants, fellowships, etc. awarded	492	507	507	513	519
● Communities served by the Small Business Institute, Bureau of Business and Economic Research, Management Development, National Executive Education Program for Native American Leadership, and Air Quality Training Program	91	45	46	47	47
● Cases of professional advising to individuals and businesses in the areas served by the above organizations	158	179	182	185	185
● Participants in seminars and workshops by the above organizations	8,268	6,350	6,400	6,450	6,450

◆ Goal 4 - To assure access to public university education for all qualified residents of Arizona.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona residents successfully transferring to NAU programs from community college programs in Arizona	1,850	1,700	1,950	2,000	2,000
● Arizona residents accepted for admission	5,953	6,000	6,000	6,000	6,000
● Students served via NAUNet	516	867	957	1,087	1,087
● Books and journal articles lent by NAU to Arizona community colleges	1415	1800	2100	2100	2600

◆ Goal 5 - To capitalize on new and emerging technologies to improve teaching, learning, research, and service outcomes.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Computer stations per residents in halls	1:35	1:35	1:32	1:30	1:30
● Residence hall rooms with direct access to electronic communication	15%	75%	100%	100%	100%

- Workshops offered through the Office of Teaching and Learning Effectiveness, Cline Library, and Information Technology Services

◆ Goal 6 - To strengthen relationships with governmental, educational, and constituent groups.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Interdisciplinary programs, workshops, activities (Native American Summer Arts Workshops, Summer Music Camp, and Navajo Teaching Education Program, etc.)	68	43	47	51	51
● Teachers served through in-service opportunities	2200	2300	2300	2395	2395
● School administrators served through in-service opportunities	450	465	490	515	515
● Citizens served by institutional clinics, centers, institutes, and public service programs (Institute for Human Development, Institute for Future Work Force Development, Dental Hygiene Clinic, Physical TherapyClinic, Speech/Language Clinic, and Audiology Clinic)	23,202	26,000	26,500	26,750	26,750

◆ Goal 7 - To improve efficiency and demonstrate accountability.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New process improvement/redesign teams formed	7	10	10	10	10
● Savings from the Employee Suggestion Program	N/A	\$350,000	\$250,000	\$250,000	\$250,000

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	48,580.4	52,675.5	54,411.4
Other Non Appropriated Funds	4,161.8	5,197.7	4,104.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>52,742.2</b>	<b>57,873.2</b>	<b>58,515.4</b>
<b>FTE Positions</b>	<b>886.2</b>	<b>984.4</b>	<b>1,004.7</b>

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students obtaining the schedule they request at registration	73%	73%	74%	75%	75%

- ◆ Goal 2 - To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● BAs awarded to ethnic minority students	17.5%	18%	18%	19%	19%
● BAs awarded to international students	3%	3%	4%	4%	4%

- ◆ Goal 3 - To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona residents successfully transferring to NAU programs from community college programs in Arizona	1,850	1,700	1,950	2,000	2,000
● Arizona residents accepted for admissions	5,953	6,000	6,000	6,000	6,000

- ◆ Goal 4 - To properly train and educate students to compete in their chosen fields.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Seniors reporting employment opportunities	60%	60%	60%	60%	60%
● Seniors reporting plans for postgraduate education	78%	78%	78%	78%	78%
● Recent alumni employed	95%	95%	95%	95%	95%
● Recent alumni enrolled in postgraduate programs	51%	51%	51%	51%	51%
● Satisfaction as determined by survey expressed by employers of NAU graduates	N/A	N/A	N/A	N/A	N/A
● Satisfaction as determined by survey expressed by alumni regarding their undergraduate experience at NAU	97% satis	97% satis	97% satis	97% satis	97% satis

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 16,000 students in seventy-seven 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	39,767.3	43,442.5	44,874.1
Other Non Appropriated Funds	2,963.4	3,579.5	3,113.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>42,730.7</b>	<b>47,022.0</b>	<b>47,987.4</b>
<b>FTE Positions</b>	<b>719.7</b>	<b>802.1</b>	<b>818.7</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students completing lower division requirements by the time they have completed 60 credit hours	77%	77%	77%	77%	77%

◆ Goal 2 - To increase the number of credit hours taught by full-time faculty.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lower division classes taught by full-time faculty	70%	70%	71%	71%	71%
● Upper division classes taught by full-time faculty	87%	87%	88%	88%	88%
● Freshmen and sophomores with two or more classes taught by full-time faculty	92%	92%	93%	93%	94%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Time reported by faculty spent in research/creative activity where undergraduate students participate with and assist faculty outside of the classroom	3.9%	4.0%	4.0%	4.5%	5.0%
● Upper division students enrolled in research-focused instruction	14%	14%	14%	15%	15%

◆ Goal 4 - To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate ethnic minority student enrollment in undergraduate programs	18%	18%	19%	20%	20%

● Undergraduate international student enrollment in undergraduate programs	2%	2%	3%	3%	3%
● Students enrolling in study abroad programs	1.1%	1.1%	1.2%	1.3%	1.4%

◆ Goal 5 - To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona residents enrolled in undergraduate programs	10,277	10,300	10,300	10,400	10,500
● Students enrolled in undergraduate programs who are Arizona residents	78%	78%	79%	80%	80%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate courses taught through instructional television, cable, and video-based courses	49	50	52	52	54
● Undergraduate sections taught through instructional television, cable, and video-based courses	148	150	160	160	170
● Undergraduate courses taught on weekends	4	4	4	5	5
● Undergraduate courses taught in evening	269	270	290	300	310

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.

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Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,380.3	3,460.5	3,574.6
Other Non Appropriated Funds	868.6	1,235.7	639.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,248.9</b>	<b>4,696.2</b>	<b>4,214.4</b>
<b>FTE Positions</b>	<b>47.1</b>	<b>60.1</b>	<b>61.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide the classes necessary for students to meet their degree requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students completing lower division requirements by the time they have completed 60 credit hours	87.5%	87%	85%	85%	85%

- ◆ Goal 2 - To increase the number of credit hours taught by full-time faculty.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Upper division classes taught by full-time faculty	158 of 366	158 of 366	160 of 380	200 of 400	200 of 400

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Upper division students enrolled in research-focused instruction	1%	1%	1%	1%	1%

- ◆ Goal 4 - To provide a rich learning environment with exposure to diverse populations and cultures for all students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate ethnic minority student enrollment in undergraduate programs	40%	40%	42%	44%	45%
● Undergraduate international student enrollment in undergraduate programs	0%	0%	1%	1%	1%

- ◆ Goal 5 - To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona residents enrolled in undergraduate programs	1,003	1,050	1,100	1,100	1,150
● Students enrolled in undergraduate programs who are Arizona residents	99%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate programs taught across the state	31	31	31	32	32

● Undergraduate courses taught across the state	510	520	550	600	620
● Undergraduate courses taught through instructional television, cable, and video-based courses	23	24	25	30	32
● Undergraduate sections taught through instructional television, cable, and video-based courses	101	110	120	130	150
● Undergraduate courses taught on weekends	12	12	14	15	15
● Undergraduate courses taught in evening	176	180	182	185	190

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,432.8	5,772.5	5,962.7
Other Non Appropriated Funds	329.8	382.5	350.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,762.6</b>	<b>6,155.0</b>	<b>6,313.6</b>
<b>FTE Positions</b>	<b>119.4</b>	<b>122.2</b>	<b>124.7</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide quality advising to students for their academic needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Alumni satisfaction with academic advising	89%	89%	90%	90%	90%
● Student satisfaction with academic advising	85%	86%	89%	90%	90%
● Students who declare a major and are assigned to the academic unit of the major by the time they complete 30 credit hours	83%	83%	84%	85%	85%
● Time spent by faculty on undergraduate academic advising	5%	5%	5%	5%	5%

◆ Goal 2 - To improve retention and timely graduation rates.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Student persistence (first-time, full-time Freshmen)	72%	72%	73%	74%	74%
● Student graduation rates (6-year for first-time, full-time freshmen)	40%	40%	41%	42%	42%
● Average years required for degree completion	5.2	5.2	5.1	5.1	5.1
● Average hours earned at graduation	130	130	130	130	130

◆ Goal 3 - To provide quality advising for students for their career needs.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Students advised on career concerns	11,664	12,000	13,000	13,500	14,000
● Alumni satisfaction with advising on career concerns	77%	77%	78%	78%	78%
● Student satisfaction with advising on career concerns	75%	75%	76%	76%	76%
● Students seeking employment through Career Services	3,143	3,500	3,800	4,000	4,200
● Job placements	2,892	3,150	3,420	3,600	3,800

**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 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 - (1) providing relatively small classes, personal attention, and individualized learning that includes research opportunities with faculty; (2) meeting the needs of a culturally diverse and changing student population; (3) offering relevant academic programs that build on the unique natural and cultural environment of our area; (4) stressing an international perspective by emphasizing global trends and cross-cultural experiences; and (5) providing educational opportunities and public service to the citizens of Arizona.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,082.2	13,816.9	14,272.2
Other Non Appropriated Funds	3,280.8	3,830.9	2,184.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>16,363.0</b>	<b>17,647.8</b>	<b>16,456.2</b>
<b>FTE Positions</b>	<b>277.3</b>	<b>294.1</b>	<b>300.2</b>

**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 - (1) providing relatively small classes, personal attention, and individualized learning that includes research opportunities with faculty; (2) meeting the needs of a culturally diverse and changing student population; (3) offering relevant academic programs that build on the unique natural and cultural environment of our area; (4) stressing an international perspective by emphasizing global trends and cross-cultural experiences; and (5) providing educational opportunities and public service to the citizens of Arizona.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997	FY1998	FY1999
	Actual	Estimate	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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To properly train and educate graduate students to compete in their chosen fields.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● 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%	36%	37%	37%
● Graduate degree recipients in any level of post-graduate education within one year after graduation	18%	18%	19%	19%	20%
● Graduate degree recipients who, upon return to their previous employer, progressed in their career within one year of graduation	42%	42%	41%	41%	41%

- ◆ Goal 2 - To offer programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate degrees awarded at the Master's level	1,484	1,500	1,500	1,550	1,550
● Graduate degrees awarded at the Doctoral level	70	75	78	80	85

- ◆ Goal 3 - To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Master's degrees awarded to ethnic minority students	12%	12%	13%	13%	14%
● Doctoral degrees awarded to ethnic minority students	20%	21%	22%	24%	25%

**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 thirty-seven 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,097.8	6,397.2	6,608.1
Other Non Appropriated Funds	375.9	444.1	413.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,473.7</b>	<b>6,841.3</b>	<b>7,021.5</b>
<b>FTE Positions</b>	<b>122.0</b>	<b>135.3</b>	<b>138.1</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in Master's level programs	1,102	1,110	1,120	1,120	1,120
● Graduate student enrollments in Doctoral level programs	292	294	295	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in such programs	347	344	345	348	350

- ◆ Goal 3 - To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate ethnic minority student enrollment in master's programs	16%	16%	17%	17%	18%
● Graduate ethnic minority student enrollment in doctoral programs	24%	24%	24%	25%	25%
● Financial assistance to ethnic minority graduate students	20%	20%	18%	19%	19%
● Financial assistance to ethnic minority graduate students (in millions)	\$1,863.7 49	\$1,750.0 00	\$1,800.0 00	\$1,800.0 00	\$1,800.0 00
● Graduate assistantships awarded to ethnic minority graduate students	24	24	25	25%	25%

- ◆ Goal 4 - To engage graduate students in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study and internships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate students enrolled in each of these activities	44%	44%	44%	44%	44%
● Time spent by faculty in guiding independent scholarly inquiry activities of graduate students	2%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate courses taught through instructional television, cable, and video-based courses	8	8	9	10	11
● Graduate sections taught through instructional television, cable, and video-based courses	17	17	18	20	22
● Graduate courses taught on weekends and evenings	87	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,949.4	6,295.8	6,503.2
Other Non Appropriated Funds	2,837.1	3,336.7	1,725.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,786.5</b>	<b>9,632.5</b>	<b>8,228.4</b>
<b>FTE Positions</b>	<b>120.5</b>	<b>135.4</b>	<b>138.2</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in Master's level programs	2,684	2,700	2,700	2,750	2,800
● Graduate student enrollments in Doctoral level programs	24	25	30	30	30

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate student enrollments in such programs	2,695	2,700	2,700	2,700	2,750

- ◆ Goal 3 - To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate ethnic minority student enrollment in master's programs	19%	19%	20%	21%	21%
● Graduate ethnic minority student enrollment in doctoral programs	8%	9%	10%	15%	15%
● Financial assistance to ethnic minority graduate students	24%	24%	25%	25%	25%
● Financial assistance to ethnic minority graduate students	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00

- ◆ Goal 4 - To engage graduate students in scholarly activities including thesis and dissertation research, integrated capstone experiences, independent study and internships.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate students enrolled in each of these activities	3%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduate programs taught across the state	12	12	12	12	12
● Graduate courses taught across the state	360	370	380	390	400
● Graduate courses taught through instructional television, cable, and video-based courses	9	10	10	11	11
● Graduate sections taught through instructional television, cable, and video-based courses	24	25	26	24	32
● Graduate courses taught on weekends and evenings	272	275	275	280	285

**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 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,035.0	1,123.9	1,160.9
Other Non Appropriated Funds	67.8	50.1	45.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,102.8</b>	<b>1,174.0</b>	<b>1,206.3</b>
<b>FTE Positions</b>	<b>34.7</b>	<b>23.5</b>	<b>24.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide appropriate advising to graduate students for their academic and career needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student satisfaction with academic advising	89%	89%	90%	90%	90%
● Time spent by faculty on	1.2%	1.2%	1.2%	1.2%	1.2%



graduate academic advising

<b>NAA.3 PROGRAM SUMMARY</b> <b>STUDENT SUPPORT</b> Contact: Clara M. Lovett, President Phone: (520) 523-3232 A.R.S. 15-1601
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**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,328.2	8,458.2	8,626.9
Other Non Appropriated Funds	27,162.6	28,843.1	28,578.8
Federal Funds	10,640.4	10,600.0	10,706.0
<b>Program Total</b>	<b>46,131.2</b>	<b>47,901.3</b>	<b>47,911.7</b>
FTE Positions	437.3	453.4	453.4

**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

<b>NAA.3.1 SUBPROGRAM SUMMARY</b> <b>OVERALL STUDENT SUPPORT</b> Contact: Clara M. Lovett, President Phone: (520) 523-3232 A.R.S. 15-1601
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**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To meet admissions and registration processing demands.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Applications received	10,417	10,500	10,500	10,500	10,500
● Undergraduate students admitted	8,492	8,500	8,500	8,500	8,500
● Graduate students admitted	1,412	1,450	1,450	1,450	1,450
● Undergrad Mountain Campus students registered	13,047	13,100	13,100	13,100	13,100
● Undergrad Statewide Academic Programs students registered	1,011	1,100	1,100	1,100	1,100
● Grad Mountain Campus students registered	1,875	1,900	1,900	1,900	1,900
● Grad Statewide Academic Programs students registered	3,687	3,700	3,700	3,700	3,700

- ◆ Goal 2 - To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Previews participants Freshmen students	3,000	3,000	3,000	3,000	3,000
● Previews participants Transfer students	1,000	1,000	1,000	1,000	1,000
● Offsite Preview participants	300	300	300	300	300
● Passports participants	1,500	1,500	1,500	1,500	1,500
● Orientation week participant contacts Freshmen students	4,000	4,000	4,000	4,000	4,000

<b>NAA.3.2 SUBPROGRAM SUMMARY</b> <b>LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS</b> 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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,117.2	5,686.4	5,799.9
Other Non Appropriated Funds	22,909.4	23,418.8	23,197.7
Federal Funds	9,576.4	9,434.0	9,635.4
<b>Program Total</b>	<b>37,603.0</b>	<b>38,539.2</b>	<b>38,633.0</b>
FTE Positions	363.0	367.9	367.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To augment academic programs by providing learning and other support to students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students using Learning Assistance Centers and other learning support programs	5,672	5,760	5,800	5,850	5,900
● Students with disabilities assisted	282	292	302	305	310

- ◆ Goal 2 - To provide a premier residential living experience for students choosing to live on campus.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Residence Life yearly average occupancy	96%	92%	91%	91%	91%
● Educational/cultural programs presented in residence halls	536	500	450	450	450
● Computer stations per resident in halls	1 : 32	1 : 32	1 : 32	1 : 20	1 : 20

- ◆ Goal 3 - To assist students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students use/participation: Recreation Center visits	275,340	280,850	286,450	290,000	290,000
● Students use/participation: Health Center visits	56,810	55,000	55,000	55,000	55,000
● Students use/participation: Wall Aquatic Center	36,224	36,800	36,800	37,000	37,000
● Students use/participation: Counseling Center visits	1,681	1,815	1,876	1,900	1,900
● Students use/participation: Outdoor recreation	8,487	8,850	9,200	9,300	9,300
● Students use/participation: Safety education programs	982	900	900	900	900
● Students use/participation: Intramural participants	9,941	10,500	11,000	11,000	11,500
● Multicultural Programs	87	75	75	75	75
● Students use/participation: Multicultural participants	1,162	1,000	1,000	1,000	1,000

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Financial aid applications processed	13,996	14,695	14,700	14,700	14,700
● Students receiving financial aid by categories: Scholarships	3,512	3,600	3,600	3,600	3,600

● Students receiving financial aid by categories: Waivers	3,468	3,600	3,600	3,600	3,600
● Students receiving financial aid by categories: Grants	4,674	4,700	4,700	4,700	4,700
● Students receiving financial aid by categories: Employment	4,000	3,900	4,000	4,000	4,000
● Students receiving financial aid by categories: Loans	7,191	7,200	7,250	7,250	7,250
● Students employed in departments	4,000	3,900	4,000	4,000	4,000

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	591.0	844.0	860.8
Other Non Appropriated Funds	1,271.9	1,524.8	1,491.7
Federal Funds	1,064.0	1,166.0	1,070.6
<b>Program Total</b>	<b>2,926.9</b>	<b>3,534.8</b>	<b>3,423.1</b>
FTE Positions	26.4	29.6	29.6

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students receiving financial aid by categories: Scholarships	331	360	360	360	360
● Students receiving financial aid by categories: Waivers	455	470	470	470	470
● Students receiving financial aid by categories: Grants	438	480	480	480	480
● Students receiving financial aid by categories: Employment	67	50	50	50	50
● Students receiving financial aid by categories: Loans	756	800	800	800	800

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	682.4	598.1	610.0
Other Non Appropriated Funds	16.8	76.1	92.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>699.2</b>	<b>674.2</b>	<b>702.1</b>
<b>FTE Positions</b>	<b>10.6</b>	<b>11.6</b>	<b>11.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the enrollment rates of underrepresented and ethnic minority.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Enrolled students who are members of ethnic minorities	3,644	3,650	3,700	3,700	3,700
● Enrolled students who are members of ethnic minorities	19%	19%	20%	20%	20%
● Students contacted through: Native American Retention Team	3,750	3,750	3,950	4,000	4,000
● Students contacted through: Pre-college programs	2,045	2,100	2,100	2,100	2,100
● Students contacted through: Recruitment programs	5,200	6,800	7,500	7,500	7,500

- ◆ Goal 2 - To increase the persistence and graduation rates of underrepresented and ethnic minority groups.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degrees awarded to ethnic minority students	17.5%	18%	18%	19%	19%
● Ethnic minority student persistence rate (first-time, full-time, freshmen after 1 year)	73%	73%	73%	73%	73%

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,937.6	1,329.7	1,356.2
Other Non Appropriated Funds	2,964.5	3,823.4	3,797.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,902.1</b>	<b>5,153.1</b>	<b>5,153.5</b>
<b>FTE Positions</b>	<b>37.4</b>	<b>44.3</b>	<b>44.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure the athletic programs are committed to academic success of the student-athletes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduation rates for student athletes	44%	47%	50%	50%	50%
● Average GPA for: male student athletes	2.76	2.80	2.85	2.85	2.85
● Average GPA for female student athletes	3.11	3.15	3.15	3.15	3.15

- ◆ Goal 2 - To provide intercollegiate opportunities consistent with proportions in the general student body.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student athletes	316	300	300	300	300
● Sports	15	16	16	16	16
● Women's teams	8	9	9	9	9
● Men's teams	7	7	7	7	7
● Female percentage of student athletes/ female percentage of student populations	37/54	44/54	47/54	47/54	47/54
● Male percentage of student athletes/ male percentage of student populations	63/46	56/46	53/46	53/46	53/46

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,339.6	13,864.4	14,141.0
Other Non Appropriated Funds	2,045.3	2,161.8	2,049.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>15,384.9</b>	<b>16,026.2</b>	<b>16,190.4</b>
<b>FTE Positions</b>	<b>199.6</b>	<b>209.7</b>	<b>209.7</b>

**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 1.5 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,651.1	5,328.2	5,434.5
Other Non Appropriated Funds	25.3	45.0	74.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,676.4</b>	<b>5,373.2</b>	<b>5,509.2</b>
<b>FTE Positions</b>	<b>72.1</b>	<b>73.9</b>	<b>73.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Volumes purchased/ replaced	24,725	25,500	25,500	25,500	25,500
● Periodical subscriptions	6,148	6,208	6,250	6,300	6,300

- ◆ **Goal 2 - To improve access to library information, materials, and instruction.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Periodical titles available electronically to end user	800	1,500	2,500	3,000	3,000
● Articles electronically transmitted from other libraries/resources	7,855	8,300	9,800	10,000	10,000
● Electronic accesses to the on-line catalog	485,300	550,000	610,000	650,000	650,000
● User satisfaction (obtained by survey)	65%	70%	70%	70%	70%

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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,309.2	2,957.9	3,016.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,309.2</b>	<b>2,957.9</b>	<b>3,016.9</b>
FTE Positions	30.7	34.0	34.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Stations to services in central computing labs w/ network access	210	320	340	350	360
● Modems available (NAU central site)	208	240	255	260	265
● NAU modems available statewide	40	42	45	50	50
● Network connections Staff	4,431	5,140	5,962	6,000	6,000
● Network connections Students, labs	952	1,538	2,554	3,000	3,000
● LOUIE accesses	587,471	612,000	696,000	700,000	700,000
● Student body with e-mail accounts	63%	71%	75%	75%	78%

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,378.2	3,223.3	3,287.6
Other Non Appropriated Funds	712.8	443.9	453.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,091.0</b>	<b>3,667.2</b>	<b>3,741.2</b>
FTE Positions	58.2	57.2	57.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve statewide access to library information, materials, and instruction.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individuals served by IITV and offsite library instruction	1,167	845	845	850	850
● Sites with access to the on-line catalog	12	12	12	12	12
● Library materials delivered electronically to field sites (articles)	1,052	1,110	1,220	1,250	1,250
● Library materials mailed to field sites Articles	10,174	12,550	12,850	13,000	13,000
● Library materials mailed to field sites Books	936	990	1,040	1,050	1,050
● Library materials mailed to field sites CD ROM search	2,791	2,535	2,500	2,500	2,500

- ◆ Goal 2 - To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Remote teaching sites with network access	21	21	21	21	21
● IITV sites Statewide Host Affiliates	0	0	0	0	0
● IITV sites Statewide Connection Affiliates	4	4	4	4	4
● IITV sites Statewide Hub Affiliates	0	0	0	0	0
● IITV sites Statewide Mountain campus Classrooms	6	6	6	6	6

**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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,001.1	2,355.0	2,402.0
Other Non Appropriated Funds	1,307.2	1,672.9	1,521.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,308.3</b>	<b>4,027.9</b>	<b>3,923.1</b>
FTE Positions	38.5	44.6	44.6

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty receiving release time	17%	17%	17%	17%	17%

for curriculum development					
● Grants awarded for instructional development	151	135	140	140	140
● Value of grants awarded for instructional development	\$105,100	\$175,000	\$175,000	\$175,000	\$175,000

◆ Goal 2 - To provide opportunities for faculty growth and professional development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sabbaticals Semester	17	22	25	25	25
● Sabbaticals Full Year (Fiscal)	16	15	15	15	15
● Sabbaticals Full Year (Calendar)	2	2	1	1	1
● Financial support for sabbaticals Semester	\$488,554	\$437,573	\$497,242	\$500,000	\$500,000
● Financial support for sabbaticals Full Year (Fiscal)	\$495,739	\$467,478	\$467,478	\$480,000	\$480,000
● Financial support for sabbaticals Full Year (Calendar)	\$37,230	\$28,688	\$14,344	\$15,000	\$15,000
● Programs to provide training in use of other instructional technologies	93	169	170	170	170

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,290.0	3,556.3	3,627.2
Other Non Appropriated Funds	6,013.1	5,769.1	5,943.2
Federal Funds	18,211.2	18,580.0	18,786.3
<b>Program Total</b>	<b>27,514.3</b>	<b>27,905.4</b>	<b>28,356.7</b>
<b>FTE Positions</b>	<b>243.7</b>	<b>244.9</b>	<b>244.9</b>

**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 research 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,552.1	1,755.8	1,790.8
Other Non Appropriated Funds	336.3	270.8	371.1
Federal Funds	18,211.2	18,580.0	18,786.3
<b>Program Total</b>	<b>20,099.6</b>	<b>20,606.6</b>	<b>20,948.2</b>
<b>FTE Positions</b>	<b>172.5</b>	<b>180.7</b>	<b>180.7</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty time engaged in all research	8%	8%	8%	8%	8%
● Faculty engaged in all research	369	370	370	370	370
● Faculty engaged in funded research	111	112	112	115	115
● Undergraduate students reporting research experience	38%	38%	39%	40%	40%

◆ Goal 2 - To increase the amount of external support for research.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External support (in millions)	\$29,619	\$29,915	\$30,364	\$30,000	\$30,000
	472	667	402	000	000
● Grants, fellowships, etc. awarded	536	541	548	550	550

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,443.3	1,539.7	1,570.4
Other Non Appropriated Funds	5,656.3	5,472.0	5,559.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,099.6</b>	<b>7,011.7</b>	<b>7,129.8</b>
<b>FTE Positions</b>	<b>64.8</b>	<b>58.2</b>	<b>58.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Concerts, recitals, theatrical performances	230	270	270	280	280
● KNAU listening audience	50,000	55,000	55,000	58,000	60,000
● Visitors to art museum and galleries	5,000	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants: Institute for Future	10,424	8,300	8,466	8,798	8,964
● Participants: Work Force Development	10,403	10,819	11,252	11,702	12,170
● Participants: Dental Hygiene Clinic	1,060	1,200	1,300	1,300	1,300
● Participants: Physical Therapy Clinic	387	450	450	450	450
● Participants: Speech/Language Clinic	359	394	450	450	450
● Participants: Audiology Clinic	569	625	656	660	660
● Participants: Library-non university borrowers	14,792	14,000	13,500	13,500	13,500

**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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	294.6	260.8	266.0
Other Non Appropriated Funds	20.5	26.3	12.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>315.1</b>	<b>287.1</b>	<b>278.7</b>
<b>FTE Positions</b>	<b>6.3</b>	<b>6.0</b>	<b>6.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the number of economic development initiatives with communities and organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Communities/areas served	34	35	40	40	40

- ◆ Goal 2 - To increase professional advising to individuals and businesses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Separate cases of service provided	100	110	120	120	120
● Individual or organizations served directly	70	75	80	80	80

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs, seminars, and workshops	3	7	8	8	8
● Individuals enrolled	150	650	650	650	650

**NAA.6 PROGRAM SUMMARY**  
**INSTITUTIONAL ADVANCEMENT**  
 Contact: Clara M. Lovett, President  
 Phone: (520) 523-3232  
 A.R.S. 15-1601

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	517.6	390.1	397.9
Other Non Appropriated Funds	1,116.5	1,703.0	1,654.3
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,634.1</b>	<b>2,093.1</b>	<b>2,052.2</b>
<b>FTE Positions</b>	<b>27.0</b>	<b>27.9</b>	<b>27.9</b>

**This Program Contains the following Subprograms:**

- ▶ **Developmental Activities**
- ▶ **Alumni Relations**

**NAA.6.1 SUBPROGRAM SUMMARY**  
**DEVELOPMENTAL ACTIVITIES**  
 Contact: Clara M. Lovett, President  
 Phone: (520) 523-3232  
 A.R.S. 15-1601

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	375.2	225.8	230.3
Other Non Appropriated Funds	855.5	1,069.1	1,122.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,230.7</b>	<b>1,294.9</b>	<b>1,353.2</b>
<b>FTE Positions</b>	<b>21.5</b>	<b>20.5</b>	<b>20.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To increase the number of donors to NAU.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Alumni donors	6,686	7,354	8,089	8,000	8,000
● Faculty and staff donors	718	789	867	900	900
● Parent donors	1,401	1,541	1,849	1,900	1,900
● Other organizations donating to NAU	1,746	1,920	2,304	2,300	2,300

- ◆ **Goal 2 - To increase NAU's financial resources through private giving.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contributions by individuals (millions)	\$1,644.1	\$1,808.5	\$2,170.3	\$2,200.0	\$2,300.0
● Contributions organizations (millions)	\$7,192.1	\$7,911.3	\$9,494.6	\$9,600.0	\$9,900.0
● Total giving	\$8,836.3	\$9,719.9	\$11,663.9	\$11,800.0	\$12,200.0
	24	56	947	000	000

- ◆ **Goal 3 - To decrease the cost per dollar raised.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Expenses divided by dollars raised for operations and salaries	\$0.138	\$0.144	\$0.126	\$0.126	\$0.126

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	142.4	164.3	167.6
Other Non Appropriated Funds	261.0	633.9	531.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>403.4</b>	<b>798.2</b>	<b>699.0</b>
FTE Positions	5.6	7.4	7.4

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To strengthen fund raising efforts directed at university alumni.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Contributions from direct mailing contacts to alumni	\$49,564	\$54,520	\$65,424	\$70,000	\$70,000
● Contributions from telemarketing contacts to alumni	\$190,544	\$209,598	\$252,517	\$260,000	\$260,000
● Matching gifts from alumni	\$18,642	\$20,506	\$24,607	\$25,000	\$25,000

- ◆ Goal 2 - To coordinate and host alumni chapter gatherings in areas where sufficient numbers of alumni and interest exists.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Chapters	25	25	25	25	25
● Alumni meetings	21	44	45	45	45
● Alumni attending meetings	1,000	1,700	2,000	2,000	2,000

- ◆ Goal 3 - To increase the number of addressable alumni in the database relative to the total number of former students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Alumni with known addresses	79%	85%	90%	90%	90%

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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,358.9	32,025.1	32,664.1
Other Non Appropriated Funds	20,076.9	28,417.3	24,670.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>50,435.8</b>	<b>60,442.4</b>	<b>57,334.2</b>
FTE Positions	605.3	630.9	630.9

**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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,366.6	16,701.7	17,035.0
Other Non Appropriated Funds	10,787.6	12,149.0	11,826.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>29,154.2</b>	<b>28,850.7</b>	<b>28,861.7</b>
FTE Positions	368.5	386.5	386.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the backlog of deferred maintenance in buildings and infrastructure.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars invested in maintenance	\$1,633.9	\$2,141.3	\$4,100.0	\$5,000.0	\$5,000.0
	94	00	00	00	00

- ◆ Goal 2 - To increase preventive maintenance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Maintenance calls	21,560	21,110	22,000	22,000	22,000
● Education/training programs	64	70	75	75	75

◆ Goal 3 - To optimize the use of energy and natural resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars per square foot for: water/sewer/refuse	0.1803	0.1577	0.1577	0.1577	0.1577
● Dollars per square foot for: natural gas	0.2893	0.3627	0.3627	0.3627	0.3627
● Dollars per square foot for: electrical	0.6475	0.6475	0.6475	0.6475	0.6475
● Tons recycled: Fiber and metal	509	550	600	600	600
● Recycled: Tires and batteries	430	475	520	520	520
● Tons recycled: Organic matter	30	35	35	35	35
● Energy/resource saving to investment ratios 66,344/66,344/ 66,344	N/A	N/A	N/A	N/A	N/A

◆ Goal 4 - To improve the physical living, working, and learning environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Improvement and building renovations project expenditures (in millions)	\$12,970,139	\$14,142,195	\$17,767,381	\$18,000,000	\$18,000,000

◆ Goal 5 - To offer cost-effective central services supporting university activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Publication Services orders filled	7,277	7,300	8,000	8,000	8,000
● Post Office services provided (pieces processed): Bulk Mail	2,418,432	3,650,000	2,900,000	3,000,000	3,000,000
● Post Office services provided (pieces processed): Contract Station	590,600	560,000	600,000	600,000	600,000
● Post Office services provided (pieces processed): Campus deliveries	599,432	549,000	567,450	570,000	570,000
● Post Office services provided (pieces processed): Courier Service	2,829	3,700	3,000	3,000	3,000
● Post Office services provided (pieces processed): Mail facility	3,299,504	3,485,000	3,900,000	4,000,000	4,000,000
● Post Office services provided (pieces processed): Meter room	1,642,835	1,500,000	1,659,000	1,600,000	1,600,000
● Public Affairs news services provided Newsclips	4,500	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	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,236.1	13,822.6	14,098.4
Other Non Appropriated Funds	9,121.1	16,211.3	12,766.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>19,357.2</b>	<b>30,033.9</b>	<b>26,864.8</b>
<b>FTE Positions</b>	<b>215.4</b>	<b>226.6</b>	<b>226.6</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To enhance the safety and the learning/working environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● NAU numbers of: Workers Compensation claims	197	220	225	225	225
● NAU numbers of: Risk Management claims	262	387	387	390	390
● NAU numbers of: Affirmative Action grievances	108	100	100	100	100
● NAU numbers of: Ombudsman Office cases	508	560	615	620	620
● Environmental Protection Agency violations	0	0	0	0	0
● People served by the Office of Employee Assistance and Wellness	2,144	2,887	2,568	2,600	2,600
● Programs offered by the Office of Employee Assistance and Wellness	74	106	100	100	100
● Employees attending SAFE working and learning environment policy orientations	1,800	1,500	1,500	1,500	1,500
● Presentations given by the NAU police	83	150	160	170	170

◆ Goal 2 - To foster a productive and effective work environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training and staff development effort Programs offered	25	25	30	30	30
● Training and staff development effort Participants attended	443	550	600	600	600
● Recorded suggestions	56	120	120	120	120
● Saving through suggestion program	N/A	\$350,000	\$250,000	\$250,000	\$250,000
● QUILL/TQM Activities Persons trained	115	150	150	150	150
● QUILL/TQM Activities Teams trained	7	10	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff with electronic mail accounts	70%	69%	70%	70%	70%
● Administrative systems usage: Accesses to administrative	2.4 billion	2.7 billion	3 billion	3 billion	3 billion

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data (millions)

● Administrative systems usage:	55,167	58,753	62,866	67,267	71,976
Batch jobs run					

◆ Goal 4 - To optimize use of financial resources through sound financial management practices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Financial ratios: State Appropriations/ Total Educational and General Expenditures	49.5%	49.3%	49.1%	49.0%	49.0%
● Financial ratios: Tuition and Fees/ Total Educational and General Expenditures	31.5%	31.7%	31.9%	32.0%	32.0%
● Financial ratios: Total Debt Service/ Unrestricted Current Fund Expenditures and Mandatory Transfers	5.8%	5.7%	5.6%	5.6%	5.6%
● Financial ratios: Available Assets/ General Liabilities	3.4%	3.4%	3.4%	3.4%	3.4%
● Internal audits conducted	9	12	12	12	12
● Space resource management: Total square footage (in millions)	1,856,492	1,867,313	1,913,484	1,920,834	1,920,834
● Space resource management: Occupancy rate	52%	52%	52%	52%	52%
● Space resource management: Average weekly room hours	29	29	30	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,756.2	1,500.8	1,530.7
Other Non Appropriated Funds	168.2	57.0	77.0
Federal Funds	0.0	0.0	0.0
Program Total	<u>1,924.4</u>	<u>1,557.8</u>	<u>1,607.7</u>
FTE Positions	<u>21.4</u>	<u>17.7</u>	<u>17.7</u>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To demonstrate responsible management of finances and resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Achievement of satisfactory State of Arizona and Federal government audit reports	2 of 2	2 of 2	2 of 2	2 of 2	2 of 2
● Achievement of satisfactory Arizona Board of Regents audit reports	7 of 7	7 of 7	N/A	N/A	N/A
● Institutional Operations as a percent of State Operating Budget for NAU	24%	26.3%	N/A	N/A	N/A
● General Oversight as a percent of State Operating Budget for NAU	0.9%	0.7%	N/A	N/A	N/A



<b>AGENCY SUMMARY</b>	
<b>UNIVERSITY OF ARIZONA - MAIN CAMPUS</b>	
Dr. Peter Likins, President	UAA
Contact: Dr. Paul Sypherd, Senior Vice President, Academic Affairs & Provost	621-1856

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ACADEMIC AFFAIRS	325,698.0	340,635.2	353,796.4
➤ ORGANIZED RESEARCH	85,999.5	87,673.7	85,524.6
➤ COMMUNITY OUTREACH	43,809.0	43,898.8	46,721.3
➤ STUDENT AFFAIRS AND CAMPUS LIFE	89,104.2	88,961.5	96,635.8
➤ INSTITUTIONAL SERVICES	129,951.6	132,817.1	144,999.3
Capital Funds	0.0	0.0	0.0
<b>Agency Total</b>	<b>674,562.3</b>	<b>693,986.3</b>	<b>727,677.4</b>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	288,359.4	308,349.0	327,256.1
Other Non Appropriated Funds	255,741.9	250,914.3	277,078.6
Federal Funds	130,461.0	134,723.0	123,342.7
<b>Operating Funds Subtotal</b>	<b>674,562.3</b>	<b>693,986.3</b>	<b>727,677.4</b>

Capital Funds	0.0	0.0	0.0
Agency Total	674,562.3	693,986.3	727,677.4
FTE Positions	8,111.4	8,185.1	8,325.2

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Full time lower division students having two courses/semester taught by ranked faculty	86%	87%	90%	90%	90%
● Full time freshmen being graduated in six years	51%	53%	54%	55%	56%
● Currently enrolled students expressing that they are satisfied or very satisfied with their University of Arizona experience as measured by annual survey of satisfaction with faculty on an exit survey	No Survey	78%	80%	83%	85%
● Recent alumni expressing satisfaction with University of Arizona educational experiences as measured by the triennial alumni survey	No Survey	90%	No Survey	No Survey	>89%

- ◆ Goal 2 - To increase the quality and quantity of University research and creative activity.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● National Science Foundation research expenditures ranking among public universities	10th	11th	10th	10th	10th
● The volume of research grants and contracts from the Arizona private sector (in thousands)	\$4,760	\$5,200	\$5,600	\$6,100	\$6,400
● Graduating seniors who have participated in a research or capstone experience	90%	100%	100%	100%	100%

- ◆ Goal 3 - To strengthen University outreach to address needs of the community, State, and nation.

Key Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Local population surveyed who are aware of The University of Arizona Extended University	44%	54%	65%	77%	90%
● Registrants in UA Cooperative Extension (in thousands)	446	486	526	566	606
● Attendees at UA cultural events (in thousands)	65	70	70	74	75
● Attendees at UA Museum of Art (in thousands)	26	27	27	28	29

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● Registrants in UA Extended University non-credit (in thousands)	26	27	27	28	29
● Attendees at UA athletic programs (in thousands)	616	627	630	630	630

◆ Goal 4 - To improve the way that all members of the University community are supported.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees who respond affirmatively to a campus climate survey question: "I would encourage a friend or family member to apply for a job at The University of Arizona."	N/A	50%	55%	60%	65%
● Annual faculty and staff survey responses rating the work environment at the University as excellent	N/A	40%	45%	50%	60%
● Students surveyed indicating they feel safe on campus (Day/Night)	99%/78%	99%/80%	99%/82%	99%/84%	99%/86%
● Managers who report improved performance by employees participating in the Supervisory Leadership Series Program 9 months after program completion	N/A	50%	55%	60%	70%
● Employees who utilize the faculty and staff tuition fee waiver to pursue higher education opportunities	17.7%	18.1%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Librarian/faculty instructional partnerships developed for the purpose of integrating new information technologies into the curriculum and resulting in changing the method of instruction in at least one course per faculty member partner	46	61	76	81	86
● Residence hall students (via residence halls, student centers, and faculty offices) with access to the network	93%	93%	97%	97%	97%
● Computers on the campus network	17,000	21,500	24,000	26,000	28,000
● Classrooms available for multimedia and computer based instruction each fall (multimedia/computer based)	176/55	180/56	185/60	185/60	185/60

**UAA.1 PROGRAM SUMMARY**  
**ACADEMIC AFFAIRS**  
 Contact: Paul S. Sypherd, Sr. VP Academic Affairs and Provost  
 Phone: 621-1856  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	182,245.8	195,629.0	208,575.3
Other Non Appropriated Funds	60,767.5	59,620.4	66,307.5
Federal Funds	82,684.7	85,385.8	78,913.6
<b>Program Total</b>	<b>325,698.0</b>	<b>340,635.2</b>	<b>353,796.4</b>
<b>FTE Positions</b>	<b>4,137.5</b>	<b>4,187.3</b>	<b>4,259.7</b>

**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: Paul S. Sypherd, Sr. VP Academic Affairs & Provost  
 Phone: 621-1856  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve student persistence and graduation rates over time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Full-time freshmen returning for the second year	77%	78%	80%	82%	84%
● Full-time freshman six-year graduation rates	52%	54%	57%	60%	63%
● Full-time lower-division transfer five-year graduation rates	50%	51%	53%	55%	56%
● Full-time upper-division transfer four-year graduation rates	62%	63%	64%	65%	66%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average years for freshmen to complete baccalaureate degree	5.0	4.8	4.7	4.5	4.4
● 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	95.5%	96.0%	96.5%	97.1%	97.7%

requirements, such as in engineering and architecture.)

- Seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions, Arizona private institutions, and Arizona community colleges
- |  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
|  | 97.3% | 97.5% | 97.8% | 98.0% | 98.3% |
|--|-------|-------|-------|-------|-------|

**UAA.1.2 SUBPROGRAM SUMMARY**  
**COLLEGE OF AGRICULTURE INSTRUCTION**

Contact: Eugene G. Sander, Dean  
 Phone: 621-7621

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,977.8	9,167.7	9,719.5
Other Non Appropriated Funds	990.5	971.8	805.0
Federal Funds	75.1	77.5	66.6
<b>Program Total</b>	<b>10,043.4</b>	<b>10,217.0</b>	<b>10,591.1</b>
<b>FTE Positions</b>	<b>154.1</b>	<b>151.0</b>	<b>155.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the percentage of undergraduate instruction taught by regular faculty (ranked).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student credit hours taught by ranked faculty: Lower division	96%	96%	97%	98%	99%
● Student credit hours taught by ranked faculty: Upper division	85%	85%	90%	93%	96%
● Lower division student credit hours taught by other than teaching assistants	98%	98%	98%	98%	98%

◆ Goal 2 - To improve the mentoring system for new freshmen and transfer students.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Freshman students mentored by ranked faculty member	60%	80%	83%	85%	88%
● Transfer students mentored by ranked faculty member	70%	100%	100%	100%	100%
● Freshmen not on probation at end of freshman year	87%	92%	92%	92%	92%
● Freshmen declaring a major at end of first year	86%	93%	93%	94%	94%
● Freshmen responding good/very good on satisfaction survey	N/A	75%	77%	80%	82%

**UAA.1.3 SUBPROGRAM SUMMARY  
COLLEGE OF ARCHITECTURE**

Contact: Richard A. Eribes, Dean  
Phone: 621-6754

A.R.S. 15-1601

**Subprogram Mission:**

*To promote excellent, sustainable architectural design and community planning by providing quality professional architectural education; create new knowledge and theory through scholarship, research, and creative activity; and provide outreach/service to the University, professional, and design communities.*

**Subprogram Description:**

Architecture is the art and science of building. The College program is organized with the design studio as the element of focus and offers a National Architectural Accrediting Board (NAAB) accredited five-year program leading to the professional degree Bachelor of Architecture. The college also offers a graduate program of study leading to the Master of Architecture degree. Areas of emphasis in the graduate program are desert architecture (including preservation and community design), design communications, landscape architecture (both as first and second professional degree programs), planning, and individual studies. In addition, the Drachman Institute is a component of the college supporting the resource conscious and environmentally sound development of land and communities.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,554.2	2,757.9	2,924.2
Other Non Appropriated Funds	590.3	579.2	648.2
Federal Funds	103.5	106.9	98.8
<b>Program Total</b>	<b>3,248.0</b>	<b>3,444.0</b>	<b>3,671.2</b>
<b>FTE Positions</b>	<b>43.4</b>	<b>53.4</b>	<b>55.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide quality undergraduate and graduate professional architectural education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ranked faculty teaching lower	100%	100%	100%	100%	100%

division courses

● Students successfully completing research/ capstone experience	100%	100%	100%	100%	100%
● Students graduating in 5 years in a 5-year program	73%	73%	74%	74%	75%
● Graduating seniors satisfied with their educational program as preparation for professional career	90%	90%	90%	90%	90%
● Masters' graduates employed in profession within 1 year of graduation	90%	90%	90%	90%	90%

◆ Goal 2 - To initiate and engage in significant scholarship, research, and creative activity that integrate with the educational experience.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funded research	\$300,000	>\$300,000	>\$300,000	>\$300,000	>\$300,000
● Peer-reviewed faculty scholarly & creative works	25	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Courses offered annually with direct community applications	50%	>49%	>49%	>49%	>49%
● Faculty annually involved in community projects	60%	>59%	>59%	>59%	>59%

**UAA.1.4 SUBPROGRAM SUMMARY  
COLLEGE OF BUSINESS AND PUBLIC ADMINISTRATION**

Contact: William B. Barrett, Vice Dean  
Phone: 621-2015

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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,296.6	15,436.8	16,562.4
Other Non Appropriated Funds	2,649.6	2,599.6	2,909.2
Federal Funds	3,254.6	3,361.0	3,106.0
<b>Program Total</b>	<b>20,200.8</b>	<b>21,397.4</b>	<b>22,577.6</b>
FTE Positions	262.8	266.3	269.9

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student credit hours per permanent faculty member	658	650	650	650	650
● Freshman students admitted/matriculated	2005/778	2025/800	2050/825	2050/825	2050/825
● Degrees awarded: BS	805	815	825	835	840
● Degrees awarded: Master's	161	170	180	185	200
● Degrees awarded: PhD	21	23	21	20	20
● Graduate student applicants/admitted-Master of Business Admin.	680/230	750/240	800/260	800/260	800/260
● Graduate students enrolled in Master of Business Admin.	281	300	325	325	325
● Graduate student applicants/admitted-PhD-Management	160/40	135/35	125/30	125/30	125/30
● Graduate students enrolled in PhD-Management	84	80	70	70	70
● Graduate student applicants/admitted -PhD-Economics	95/40	90/40	85/35	85/35	85/35
● Graduate students enrolled in PhD-Economics	43	40	35	35	35

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ratio of published books, scholarly monographs, or refereed articles per faculty member per year	2.3	2.5	2.5	2.5	2.5
● Master of Public Administration class placed in internships	95%	95%	95%	95%	95%
● Master of Business Administration class placed in internships	95%	95%	95%	95%	95%

**UAA.1.5 SUBPROGRAM SUMMARY**  
**COLLEGE OF EDUCATION**  
 Contact: John L. Taylor, Dean  
 Phone: 621-1081  
 A.R.S. 15-1601

**Subprogram Mission:**

*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.*

**Subprogram Description:**

The College of Education is committed to the preparation of qualified administrators and teachers in fields of instruction in pre-school, elementary, secondary, special, and postsecondary education. The College prepares individuals in the supervision and administration of elementary and secondary schools and facilities, community colleges, and universities.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,369.4	7,957.1	8,437.0
Other Non Appropriated Funds	1,631.8	1,601.0	1,791.6
Federal Funds	2,138.5	2,208.4	2,040.8
<b>Program Total</b>	<b>11,139.7</b>	<b>11,766.5</b>	<b>12,269.4</b>
FTE Positions	173.3	165.8	172.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To prepare persons for professional roles in education and education-related fields.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Certifications/degrees conferred: Initial Teacher Preparation (ITP) (The ITP Program includes undergraduate, post-baccalaureate, and certification students)	405	425	400	400	400
● Certifications/degrees conferred: Graduate students	257	240	225	225	225
● Placement of ITP completers as teachers in Arizona and the southwest	92%	92%	92%	92%	92%
● Undergraduate GPA at time of admission to the College	3.36	3.36	3.33	3.33	3.33
● College of Education students enrolled in University honors program	18%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External funds for research awarded to the College of Education (in millions)	\$3.59	\$2.5	\$2	\$2	\$2
● Graduate students supported through grant funds	35	30	28	28	28
● Grant funds/tenured and tenure-track faculty	\$52:1	\$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	45	<46	<46	<46	<46



◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● College partnerships with school districts and social service agencies	97	98	98	98	98
● Partnerships that are permanent	85%	85%	85%	85%	85%
● Partnerships/tenured and tenured-track faculty	1.43	1.435	1.435	1.435	1.435

**UAA.1.6 SUBPROGRAM SUMMARY**  
**COLLEGE OF ENGINEERING AND MINES**  
 Contact: Ernest T. Smerdon, Vice Provost and Dean  
 Phone: 621-6594  
 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,693.6	20,184.5	21,402.0
Other Non Appropriated Funds	9,142.0	8,969.4	10,037.4
Federal Funds	11,999.0	12,391.0	11,451.0
<b>Program Total</b>	<b>39,834.6</b>	<b>41,544.9</b>	<b>42,890.4</b>
FTE Positions	412.7	420.2	424.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degree-track students retained	89.7%	90%	90%	90%	90%
● Equivalent years to baccalaureate	4.66	4.6	4.6	4.6	4.6
● Admitted undergraduate students who matriculate	462	498	525	550	575

◆ Goal 2 - To lead in research that advances the nation's strategic engineering and environmental technologies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scholarly publications per faculty member	3.1	3.2	3.3	3.4	3.5
● External grant expenditure per faculty member	\$118,000	\$121,000	\$124,000	\$127,000	\$130,000
● Supported graduate students per faculty member	2.50	2.55	2.6	2.65	2.7
● Active partnerships with industry and government	138	147	156	166	175

**UAA.1.7 SUBPROGRAM SUMMARY**  
**COLLEGE OF FINE ARTS**  
 Contact: Maurice J. Sevigny, Dean  
 Phone: 621-1778  
 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 utilize innovative methods and aesthetic concepts, as well as training and resources based on formal tradition and cultural heritage as a means to interpret and create in our contemporary society. The academic commitment of fine arts is to audiences as well as artists, community as well as students, culture as well as curriculum, and to dissemination of artistic knowledge as well as creation of fine arts.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,821.2	11,684.2	12,389.0
Other Non Appropriated Funds	1,641.4	1,610.4	1,802.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>12,462.6</b>	<b>13,294.6</b>	<b>14,191.2</b>
FTE Positions	226.7	225.7	230.7

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate degrees conferred	384	380	385	385	390
● Graduate degrees conferred	113	95	92	90	90

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● CFA students in UA Honors Program	11.5%	13.2%	13.4%	14.0%	14.5%
● CFA undergraduates with GPA greater than 3.50	29.6%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External funding for creative scholarship acquired by the faculty of the College (in thousands)	\$285	\$290	\$295	\$300	\$305
● Regional, national, and international research and creative activity prizes, honors, and awards received by students and faculty	16	17	18	19	20

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Performing and visual arts performances/exhibitions by faculty and students	360	365	370	375	380
● Attendance at faculty and student performances/ exhibits (in thousands)	105	107	109	110	111
● Tucson-area school districts served by College outreach efforts	100%	100%	100%	100%	100%

**UAA.1.8 SUBPROGRAM SUMMARY  
COLLEGE OF HUMANITIES**

Contact: Charles M. Tatum, Dean  
Phone: 621-9294  
Contact: Michael R. Gottfredson, VP for Undergraduate Education  
Phone: 621-8257  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,560.3	16,801.3	17,814.7
Other Non Appropriated Funds	1,590.1	1,560.1	1,745.8
Federal Funds	186.5	192.6	178.0
<b>Program Total</b>	<b>17,336.9</b>	<b>18,554.0</b>	<b>19,738.5</b>
<b>FTE Positions</b>	<b>345.5</b>	<b>348.2</b>	<b>353.8</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide instruction regarding diverse cultures and cultural values.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scholarships per College faculty member	31/150	32/150	34/150	36/150	37/150
● Scholarships per Humanities Program faculty member	.18	.1	.1	.1	.1
● Average College course section enrollment per semester (excludes Composition and basic foreign language sections)	35	36	37	38	39
● Average Humanities Program course section enrollment per semester (excludes Composition and basic foreign language sections)	32	30	30	30	30

◆ Goal 2 - To integrate the results of scholarship and creative activity with the educational experience.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ratio of University teaching awards to FTE faculty: College	5/150	7/150	9/150	10/150	11/150
● Ratio of University teaching awards to FTE faculty: Humanities Program	.18/1	.09/1	.09/1	.09/1	.09/1
● Internal/external grant support per FTE faculty: College	\$1,100	\$1,150	\$1,175	\$1,220	\$1,230
● Internal/external grant support per FTE faculty: Humanities Program	\$1,263	\$850	\$850	\$850	\$850
● Regional, national, and international research and creative activity awards, honors, and prizes received by: College-students	6	7	8	9	10
● Regional, national, and international research and creative activity awards, honors, and prizes received by: College-faculty	7	8	10	12	13
● Regional, national, and international research and creative activity awards, honors, and prizes received by: College- alumni	5	6	7	8	9
● Regional, national, and international research and creative activity awards, honors, and prizes received by Humanities Program (per FTE faculty)	.45	.3	.3	.3	.3

**UAA.1.9 SUBPROGRAM SUMMARY  
COLLEGE OF LAW**

Contact: Joel Seligman, Dean  
Phone: 621-1498

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,646.1	6,096.4	6,515.2
Other Non Appropriated Funds	1,474.9	1,447.1	1,619.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,121.0</b>	<b>7,543.5</b>	<b>8,134.6</b>
<b>FTE Positions</b>	<b>58.4</b>	<b>68.8</b>	<b>64.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduation rate within three years of matriculation.	90%	90%	90%	90%	90%
● Graduation rate within five years of matriculation.	98%	98%	98%	98%	98%
● Graduates passing the Arizona Bar the first time	89%	89%	89%	89%	89%
● Graduates employed within 6 months after graduation	90%	90%	90%	90%	90%
● Employers surveyed rating students' performance as satisfactory in writing skills	96%	90%	90%	90%	90%
● Employers surveyed rating students' performance as satisfactory in substantive knowledge	96%	90%	90%	90%	90%
● Employers surveyed rating students' performance as satisfactory in analytical skills	96%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty research seminars	23	24	25	25	25
● Chairs or professorships (includes full- and part-time)	6	12	13	14	15
● Visitors and sabbatical visitors	8	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employers surveyed rating students' overall performance as satisfactory	96%	90%	90%	90%	90%
● Members of public assisted by law library	2,800	3,000	3,250	3,250	3,250
● College of Law lectures or presentations that are open to the public	25	25	25	25	25

**UAA.1.10 SUBPROGRAM SUMMARY  
COLLEGE OF SCIENCE**

Contact: Eugene H. Levy, Dean  
Phone: 621-4090

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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	40,743.1	43,992.4	46,645.9
Other Non Appropriated Funds	16,301.5	15,993.8	17,898.1
Federal Funds	58,503.2	60,414.3	55,831.3
<b>Program Total</b>	<b>115,547.8</b>	<b>120,400.5</b>	<b>120,375.3</b>
FTE Positions	1,296.6	1,301.5	1,325.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduates placed into high-quality careers and onto distinguished tracks of further graduate or professional education	79%	79%	80%	80%	80%
● Undergraduate student majors actively involved in research	27%	27%	28%	28%	28%
● Graduate students actively involved in research	80%	>79%	>79%	>79%	>79%
● Overall teaching ratings as measured by students and peer assessment (scale 1-5, with 5 best)	4.26	4.30	4.30	4.30	4.30

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research publications, including articles, in first-rank refereed journals, as well as books and monographs	1,537	>1,550	>1,550	>1,550	>1,550
● External funding from Federal and other sources to support research programs (in millions)	\$76	\$75	\$75	\$75	\$75
● Appointments to prestigious national and international advisory panels or elections to substantial office in national or international scholarly societies	229	230	230	230	230
● 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	154	160	160	160	160

**UAA.1.11 SUBPROGRAM SUMMARY  
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES**

Contact: Holly M. Smith, Dean  
Phone: 621-1112

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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	24,078.6	25,999.0	27,567.2
Other Non Appropriated Funds	4,450.4	4,366.4	4,886.3
Federal Funds	4,340.1	4,481.9	4,141.9
<b>Program Total</b>	<b>32,869.1</b>	<b>34,847.3</b>	<b>36,595.4</b>
FTE Positions	549.7	544.8	558.2

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain and improve the quality of undergraduate education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● "Satisfied" or "highly satisfied" responses to departmental surveys of advising	70%	72%	73%	74%	75%
● General Education student credit hours provided	13,000	14,000	14,000	15,000	15,000
● SBS's quota of Freshman Colloquia provided	89%	100%	100%	100%	100%
● Lower division student credit hours (SCHs) taught by ranked faculty	79%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● The average Graduate Record Exam score of entering graduate students	1,827	1,832	1,837	1,842	1,847
● New PhD students obtaining employment	65%	67%	69%	71%	73%
● New terminal MA students obtaining employment	75%	77%	79%	81%	83%
● Extramural funding obtained by faculty and staff (in millions)	\$9.5	\$9.8	\$10.0	\$10.03	\$10.5
● Books published by faculty	35	35	37	37	39

◆ Goal 3 - To enhance the quality and diversity of the College of Social and Behavioral Sciences as a workplace.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Voluntary faculty departures (voluntary means not occasioned by death, retirement, illness, or cause. It does not include departures occasioned by negative tenure decisions.)	1.2%	1.1%	1.0%	1.0%	1.0%
● Voluntary staff departures	8%	7%	7%	7%	7%
● Women faculty hires (For this measure, individuals falling in both categories, minorities and women, are counted only once.)	18%	20%	22%	24%	26%
● Minority faculty hires (For this measure, individuals falling in both categories are counted only once.)	18%	16%	18%	20%	20%

**UAA.1.12 SUBPROGRAM SUMMARY**  
**GRADUATE COLLEGE**  
 Contact: Thomas J. Hixon, Dean  
 Phone: 621-7815  
 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 minority 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,521.5	2,722.6	2,886.8
Other Non Appropriated Funds	3,263.4	3,201.8	3,583.0
Federal Funds	1,239.8	1,280.3	1,183.2
<b>Program Total</b>	<b>7,024.7</b>	<b>7,204.7</b>	<b>7,653.0</b>
FTE Positions	57.8	69.9	65.1

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To assist departments in seeking excellent graduate students by improving the admissions procedures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days necessary to process domestic graduate student applications	9	9	9	9	9
● Days necessary to process international graduate student applications	20	20	20	20	20
● Days between departmental completion of review of application and notification to student regarding recommendation or denial of acceptance into program	7	7	7	7	7

◆ Goal 2 - To facilitate and stimulate interdisciplinary scholarship in critical areas.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Budgets assigned to Interdisciplinary Programs for faculty and graduate assistant lines and operations (in millions)	\$1.0	\$1.8	\$1.8	\$1.8	\$1.8
● Faculty participating in Interdisciplinary Programs	75%	75%	75%	75%	75%
● Interdisciplinary Programs with autonomous budgets	2	2	2	2	2
● New Interdisciplinary Programs	2	1	1	1	1
● Students majoring in Interdisciplinary Programs	495	509	519	529	539

**UAA.1.13 SUBPROGRAM SUMMARY**  
**EXTENDED UNIVERSITY**  
 Contact: Michael R. Gottfredson, VP for Undergraduate Education  
 Phone: 621-8257  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	238.2	257.2	417.1
Other Non Appropriated Funds	4,898.9	4,806.4	5,378.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,137.1</b>	<b>5,063.6</b>	<b>5,795.8</b>
<b>FTE Positions</b>	<b>46.0</b>	<b>40.6</b>	<b>44.2</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Degree programs available through Evening and Weekend Campus Number of degree programs available through Evening and Weekend Campus	5	6	7	8	9
● Students admitted to degree or certificate programs (EWC, Gerontology Certificate, and cohorts in Business and Engineering)	128	138	156	175	225
● Prospective adult students who rate EU advising as "very helpful" in helping them return to school	90%	92%	95%	98%	98%
● Adult students who receive advising and graduate from degree or certificate programs (EWC and Gerontology Certificate students only)	8	11	12	22	27

- ◆ Goal 2 - To offer programs to individuals and to organizations to promote a better-educated workforce.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Noncredit registrations per year	25,559	25,000	25,000	28,550	28,550
● Partnerships with businesses and organizations to provide on-site, noncredit employee training	21	34	41	48	50
● Partners who offer off-campus learning sites that can accommodate live instruction, video, computer, and/or correspondence course delivery	8	9	10	12	15
● Credit courses using distance technologies	37	41	52	>52	>52

- ◆ Goal 3 - To offer the public learning opportunities that support personal growth and career development, through programs for lifelong learning.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New programs developed each year in response to community input	2	2	2	3	3
● Partnerships with schools and community agencies	8	9	10	15	20
● K-12 enrollments (Tracking system and targets to be	N/A	N/A	N/A	N/A	N/A

developed.)  
 ● EU registrations 32,000 33,000 34,000 34,500 35,000

**UAA.1.14 SUBPROGRAM SUMMARY  
 OTHER ACADEMIC PROGRAMS**

Contact: Paul S. Sypherd, Sr. VP Academic Affairs & Provost  
 Phone: 621-1856

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,243.2	1,342.3	1,423.3
Other Non Appropriated Funds	4,410.2	4,326.9	4,842.1
Federal Funds	52.4	54.1	50.0
<b>Program Total</b>	<b>5,705.8</b>	<b>5,723.3</b>	<b>6,315.4</b>
<b>FTE Positions</b>	<b>66.6</b>	<b>72.3</b>	<b>70.9</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the quality of entering undergraduates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Entering freshmen in the top 5% of their high school class	28.6%	31%	31%	31%	31%
● Entering National Merit Scholars	52	60	60	60	60
● Average scores of entering freshmen: ACT	23.3	23.6	24	24	24
● Average scores of entering freshmen: SAT	1,094	1,100	1,110	1,120	1,130
● Summer of Excellence students who enter the University of Arizona	56%	62%	55%	55%	55%

- ◆ Goal 2 - To improve the quality of graduating seniors.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	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)	163	170	165	170	175
● Honors students graduating with academic distinction (Graduation with academic distinction is based on the	438	445	440	450	460

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)

● Honors students graduating with honors continuing to graduate, law, or medical school	56%	55%	56%	58%	60%
● Undergraduates awarded prestigious national and international scholarships (Rhodes, Goldwater, Truman, Marshall, Churchill, Javits, Swanson, Luce, Udall, and Fulbright)	8	5	5	5	5

◆ Goal 3 - To enhance the international aspect of undergraduate education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Non-international studies majors taking INTS250x-Introduction to International Studies	20	25	30	50	50
● 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.)	N/A	Baseline	90%	80%	70%
● University of Arizona students completing Study Abroad Programs with >3.0 GPA	75%	75%	75%	75%	75%
● Ratio of students in University Study Abroad programs to FTE Study Abroad staff member	112:1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	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)	15	15	20	20	20
● Faculty engaged in OIP's regional Working Groups	90	90	150	150	200
● Ratio of foreign travel grant awards to FTE budgeted instructional faculty	9:1	9:1	9:1	9:1	9:1

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Army ROTC officers commissioned annually	11	11	15	15	15
● Navy ROTC officers commissioned annually	24	23	32	37	38
● Air Force ROTC officers commissioned annually	13	20	30	30	35

UAA.1.15 SUBPROGRAM SUMMARY  
**SIERRA VISTA BRANCH CAMPUS**

Contact: Randall H. Groth, Campus Dean  
Phone: 626-2422

A.R.S. 15-1601

**Subprogram Mission:**

*To provide quality higher education instruction and professional training that allows the citizens of the State, especially southern Arizona, to obtain degrees and develop fully their intellectual and professional capabilities; to enrich instruction through technology, and to promote cultural activities that enhance an appreciation of ethnic diversity; to encourage and facilitate regional economic development; and to provide expertise for generating solutions to community problems through the outreach activities of faculty and staff.*

**Subprogram Description:**

The Sierra Vista Branch Campus delivers educational services at the upper division and graduate levels to the Sierra Vista-Fort Huachuca and Douglas communities, surrounding areas, 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, 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 with an Educational Technology emphasis.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,337.8	2,047.7	2,518.4
Other Non Appropriated Funds	323.6	317.5	286.4
Federal Funds	13.9	14.4	14.8
<b>Program Total</b>	<b>1,675.3</b>	<b>2,379.6</b>	<b>2,819.6</b>
<b>FTE Positions</b>	<b>22.1</b>	<b>40.0</b>	<b>40.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student FTE fall	189	239	275	340	400
● Degree programs	11	14	14	16	16
● Credit course sections offered	62	89	90	100	120
● Graduates, baccalaureate, Master's, and post-baccalaureate certifications	57	80	95	115	135

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty and support staff FTE	14	14	14	14	14
● Students enrolled in non-credit programs	8,450	12,700	15,600	17,800	17,550

UAA.1.16 SUBPROGRAM SUMMARY  
**ARIZONA INTERNATIONAL COLLEGE**  
 Contact: Paul S. Sypherd, Sr. VP, Academic Affairs & Provost  
 Phone: 621-1856  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,659.5	1,682.4	1,949.0
Other Non Appropriated Funds	96.1	94.2	45.2
Federal Funds	84.0	86.8	88.9
<b>Program Total</b>	<b>2,839.6</b>	<b>1,863.4</b>	<b>2,083.1</b>
<b>FTE Positions</b>	<b>16.5</b>	<b>18.3</b>	<b>17.7</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Full-time faculty members who teach 24 units (or the equivalent) per year	0%	87%	95%	100%	100%
● Students entering in fall 1996 who have developed a learning contract with their faculty mentor	0%	75%	100%	100%	100%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students who show measurable skill improvement on the first review	N/A	75%	90%	100%	100%
● Fall 1996 students still enrolled who successfully progress to proficiency for graduation	N/A	N/A	25%	75%	100%
● Graduates who indicate a positive attitude toward lifelong learning and community service on a follow up survey	N/A	N/A	N/A	75%	75%

◆ Goal 3 - To identify, enroll, and graduate a diverse body of students who align with the AIC mission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Continuing students enrolled in AIC during fall semester	N/A	43	88	190	325
● New students enrolled in AIC during the fall semester	48	63	150	221	237
● Student capstone activities completed as a final step toward graduation	N/A	N/A	3	25	50

◆ Goal 4 - To provide Arizona residents with an innovative and practical liberal arts education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Formal agreements with non-profit and government agencies to provide service opportunities for upper-division undergraduates	15	30	50	75	100
● Formal agreements with local business and government entities for offering career studies opportunities for upper-division undergraduates	10	20	40	60	75
● Students who use a computer on a day-to-day basis to complete assignments and conduct research	100%	100%	100%	100%	100%



**UAA.1.17 SUBPROGRAM SUMMARY**  
**UNIVERSITY LIBRARIES**

Contact: Carla J. Stoffle, Dean  
 Phone: 621-2101

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,939.6	15,051.3	16,301.8
Other Non Appropriated Funds	2,393.5	2,348.3	2,627.9
Federal Funds	99.3	102.5	94.8
<b>Program Total</b>	<b>16,432.4</b>	<b>17,502.1</b>	<b>19,024.5</b>
<b>FTE Positions</b>	<b>184.1</b>	<b>172.0</b>	<b>181.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	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	51	66	81	91	100
● Students taught each year (all Library instructional sessions)	35,108	>35,000	>35,000	>35,000	>35,000
● Faculty satisfied that student work improved as a result of new information literacy skills	90%	>89%	>89%	>89%	>89%
● Students satisfied with content and quality of learning experience	69%	76%	84%	>83%	>83%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Electronic journals acquired or developed by the Library and available remotely to customers	263	290	310	340	375
● Electronic journal indexes acquired or developed by the Library and available remotely to customers	52	62	68	75	82
● Electronic subject Web pages acquired or developed by the Library and available remotely to customers	61	73	80	88	97
● Electronic Web exhibits acquired or developed by the Library and available remotely to customers	22	26	29	32	35
● Satisfaction expressed by customers with their success at finding or obtaining information/materials through the Library (scale of 1-10)	6.75	7.5	8.0	>7.0	>7.0

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collaborations with other University of Arizona units involved in outreach	4	6	8	10	>9
● Direct links to non-UA groups demonstrating benefits of Library information resources	2	4	6	8	10

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff satisfied that to achieve the Library's mission, their learning needs are being identified, supported, and met	67.5%	70%	80%	>79%	>79%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Money saved by continuous improvement of processes	\$62,000	\$70,000	\$80,000	>\$79,000	>\$79,000

**UAA.1.18 SUBPROGRAM SUMMARY**  
**ACADEMIC COMPUTING**

Contact: Amelia A. Tynan, Associate Vice Provost  
 Phone: 621-4887

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,014.9	4,295.9	4,461.0
Other Non Appropriated Funds	98.8	96.9	108.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,113.7</b>	<b>4,392.8</b>	<b>4,569.4</b>
<b>FTE Positions</b>	<b>41.2</b>	<b>40.7</b>	<b>41.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To devise and implement policies and processes aimed at the most effective use of information technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual savings from the University's software site license program (in millions)	\$5.0	\$5.1	\$5.4	\$5.7	\$6.0

- ◆ Goal 2 - To provide a strong technology support environment for the new teaching and learning methodologies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student utilization of open access computing labs and terminal sites (in hours)	500,000	600,000	650,000	750,000	800,000

**UAA.1.19 SUBPROGRAM SUMMARY**  
**ACADEMIC SUPPORT**  
 Contact: Michael A. Cusanovich, VP Research & Graduate Studies  
 Phone: 621-3513  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,737.6	2,955.9	3,244.6
Other Non Appropriated Funds	3,092.3	3,033.9	3,395.2
Federal Funds	594.6	614.0	567.5
<b>Program Total</b>	<b>6,424.5</b>	<b>6,603.8</b>	<b>7,207.3</b>
<b>FTE Positions</b>	<b>94.5</b>	<b>93.5</b>	<b>95.9</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure effective access to knowledge and other resources to deliver outstanding education programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Undergraduate students with practical museum, laboratory, or field experience	170	175	180	180	180
● Graduate students with practical museum, laboratory, or field experience	80	80	80	80	80
● Student credit hours taught by museum curators	600	600	600	600	600
● Individuals accessing museum resources electronically	2,000	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Square feet of exhibits	22,688	22,688	23,988	23,988	>23,988
● Visitors	69,000	65,000	70,000	75,000	>75,000
● Visitors satisfied with educational experience	90%	90%	90%	90%	90%
● School children given tours	17,500	17,500	17,500	17,500	17,500
● Adult visitors taking part in museum programs	9,000	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	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.)	11.675	12.000	12.250	12.500	12.750
● Cost per impression (Ad \$/impression, benchmark, ad agency ideal is \$.03-.10)	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
● Books sold	160,000	160,000	180,000	185,000	190,000
● Books sold/impression	0.014	0.013	0.015	0.015	0.015

◆ Goal 4 - To contribute to knowledge by increasing the number of new books (titles) published, while increasing operational efficiency.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New titles published	47	47	49	49	49
● New titles/Staff member	1.58	1.54	1.72	1.72	1.72
● Operations cost/Cost of goods sold	1.33	1.30	1.30	1.30	1.30
● Operations cost/Revenues	0.48	0.45	0.44	0.43	0.42

◆ Goal 5 - To broaden the Press' financial base through sales and fundraising and to recover lost marketing service income.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sales income (in thousands)	\$1,895	\$1,950	\$1,975	\$2,000	\$2,000
● Marketing service income (in thousands)	\$33	\$85	\$100	\$125	\$125
● Funds raised (in thousands)	\$31	\$25	\$10	\$10	\$10

**UAA.1.20 SUBPROGRAM SUMMARY**  
**ACADEMIC AFFAIRS ADMINISTRATION**  
 Contact: Paul S. Sypherd, Senior VP for Academic Affairs and Provost  
 Phone: 621-1856  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,812.5	5,196.4	5,396.1
Other Non Appropriated Funds	1,728.0	1,695.3	1,897.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,540.5</b>	<b>6,891.7</b>	<b>7,293.3</b>
FTE Positions	85.6	94.3	91.8

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars internally reallocated to priority academic units	\$1,577.4	\$1,787.5	\$2,106.2	\$1,750.0	\$1,750.0
● Academic degree programs reviewed centrally for productivity	100%	100%	100%	100%	100%
● Academic programs reviewed for quality and effectiveness	21	19	24	22	18

◆ Goal 2 - To improve instructional delivery.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classrooms adequately equipped to deliver instruction using modern multi-media instructional technology	140	145	150	155	160
● Faculty trained in new teaching technologies	330	400	450	500	500
● Departments offering an undergraduate capstone research experience	80%	85%	85%	85%	85%
● Recent baccalaureate graduates reporting that they are satisfied or very satisfied with their educational experience (done triennially)	No survey	85%	No survey	No survey	85%

**UAA.2 PROGRAM SUMMARY**  
**ORGANIZED RESEARCH**  
 Contact: Michael A. Cusanovich, VP for Research  
 Phone: 621-3513  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,884.2	31,977.0	33,298.0
Other Non Appropriated Funds	23,651.2	23,204.7	23,180.5
Federal Funds	31,464.1	32,492.0	29,046.1
<b>Program Total</b>	<b>85,999.5</b>	<b>87,673.7</b>	<b>85,524.6</b>
FTE Positions	1,169.8	1,180.0	1,198.4

**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: Michael A. Cusanovich, Vice President for Research  
 Phone: 621-3513  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,593.7	6,039.8	6,271.9
Other Non Appropriated Funds	5,949.8	5,837.5	6,532.5
Federal Funds	16,732.3	17,278.9	15,968.1
<b>Program Total</b>	<b>28,275.8</b>	<b>29,156.2</b>	<b>28,772.5</b>
<b>FTE Positions</b>	<b>276.4</b>	<b>283.2</b>	<b>285.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase external funding for organized research programs relative to peer institutions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External funding obtained by organized research units (in millions)	\$78	\$81	\$81	\$81	\$81
● National Science Foundation Research ranking (publics)	N/A	11	10	10	11

- ◆ Goal 2 - To increase the level of student participation in organized research programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Available undergraduate and graduate research assistantships	1,350	1,360	1,360	1,360	1,360

- ◆ Goal 3 - To expand and improve interdisciplinary programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External support obtained by interdisciplinary programs	\$305,000	\$305,000	\$305,000	\$305,000	\$320,000

**UAA.2.2 SUBPROGRAM SUMMARY**  
**AGRICULTURE RESEARCH EXPERIMENT STATION**  
 Contact: Eugene G. Sander, Dean  
 Phone: 621-7621  
 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 part of the College of Agriculture. Its activities cover a number of fields to serve the research needs of the State, nation, and world. Many activities are interdisciplinary efforts among 13 schools and 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	23,381.9	23,876.4	24,885.9
Other Non Appropriated Funds	9,771.4	9,586.9	7,941.3
Federal Funds	14,717.0	15,197.8	13,063.8
<b>Program Total</b>	<b>47,870.3</b>	<b>48,661.1</b>	<b>45,891.0</b>
<b>FTE Positions</b>	<b>657.4</b>	<b>663.1</b>	<b>673.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To consider the needs of the State in developing research programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research projects applicable to county needs	108	110	112	118	120
● Average years from problem identification to solution (project completion)	4	4	3	3	2
● Applicable projects resulting in a publication	75	80	85	90	95

- ◆ Goal 2 - To increase sponsored research from external sources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sponsored funds (in millions)	\$25	\$26	\$27	\$28	\$30
● All research funds from competitive sources	79%	80%	80%	82%	84%
● Awards (approvals) to applications (proposal submissions)	63%	63%	64%	64%	65%

**UAA.2.3 SUBPROGRAM SUMMARY**  
**COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS**  
 Contact: Michael A. Cusanovich, Vice President for Research  
 Phone: 621-3513  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● External funding obtained by college-based research programs (in millions)	\$210	\$212	\$215	\$218	\$220
● 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.)	N/A	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Graduate Record Examination (GRE) scores of new graduate students: verbal	539	540	540	540	540
● Average GRE scores of new graduate students: quantitative	603	604	604	604	604
● Average GRE scores of new graduate students: analytic	597	598	598	598	598
● Average GRE scores of new graduate students: composite	1,739	1,742	1,742	1,742	1,742
● Grade point average of graduates	3.712	3.715	3.715	3.715	3.715

- ◆ Goal 3 - To effectively transfer new technology to the private sector and form partnerships with State agencies and private sector concerns.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Technology disclosures	138	140	145	150	155
● Patent applications submitted by UA	15	20	25	20	20
● Licenses obtained	27	29	30	30	30
● Partnerships with state agencies	2	2	2	2	2
● Partnerships with private sector concerns	115	137	157	177	197

**UAA.2.4 SUBPROGRAM SUMMARY**  
**ORGANIZED RESEARCH ADMINISTRATION AND SUPPORT**  
 Contact: Michael A. Cusanovich, Vice President for Research  
 Phone: 621-3513  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,908.7	2,060.9	2,140.1
Other Non Appropriated Funds	7,930.0	7,780.3	8,706.7
Federal Funds	14.8	15.3	14.1
<b>Program Total</b>	<b>9,853.5</b>	<b>9,856.5</b>	<b>10,860.9</b>
FTE Positions	236.0	233.7	239.6

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve support services necessary for high quality, nationally competitive research programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Units achieving federal accreditation	100%	100%	100%	100%	100%

- ◆ Goal 2 - To improve the University's national research standing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● National Science Foundation research ranking (publics)	N/A	11	10	10	11

- ◆ Goal 3 - To facilitate the recruitment and retention of outstanding faculty.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Ranked faculty recruited from highly recognized academic programs	N/A	3	3	3	3
● Tenured ranked faculty leaving for highly recognized academic programs	N/A	3	3	3	3

**UAA.3 PROGRAM SUMMARY**  
**COMMUNITY OUTREACH**  
 Contact: Paul S. Sypherd, Senior VP Academic Affairs and Provost  
 Phone: 621-1856  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate

General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,147.5	13,670.8	14,157.9
Other Non Appropriated Funds	27,844.6	27,319.0	30,059.3
Federal Funds	2,816.9	2,909.0	2,504.1
<b>Program Total</b>	<b>43,809.0</b>	<b>43,898.8</b>	<b>46,721.3</b>
FTE Positions	476.2	486.1	490.7

**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: Eugene G. Sander, Vice Provost and Dean  
 Phone: 621-7621  
 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, 10,845 certified volunteers wear the "U of A badge". Approximately 50,000 young people are signed up in 4-H Youth Development Programs, of these, over 50% are minorities.

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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,960.7	9,150.1	9,463.4
Other Non Appropriated Funds	1,796.5	1,762.6	1,460.1
Federal Funds	2,763.7	2,854.0	2,453.3
<b>Program Total</b>	<b>13,520.9</b>	<b>13,766.7</b>	<b>13,376.8</b>
FTE Positions	238.0	248.8	248.3

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Needs assessments completed (1 per county)	15	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	6
● Outcomes and relevance reports	6	6	6	6	6

◆ Goal 2 - To deliver significant educational experiences to Arizona residents statewide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Face-to-face educational contacts	500,000	600,000	700,000	800,000	900,000
● Publications on the World Wide Web	100	500	600	750	1,000
● Documentary reports to the County Board of Supervisors and Native American Councils measuring program delivery accomplishments	20	20	20	20	20

**UAA.3.2 SUBPROGRAM SUMMARY**  
**UAPRESENTS (FORMERLY CULTURAL AFFAIRS)**

Contact: Kenneth J. Foster, Director  
Phone: 621-3364

A.R.S. 15-1601

**Subprogram Mission:**

To provide opportunities for students of the University and citizens of the southern Arizona community to experience performances and educational programs to strengthen their understanding of the performing art forms and to enrich the quality of their lives.

**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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	688.7	743.6	772.2
Other Non Appropriated Funds	1,854.3	1,819.3	2,035.9
Federal Funds	10.0	10.3	9.5
<b>Program Total</b>	<b>2,553.0</b>	<b>2,573.2</b>	<b>2,817.6</b>
FTE Positions	15.0	13.1	14.3

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To increase accessibility of UA presents programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs developed in partnership with academic units and campus organizations	9%	10%	15%	18%	20%
● Total event audience for entire season comprised of University students	12.7%	25%	28%	30%	33%

◆ Goal 2 - To enhance the socially and ethnically diverse options in the annual performing arts programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Total season performances by United States based performing artists	72%	64%	62%	60%	60%
● Culturally and ethnically diverse programs	75%	70%	75%	75%	75%
● Internationally based programs	28%	36%	38%	40%	40%
● Available seats utilized	59%	55%	58%	60%	60%

◆ Goal 3 - To create a strong performance-related community outreach program that serves an increasingly broad spectrum of southern Arizona residents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Outreach program (*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.)	43%	45%	42%	42%	42%
● Outreach program involving Tucson public school children*	42%	40%	40%	40%	38%
● Outreach program developed for adult based community organizations*	15%	15%	18%	18%	20%

**UAA.3.3 SUBPROGRAM SUMMARY**  
**KUAT**

Contact: Donald L. Burgess, Director  
Phone: 621-5805

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: 1) three broadcast National Public Radio affiliated radio stations (KUAT-AM, KUAZ-FM and KUAT-FM); 2) a full-powered Public Broadcasting System affiliated television station (Channel 6) with a repeater station (Channel 27); 3) 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 4) 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,035.3	2,197.6	2,282.1
Other Non Appropriated Funds	3,376.7	3,313.0	3,707.4
Federal Funds	0.4	0.4	0.4
<b>Program Total</b>	<b>5,412.4</b>	<b>5,511.0</b>	<b>5,989.9</b>
FTE Positions	80.1	81.1	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars received from corporate underwriters (in thousands)	\$361.4	\$350.0	\$357.0	\$364.0	\$371.0
● Dollars received from individual members and major donors (in thousands)	\$1,913.4	\$1,839.6	\$1,867.2	\$1,895.2	\$1,923.6

- ◆ Goal 2 - To increase share of households (hh) viewing Channel 6 during prime time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Nielson Ratings Book Figures (in thousands)	108 (hh)	110 (hh)	110 (hh)	112 (hh)	112 (hh)

- ◆ Goal 3 - To increase weekly listenership on KUAT and KUAZ radio.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arbitron Ratings Book (in thousands)	112.6	117.1	115.6	117.0	122.5

- ◆ Goal 4 - To increase the number of credit courses produced through VideoServices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Credit courses	6	6	6	6	6

**UAA.3.4 SUBPROGRAM SUMMARY**  
**INTERCOLLEGIATE ATHLETICS**  
 Contact: Don J. Livengood, Jr., Director  
 Phone: 621-4622  
 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 10 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), 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,462.8	1,579.5	1,640.2
Other Non Appropriated Funds	20,817.1	20,424.1	22,855.9
Federal Funds	42.8	44.2	40.9
<b>Program Total</b>	<b>22,322.7</b>	<b>22,047.8</b>	<b>24,537.0</b>
FTE Positions	143.1	143.1	145.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve ICA Academic Programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student-athletes earning a GPA of 3.0 or higher	30%	33%	35%	38%	40%
● Participation by student-athletes in ICA orientation sessions	100%	100%	100%	100%	100%
● Graduation rate of student-athletes	64%	65%	66%	67%	68%

- ◆ Goal 2 - To develop the ICA Financial Plan.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in unrestricted gifting base	38%	10%	10%	10%	10%
● Operations budget growth (except for inflation factor or extraordinary circumstances, e.g., participation in bowl games)	8%	3%	2%	2%	2%
● Stable fund balance	\$940,000	\$567,000	\$500,000	\$500,000	\$500,000

- ◆ Goal 3 - To advance athletic competition.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collegiate program national standing	Top 6	Top 10	Top 10	Top 10	Top 10

**UAA.4 PROGRAM SUMMARY**  
**STUDENT AFFAIRS AND CAMPUS LIFE**  
 Contact: Sandra L. Taylor, Vice President Student Affairs  
 Phone: 621-3772  
 A.R.S. 15-1601

**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 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:**

Student Affairs 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 healthy and balanced life styles. 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,847.0	9,552.5	10,375.7
Other Non Appropriated Funds	67,321.5	66,050.7	73,915.2
Federal Funds	12,935.7	13,358.3	12,344.9
<b>Program Total</b>	<b>89,104.2</b>	<b>88,961.5</b>	<b>96,635.8</b>
FTE Positions	867.9	848.8	875.5

**This Program Contains the following Subprograms:**

- ▶ **Dean of Students/Student Life**
- ▶ **Enrollment Services**
- ▶ **Health and Wellness**
- ▶ **Student Affairs Administration and Support**

UAA.4.1 SUBPROGRAM SUMMARY  
**DEAN OF STUDENTS/STUDENT LIFE**  
 Contact: Melissa Vito, Dean  
 Phone: 621-7060  
 A.R.S. 15-1601

**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 what they are learning to out-of-class co-curricular experiences. To provide experiences that foster students' becoming responsible, contributing members of the University and the larger community.*

**Subprogram Description:**

Programs of the Dean of Students Office, the Cultural Resource Centers, Student Programs, ROTC, Residence Life, the Associated Students, Student Publications, the Bookstore, Career Services, Minority Student Services, and the Student Union 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. They are designed to include a wide variety of academic and intellectual interests, social, ethical, and other challenges, and diverse attitudes, values, and cultures.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	927.1	1,001.1	1,239.5
Other Non Appropriated Funds	45,585.8	44,725.3	50,050.6
Federal Funds	42.6	44.0	40.6
<b>Program Total</b>	<b>46,555.5</b>	<b>45,770.4</b>	<b>51,330.7</b>
FTE Positions	536.2	503.0	530.0

**Subprogram Goals and Performance Measures:**

◆ **Goal 1 - To provide unique environments so that students from traditionally underrepresented groups have an opportunity to feel a sense of "connection" to the campus.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students using the Cultural Resource Centers	6,900	7,000	7,200	7,450	7,700
● Students who indicate involvement with the Cultural Resource Centers has positively impacted their sense of belonging at the University	85%	85%	86%	87%	88%

◆ **Goal 2 - To provide leadership development opportunities for a diverse student population.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Programs offered through the Department of Student Programs that provide for participation by all students	646	700	700	800	850
● Students participating in student clubs, organizations, community service, and other activities	10,858	11,075	11,300	11,500	11,750
● Students who indicate participation in these programs has positively impacted their sense of belonging at the University	80%	82%	84%	86%	88%

UAA.4.2 SUBPROGRAM SUMMARY  
**ENROLLMENT SERVICES**  
 Contact: Michael R. Gottfredson, VP for Undergraduate Education  
 Phone: 621-8257  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,359.6	6,866.7	7,130.7
Other Non Appropriated Funds	12,851.8	12,609.2	14,110.5
Federal Funds	12,464.6	12,871.7	11,895.3
<b>Program Total</b>	<b>31,676.0</b>	<b>32,347.6</b>	<b>33,136.5</b>
<b>FTE Positions</b>	<b>149.3</b>	<b>157.1</b>	<b>156.3</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Middle and high school students engaged in Early Outreach efforts (in 64 public schools)	2,597	4,400	4,500	4,750	5,000
● University faculty members participating in Early Outreach's various programs	125	145	150	175	200
● Early Outreach high school seniors enrolling as first time, full-time freshmen at the University of Arizona	40%	46%	50%	65%	75%

- ◆ Goal 2 - To admit a freshman class well-prepared for University work.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quality of freshman class based on: High school grade point average	3.31	3.31	3.31	3.31	3.31
● Quality of freshman class based on: SAT scores	1,094	1,094	1,094	1,094	1,094
● Quality of freshman class based on: Average high school academic units	15.5	16	16	16	16

- ◆ Goal 3 - To improve the effectiveness of the student registration system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● University petitions related to registration filed per year	2,000	2,000	2,000	2,000	2,000
● Change-of-schedule forms processed per year	52,000	50,000	48,000	46,000	44,000

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● First-year students engaged in career exploration activities	59%	65%	70%	75%	80%

**UAA.4.3 SUBPROGRAM SUMMARY  
HEALTH AND WELLNESS**

Contact: Murray DeArmond, Director, Student Health and Wellness  
Phone: 621-7428

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 creative presentation 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, and 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,138.4	1,229.1	1,532.4
Other Non Appropriated Funds	8,766.7	8,601.2	9,625.3
Federal Funds	428.6	442.6	409.0
<b>Program Total</b>	<b>10,333.7</b>	<b>10,272.9</b>	<b>11,566.7</b>
<b>FTE Positions</b>	<b>176.5</b>	<b>183.5</b>	<b>183.6</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To secure adequate facilities to support the mission of Health and Wellness.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dollars pledged to fund construction of a Strategic Alternative Learning Techniques (S.A.L.T.) building (percent of goal completed)	37%	74%	100%	N/A	N/A
● Project completed to fund and construct a facility to house services for Disability Related Resources in one location	5%	50%	75%	100%	N/A
● Project completed to construct a facility to house services for Campus Health Service in one location, including identifying funding	25%	50%	75%	100%	N/A

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students reporting binge drinking in last year (survey done biannually)	36%	No Survey	33%	No Survey	30%
● Students reporting marijuana use in the last year (survey done biannually)	34%	No Survey	31%	No Survey	30%

- ◆ Goal 3 - To provide effective campus-based health and wellness services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students rating disability related services as acceptable or better	80%	82%	84%	86%	88%
● Students rating health services as acceptable or better	95%	95%	95%	95%	95%
● Students rating recreation services as acceptable or better	N/A	75%	80%	83%	87%

**UAA.4.4 SUBPROGRAM SUMMARY**  
**STUDENT AFFAIRS ADMINISTRATION AND SUPPORT**

Contact: Saundra L. Taylor, Vice President of Student Affairs  
Phone: 621-3772

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 students in their efforts to prepare, enroll, and persist in the academic community, and that promote students' preparation for a successful transition into an increasingly complex and diverse society.*

**Subprogram Description:**

Student Affairs administration provides leadership for a partnership based student-centered college experience that promotes achievement and success through: the preparation, recruitment, and academic and career development of a talented, diverse student body; high quality, affordable health, housing, food, recreation, and disability services; programs designed to promote the synthesis of academic and life experiences that foster personal development, appreciation of differences, and a sense of community.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	421.9	455.5	473.1
Other Non Appropriated Funds	117.2	115.0	128.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>539.1</b>	<b>570.5</b>	<b>601.8</b>
<b>FTE Positions</b>	<b>5.9</b>	<b>5.2</b>	<b>5.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Division units with review process (based upon key success indicators) in place	N/A	Frame-work	75%	90%	100%
● Division units demonstrating effectiveness as measured on a Division effectiveness-rating scale	N/A	Baseline	+20%	+30%	100%
● Division units demonstrating improvement as measured on a Division effectiveness-rating scale	N/A	N/A	Baseline	Baseline	Baseline

- ◆ Goal 2 - To coordinate the process that leads to construction/renovation of the Student Union facility.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Progress toward goal	Initiation	Finan- cing	Approval	Design	Building

**UAA.5 PROGRAM SUMMARY**  
**INSTITUTIONAL SERVICES**  
Contact: Peter Likins, President  
Phone: 621-5511  
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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	53,234.9	57,519.7	60,849.2
Other Non Appropriated Funds	76,157.1	74,719.5	83,616.1
Federal Funds	559.6	577.9	534.0
<b>Program Total</b>	<b>129,951.6</b>	<b>132,817.1</b>	<b>144,999.3</b>
<b>FTE Positions</b>	<b>1,460.0</b>	<b>1,482.9</b>	<b>1,500.9</b>

**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: Peter Likins, President  
 Phone: 621-5511  
 A.R.S. 15-1601

**UAA.5.2 SUBPROGRAM SUMMARY**  
**HUMAN RESOURCES**  
 Contact: Sandra Taylor, Vice President for Student Affairs  
 Phone: 621-3592  
 A.R.S. 15-1601

**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 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:**

The President is responsible for generally directing the University's major activities. Other administrative responsibilities of this functional area include: federal and State relations, legal affairs, alumni affairs, institutional advancement, public information, community relations, and economic development.

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,159.6	4,491.4	4,744.0
Other Non Appropriated Funds	5,020.9	4,926.2	5,512.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,180.5</b>	<b>9,417.6</b>	<b>10,256.7</b>
<b>FTE Positions</b>	<b>132.7</b>	<b>129.2</b>	<b>133.6</b>

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,261.8	3,522.0	3,657.4
Other Non Appropriated Funds	824.5	808.9	905.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,086.3</b>	<b>4,330.9</b>	<b>4,562.6</b>
<b>FTE Positions</b>	<b>64.0</b>	<b>64.0</b>	<b>65.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To enhance community support for the work of the University in the larger community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Private and corporate donations (in millions)	\$58.9	>\$58.9	>\$58.9	>\$58.9	>\$58.9
● Arizona public rating the University at least "Very Good" (i.e., highest category) in public opinion surveys	No Survey	>55%	No Survey	No Survey	>60%
● President's meetings with community and business groups	70	>70	>70	>70	>70

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To attract and employ a diverse and high quality workforce.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Minority employees in administrative, faculty, and professional positions	16.3%	16.4%	16.6%	16.8%	17.0%
● 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?"	N/A	4.0	4.2	4.3	4.4

- ◆ Goal 2 - To improve the University's internal structure and workings.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Campus approval of strategic plan update	Obtained	Obtained	Obtained	Obtained	Obtained
● ABOR approval of strategic plan update	Obtained	Obtained	Obtained	Obtained	Obtained
● Change in operating funds expended in institutional support (NACUBO definition) (Note: FY1998 increase due to addition of Affirmative Action to president's responsibility and carry forward budget across all units. FY1999 decrease due to movement of units to new VP for Advancement.)	3.05%	22.40%	-68.36%	3.00%	3.00%

- ◆ Goal 2 - To achieve an environment and culture that supports all members of the University community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employee Wellness contacts per year	3,516	3,590	3,660	3,730	3,800
● Partnerships that have been established to improve administrative and employee services	13	16	19	21	24
● 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."	N/A	50%	55%	60%	65%

◆ Goal 3 - To support and develop programs and systems that recognize and reward employees for their contributions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Departments that hold formal employee recognition programs	42	46	51	57	64
● Classified staff job titles that are below 10% of market rate	50%	45%	40%	35%	30%
● Employees nominated for University-wide excellence programs	61	75	90	110	125

◆ Goal 4 - To provide development opportunities for all employees to improve retention and productivity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees who utilize the faculty and staff tuition fee waiver to pursue higher education opportunities	17.7%	18.1%	18.4%	18.8%	19.1%
● Managers who report improved performance by employees participating in the Supervisory Leadership Series program, nine months after completion	N/A	50%	55%	60%	70%

**UAA.5.3 SUBPROGRAM SUMMARY**

**BUSINESS AFFAIRS**

Contact: Joel D. Valdez, Sr. VP, Business Affairs  
Phone: 621-5977

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	40,690.1	43,935.2	46,505.0
Other Non Appropriated Funds	57,828.3	56,736.7	63,492.1
Federal Funds	559.6	577.9	534.0
<b>Program Total</b>	<b>99,078.0</b>	<b>101,249.8</b>	<b>110,531.1</b>
<b>FTE Positions</b>	<b>1,126.9</b>	<b>1,142.3</b>	<b>1,157.3</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To improve efficiency and effectiveness of operations, maintenance, and repair services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cost of maintenance and repairs per gross square foot of University facilities (3% increase per year)	\$2.69	\$2.77	\$2.85	\$2.94	\$3.03
● Heating and cooling expenditures per gross square foot (3% increase per year)	\$2.22	\$2.29	\$2.36	\$2.43	\$2.50

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Parking permit sales	15,955	16,114	16,775	17,800	17,800
● Shuttle usage	301,015	320,000	325,000	330,000	335,000
● Carpools	1,803	2,000	2,100	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Square footage of leased space	358,884	265,765	265,765	265,765	265,765
● Average days to make a payment to an outside vendor/service provider	21	20	19	19	18

**UAA.5.4 SUBPROGRAM SUMMARY**

**ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS**

Contact: Amelia A. Tynan, Associate Vice Provost  
Phone: 621-4887

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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,123.4	5,571.1	5,942.8
Other Non Appropriated Funds	12,483.4	12,247.7	13,706.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>17,606.8</b>	<b>17,818.8</b>	<b>19,648.8</b>
<b>FTE Positions</b>	<b>136.4</b>	<b>147.4</b>	<b>144.7</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To build a fully functional data administration and data warehouse environment.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Administrative data elements in the University-wide data warehouse	66%	75%	88%	97%	99%
● Individuals in the University-wide database of affiliate names and addresses	0	60,000	100,000	300,000	800,000

◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Network bandwidth to/from off-campus	3 Mb	9 Mb	15 Mb	20 Mb	45 Mb



<b>AGENCY SUMMARY</b>	
<b>UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER</b>	
Dr. Peter Likins, President	UHA
Contact: James E. Dalen, VP Health Sciences	626-7383

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ACADEMIC AFFAIRS	119,723.1	122,729.1	120,159.0
➤ ORGANIZED RESEARCH	26,087.6	26,568.5	26,131.6
➤ COMMUNITY OUTREACH	1,388.7	2,032.9	1,937.8
➤ INSTITUTIONAL SERVICES	0.0	347.7	360.2
Capital Funds	0.0	0.0	0.0
Agency Total	147,199.4	151,678.2	148,588.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	53,233.0	56,925.2	60,877.5
Other Non Appropriated Funds	44,289.7	43,453.5	35,141.7
Federal Funds	49,676.7	51,299.5	52,569.4
Operating Funds Subtotal	147,199.4	151,678.2	148,588.6
Capital Funds	0.0	0.0	0.0
Agency Total	147,199.4	151,678.2	148,588.6
FTE Positions	2,199.2	2,239.3	2,256.3

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● College of Medicine graduates entering primary care residency programs	58%	60%	60%	60%	60%
● Undergraduate and graduate students in the College of Nursing having a rural or underserved clinical nursing experience	25%	27%	30%	30%	30%
● BSN graduates in the College of Nursing passing the NCLEX-RN examination	95%	95%	95%	95%	95%
● Students in the first year class in the College of Pharmacy	60	60	60	60	60
◆ Goal 2 - To plan statewide for the allied health professions in Arizona.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Memoranda of understanding between the College of Medicine and community colleges for cooperative training of allied health personnel by the end of the calendar year	1	2	2	3	3
● UA students, including full-time and part-time working students, in Arizona Graduate Program in Public Health	124	143	157	173	190
● ASU students, including full-time and part-time working students, in Arizona Graduate Program in Public Health	39	45	50	55	60
● NAU students, including full-time and part-time working students, in Arizona Graduate Program in Public Health	11	15	19	21	23
● Medical technologists graduated/year from the School of Health Professions	19	26	28	30	32

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
◆ Goal 3 - To maintain the leadership role of the Arizona Health Sciences Center in biomedical research.					
● Extramural funding per year in the College of Medicine (in millions)	\$92	\$93	\$95	\$97	\$99
● Square feet of state-of-the-art research space occupied and utilized in the College of Medicine	169,450	203,450	231,450	231,450	231,450

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● 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 Arizona	51%	51%	51%	51%	51%
● Faculty in the College of Medicine in prestigious national associations -- listed in the Best Doctors in America-Pacific Region, 1996-97	119	45	46	47	48
● Faculty in the College of Pharmacy in prestigious national associations -- inducted into Fellowship in the American Society of health System Pharmacists, American College of Clinical Pharmacy, or American Academy of Clinical Toxicologists	13	14	14	15	15

◆ Goal 4 - To achieve an environment and culture that support all members of the University community.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classified staff in the College of Medicine participating in courses/workshops for professional development	46%	60%	60%	60%	60%
● Harassment incidents requiring formal investigation in the College of Medicine	6	4	4	3	3
● Staff in the College of Medicine in classification career progression	10%	14%	14%	14%	14%
● 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%	95%/75%

**UHA.1 PROGRAM SUMMARY**  
**ACADEMIC AFFAIRS**  
 Contact: James E. Dalen, VP Health Sciences  
 Phone: 626-7383  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	51,187.2	53,803.8	57,132.8
Other Non Appropriated Funds	35,881.3	35,203.9	28,470.1
Federal Funds	32,654.6	33,721.4	34,556.1
<b>Program Total</b>	<b>119,723.1</b>	<b>122,729.1</b>	<b>120,159.0</b>
<b>FTE Positions</b>	<b>1,883.1</b>	<b>1,911.5</b>	<b>1,924.1</b>

**This Program Contains the following Subprograms:**

- ▶ College of Medicine
- ▶ Clinical Teaching Support
- ▶ Rural Health Office
- ▶ College of Nursing
- ▶ College of Pharmacy
- ▶ School of Health Professions
- ▶ Arizona Graduate Program in Public Health
- ▶ Arizona Health Sciences Library
- ▶ Academic Support

UHA.1.1 SUBPROGRAM SUMMARY  
**COLLEGE OF MEDICINE**  
 Contact: James E. Dalen, VP Health Sciences  
 Phone: 626-7383  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	29,219.3	30,594.9	31,967.2
Other Non Appropriated Funds	27,780.1	27,255.8	22,042.2
Federal Funds	26,286.8	27,145.5	27,817.5
<b>Program Total</b>	<b>83,286.2</b>	<b>84,996.2</b>	<b>81,826.9</b>
FTE Positions	1,461.6	1,506.5	1,513.7

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students passing Step I of the United States Medical Licensing Exam (USMLE) on the first try	95%	95%	95%	95%	95%
● Students passing Step II of the USMLE on the first try	96%	98%	98%	98%	98%
● Students securing their top 3 residency programs	88%	86%	86%	86%	86%
● Students indicating satisfied or very satisfied with their medical education on the AAMC Graduation Questionnaire	88%	90%	90%	90%	90%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students in the graduating class who have completed a rural rotation during medical school	39%	40%	45%	45%	45%
● Students entering primary care residencies	59%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Arizona physicians completing continuing medical education courses at the College of Medicine	33,627	35,000	37,000	40,000	42,500

- ◆ Goal 4 - To maintain the leadership role of the College of Medicine in biomedical research.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Extramural funding for departmental research (in millions)	\$34.4	\$34.9	\$35.4	\$35.9	\$36.4

- ◆ Goal 5 - To provide an adequate patient base to fulfill the College of Medicine's education and research missions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Patients seen in out-patient facilities	341,300	361,800	383,500	406,500	430,900

● Patients admitted to University Medical Center 17,621 17,900 18,100 18,300 18,500

**UHA.1.2 SUBPROGRAM SUMMARY**

**CLINICAL TEACHING SUPPORT**

Contact: Jay W. Smith, Dean of Academic Affairs  
Phone: 626-4555

A.R.S. 15-1601

**Subprogram Mission:**

*To provide excellent training programs for residents and clinical fellows in a wide variety of specialty areas. To enable these graduates to further develop and hone their clinical skills through diverse educational and patient care experiences in preparation for entry into professional medical practice.*

**Subprogram Description:**

The College of Medicine offers specialty training for the clinical disciplines of Anesthesiology, Dermatology, Emergency Medicine, Family Practice, General Surgery, Internal Medicine, Neurology, Nuclear Medicine, Obstetrics and Gynecology, Ophthalmology, Orthopedics, Pathology, Pediatrics, Preventive Medicine, Psychiatry, Psychiatry-Child, Radiology Diagnostic, Radiology Therapeutic, Radiology with Special Competence in Nuclear Radiology, Thoracic Surgery, Urology, and Vascular Surgery. The curriculum meets the accreditation standards of the appropriate Residency Review Committee of the Accreditation Council of Graduate Medical Education, and provides learning experiences of the highest quality. Residents and clinical fellows participate in their educational programs and patient care activities, along with undergraduate medical students, in multiple clinical sites in Tucson, Phoenix, and throughout the State in clinical outreach programs. (NOTE: These funds support the medical resident teaching pool.)

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,938.1	9,358.9	9,772.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>8,938.1</b>	<b>9,358.9</b>	<b>9,772.7</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To offer graduate medical education programs that meet standards of excellence.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Resident evaluation of program	Excellent	Excellent	Excellent	Excellent	Excellent
● Residents passing United States Medical Licensing Exam (USMLE), step 3	100%	100%	100%	100%	100%
● Residents passing specialty board examinations	96%	98%	100%	100%	100%

- ◆ Goal 2 - To provide the majority of first year postgraduate residency positions (PGY I) for graduates interested in primary care.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● PGY I residency positions in primary care	45%	50%	55%	55%	55%
● PGY I residency positions in family practice	14%	15%	18%	20%	20%

**UHA.1.3 SUBPROGRAM SUMMARY**  
**RURAL HEALTH OFFICE**  
 Contact: Andrew W. Nichols  
 Phone: 626-7946  
 A.R.S. 15-1601

**Subprogram Mission:**

*The mission of the Rural Health Office is to improve the awareness of and access to health care services for rural and other underserved Arizonans through research, demonstration, evaluation, and education, with special emphasis on meeting cross cultural health needs throughout Arizona, along the U.S.-Mexico border, and internationally.*

**Subprogram Description:**

The Rural Health Office, as the State Office of Rural Health (SORH), and through the Arizona Area Health Education Centers (AHECs) provides the means for improvement, development, recruitment, minority representation, distribution, and retention of health professional personnel in Arizona's rural and medically underserved communities. Other health education activities involve nationwide conference coordination and networking to include the Arizona Health Information Network (AzHIN). The Southwest Border Rural Health Research Center (SBRHRC) is the research unit of the University of Arizona Rural Health Office. The SBRHRC is one member of a network of rural health research centers originally funded by the Federal Office of Rural Health Policy and is supplemented by the World Health Organization -- designated WHO Collaborating Center for Border and Rural Health Research and Development.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	585.8	613.3	650.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	585.8	613.3	650.2
FTE Positions	31.0	31.0	31.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide continuing education for health practitioners, health professional education for students, and health education for the public in rural and other medically underserved areas of Arizona, and to selected individuals from other states and countries who train in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Continuing health professions	62/3,520	200/5,00	300/7,00	400/1000	500/1200

education programs/practitioners served	0	0	0	0	0
● Satisfaction rating of programs presented	80%	80%	80%	80%	80%

- ◆ Goal 2 - To conduct research activities, demonstrations, evaluations, and teaching with reference to current, transitional, and proposed health services policies and delivery systems at State, national, and international levels.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Formal collaborative agreements/partnerships with institutions and communities throughout the southwest U.S. and Mexico	65	65	65	65	65
● Renewed agreements/partnerships following successful outcome of initial agreement (not including discontinuation due to lack of funding)	85%	85%	85%	85%	85%
● Student satisfaction rating of programs/courses presented	80%	80%	80%	80%	80%
● Research/evaluation contract funding to address health issues affecting the southwest U.S.-Mexico border region (in millions)	\$0.9	\$1.1	\$1	\$1	\$1

**UHA.1.4 SUBPROGRAM SUMMARY**  
**COLLEGE OF NURSING**  
 Contact: Suzanne Van Ort, Dean  
 Phone: 626-6152  
 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,493.2	3,657.7	3,977.1
Other Non Appropriated Funds	1,020.8	1,001.5	810.0
Federal Funds	2,141.2	2,211.2	2,265.9
<b>Program Total</b>	<b>6,655.2</b>	<b>6,870.4</b>	<b>7,053.0</b>
<b>FTE Positions</b>	<b>103.2</b>	<b>101.9</b>	<b>104.6</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● BSN graduates passing NCLEX-RN exam	98.6%	95%	95%	95%	95%
● Graduating professional nurses (BSN)	99	99	99	99	99
● Graduating advanced practice nurses	32	37	37	37	37

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty who hold national certification in their specialty area	21	20	20	20	20
● Faculty who are Fellows of the American Academy of Nursing	17	17	17	17	17
● Professional publications and presentations by faculty	127	125	125	125	125
● Faculty who serve in leadership positions in local, regional, or national organizations	30	30	30	30	30

**UHA.1.5 SUBPROGRAM SUMMARY**  
**COLLEGE OF PHARMACY**

Contact: J. Lyle Bootman, Dean  
 Phone: 626-1657

A.R.S. 15-1601

**Subprogram Mission:**

*To educate pharmacists, scientists, and educators who are committed to providing the highest quality pharmaceutical services, research, and teaching; integrate distinguished research and scholarship with excellence in teaching in the professional and graduate programs; and to provide distinguished professional, public, and patient care services.*

**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 pharmacology/toxicology and the Ph.D. degree in pharmaceutical sciences and pharmacology/toxicology.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,065.4	4,256.8	4,708.6
Other Non Appropriated Funds	3,161.8	3,102.1	2,508.7
Federal Funds	4,226.6	4,364.6	4,472.7
<b>Program Total</b>	<b>11,453.8</b>	<b>11,723.5</b>	<b>11,690.0</b>
<b>FTE Positions</b>	<b>135.8</b>	<b>143.5</b>	<b>142.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide regional, national, and international leadership in Pharmacy through the development and dissemination of knowledge, skills, and experience gained from teaching, research, and outreach efforts for the education of pharmacists and pharmaceutical scientists.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduates placed	100%	100%	100%	100%	100%
● Residents/ fellowships placed	100%	100%	100%	100%	100%
● Students passing the State board examination	98%	98%	98%	98%	98%
● Tenured and tenure-track teaching in undergraduate professional programs	100%	100%	100%	100%	100%

- ◆ Goal 2 - To initiate and carry out the development and research of new drugs and drug therapies including furthering our research efforts in understanding toxicology of drugs and chemicals in our environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Extramural grant support per FTE faculty	\$179,500	\$184,000	\$188,600	\$193,400	\$198,200
● Extramural research funding received by faculty (in millions)	\$7.3	\$7.4	\$7.5	\$7.7	\$8
● Rank of School of Pharmacy by NIH Funding	2nd	2nd	2nd	2nd	2nd

- ◆ Goal 3 - To provide public and professional services and outreach activities statewide, nationally, and internationally.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public outreach programs	13	13	13	13	13
● Continuing education programs to professionals	40	40	40	40	40
● Average participant satisfaction with program as measured on a 1-5 scale (5=highest)	4	4	4	4	4

**UHA.1.6 SUBPROGRAM SUMMARY**  
**SCHOOL OF HEALTH PROFESSIONS**

Contact: Anne E. Atwater, Interim Director  
 Phone: 621-6990

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 exercise sciences, health education, or medical technology. The curriculum in these majors provides students with a strong foundation in the sciences, increased critical thinking and problem-solving skills, and excellent communication abilities. 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: 20 FTE are now reported in the College of Medicine.)

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	327.4	342.8	372.7
Other Non Appropriated Funds	11.0	10.8	8.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>338.4</b>	<b>353.6</b>	<b>381.4</b>
<b>FTE Positions</b>	<b>28.2</b>	<b>7.8</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To produce graduates with appropriate education to compete effectively in their chosen fields.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Medical technology students passing National Registry examinations	96.6%	97%	97%	98%	98%
● Students satisfied with quality of preparation in their major	100%	100%	100%	100%	100%

- ◆ Goal 2 - To continually improve program and course curricula and instructional delivery.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Relevance and perceived value of the major curriculum as measured by survey instruments	80%	85%	85%	85%	85%
● Students satisfied with courses and instruction as measured by student evaluations	80%	85%	85%	85%	85%

**UHA.1.7 SUBPROGRAM SUMMARY**  
**ARIZONA GRADUATE PROGRAM IN PUBLIC HEALTH**

Contact: Carlos Campbell, Director  
 Phone: 626-3200

A.R.S. 15-1601

**Subprogram Mission:**

*The mission of the Arizona Graduate Program in Public Health is to prepare professionals to assume public health leadership roles in health education and promotion, disease prevention, and the identification and alleviation of community health problems, and to be able to research, identify, and disseminate new culturally and regionally sensitive information that will lead to advances in the health of communities.*

**Subprogram Description:**

The Arizona Graduate Program in Public Health (AzGPPH) is designed as an inter-disciplinary program, evolving from and built upon the strengths of the medical and health-related programs at The University of Arizona. The AzGPPH blends the strengths and experiences of the medical and health-related programs of the universities and community health agencies in Arizona to provide a program of sufficient breadth and depth so as to offer high quality, community-oriented graduate public health education. The AzGPPH is designed to meet the particular needs of the southwestern U.S., with emphases on rural and urban medically underserved populations including Hispanics, Native Americans, and other ethnic minority populations.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.7	207.5	440.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.7</b>	<b>207.5</b>	<b>440.3</b>
<b>FTE Positions</b>	<b>8.3</b>	<b>8.3</b>	<b>8.3</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide a comprehensive didactic and practical education for students who will acquire skills and behaviors to contribute in various public or private health sectors, including competencies in the areas of analysis, communication, policy development, program planning, financial planning, management, and recognition of cultural and ethnic diversity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students indicating that the program was good to very good on exit survey	73%	77%	80%	80%	80%

- ◆ Goal 2 - To develop and collaborate in community-based research and studies of health promotion and disease prevention programs focusing on contemporary public health problems, and disseminate results to other professionals locally, regionally, and internationally.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Extramural research funding in community- based research and studies of health promotion and disease prevention programs (in millions)	\$6.6	\$7.1	\$7.6	\$8.1	\$8.7

**UHA.1.8 SUBPROGRAM SUMMARY**  
**ARIZONA HEALTH SCIENCES LIBRARY**

Contact: Rachael K. Anderson, Director  
Phone: 626-6121

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,240.2	2,345.7	2,730.3
Other Non Appropriated Funds	725.7	712.0	575.8
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,965.9</b>	<b>3,057.7</b>	<b>3,306.1</b>
<b>FTE Positions</b>	<b>36.5</b>	<b>36.2</b>	<b>37.1</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classes being offered	373	390	410	430	450
● Students and faculty attending classes	2,870	3,000	3,200	3,600	4,000

- ◆ Goal 2 - To assure access to information resources in the health sciences on-site and off-site.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Searches on Health Info (Online databases)	192,722	193,700	194,700	195,700	196,600
● Resources (print and non-print) circulated from the collection	57,096	57,400	57,700	58,000	58,300
● Resources (print and non-print) used in the library	254,927	256,200	257,500	258,800	260,000
● Material supplied to students, faculty, and health professionals off-site	14,896	15,000	15,100	15,200	15,300

**UHA.1.9 SUBPROGRAM SUMMARY**  
**ACADEMIC SUPPORT**

Contact: Jay W. Smith, Dean of Academic Affairs  
Phone: 626-4555

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,317.2	2,426.3	2,513.9
Other Non Appropriated Funds	3,181.9	3,121.8	2,524.7
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,499.1</b>	<b>5,548.1</b>	<b>5,038.6</b>
<b>FTE Positions</b>	<b>78.5</b>	<b>76.4</b>	<b>79.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To enhance the level of scholarship in the development and delivery of instructional programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participants in faculty development programs (AHSC)	900	1,000	1,100	1,200	1,300
● Programs evaluated	35	35	35	35	35

◆ Goal 2 - To enhance student success in Health Sciences Center curricula.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Student visits to academic counselors (AHSC)	1,650	1,800	1,800	1,800	1,800
● AHSC students/Number of classes using palmtop computer to integrate instructional technology	540/12	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Positive customer response to service quality surveys	99%	98%	98%	98%	98%
● Labor Efficiency Index measured at Total Division Budget per billed instructional support services hours	\$91.6/hr.	\$90.5/hr.	\$90/hr.	\$89.5/hr.	\$89/hr.
● Material Production Efficiency Index measured as Total Division Budget per number of billed instructional material items	\$0.11/ite m	\$0.11/ite m	\$0.108/it em	\$0.105/it em	\$0.103/it em

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Courses and educational events carried on AHSC Interactive Video Network in support of AHSC Phoenix Programs and the Arizona Graduate Program in Public Health	319	400	450	500	550
● Events per rural site delivered as part of Arizona Telemedicine Network	25	50	100	200	300

**UHA.2 PROGRAM SUMMARY**  
**ORGANIZED RESEARCH**  
 Contact: Jay W. Smith, Dean of Academic Affairs  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,457.5	1,526.1	2,081.8
Other Non Appropriated Funds	7,608.0	7,464.3	6,036.5
Federal Funds	17,022.1	17,578.1	18,013.3
<b>Program Total</b>	<b>26,087.6</b>	<b>26,568.5</b>	<b>26,131.6</b>
<b>FTE Positions</b>	<b>301.3</b>	<b>302.5</b>	<b>307.9</b>

**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: Jay W. Smith, Dean of Academic Affairs  
 Phone: 626-4555  
 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 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,457.5	1,526.1	2,081.8
Other Non Appropriated Funds	7,608.0	7,464.3	6,036.5
Federal Funds	17,022.1	17,578.1	18,013.3
<b>Program Total</b>	<b>26,087.6</b>	<b>26,568.5</b>	<b>26,131.6</b>
<b>FTE Positions</b>	<b>301.3</b>	<b>302.5</b>	<b>307.9</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To promote excellence in basic and clinical research, patient care, education, and training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	16	18	20	22	24
● Patients rating patient care as excellent in satisfaction survey	86%	87%	88%	89%	90%

◆ Goal 2 - To establish a stable funding base to support research, education, and service activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Research grants and contracts (in thousands)	\$31,416	\$31,887	\$32,845	\$84,487	\$36,211
● Private donations (in thousands)	\$757	\$795	\$835	\$877	\$921

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training programs/workshops/lectures	23	25	27	30	33

**UHA.3 PROGRAM SUMMARY**  
**COMMUNITY OUTREACH**  
 Contact: James E. Dalen, VP Health Sciences  
 Phone: 626-7383  
 A.R.S. 15-1601

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	588.3	1,247.6	1,302.7
Other Non Appropriated Funds	800.4	785.3	635.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,388.7</b>	<b>2,032.9</b>	<b>1,937.8</b>
<b>FTE Positions</b>	<b>14.8</b>	<b>17.3</b>	<b>16.3</b>

**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: Theodore G. Tong, Director  
 Phone: 626-1587  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	800.4	785.3	635.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>800.4</b>	<b>785.3</b>	<b>635.1</b>
<b>FTE Positions</b>	<b>11.4</b>	<b>13.9</b>	<b>12.9</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Call volume per year	60,000	70,000	75,000	80,000	85,000
● Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center	yes	yes	yes	yes	yes

- ◆ Goal 2 - To provide poison prevention to individual citizens, organizations, and the public at large.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Educational items distributed	100,000	105,000	105,000	105,000	105,000
● Health professionals participating in continuing education programs	200	200	200	200	205

**UHA.3.2 SUBPROGRAM SUMMARY**  
**TELEMEDICINE**  
 Contact: Ronald S. Weinstein, Department Head Pathology  
 Phone: 626-6097  
  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	588.3	1,247.6	1,302.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>588.3</b>	<b>1,247.6</b>	<b>1,302.7</b>
<b>FTE Positions</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish telemedicine network infrastructure.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Sites developed and operational	2	10	15	20	25

- ◆ Goal 2 - To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Patients served	58	525	1,600	2,950	4,300

**UHA.4 PROGRAM SUMMARY**  
**INSTITUTIONAL SERVICES**  
 Contact: Patricia A. St. Germain, Asst. VP, Admin. & Finance  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	347.7	360.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>347.7</b>	<b>360.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Faculty/staff participating in abuse/harassment workshops	28%	20%	15%	15%	15%
● Abuse/harassment incidences	5	4	3	3	3
● Staff receiving career progression	10%	12%	15%	17%	20%
● Staff turnover	325	300	300	300	300

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Endowment funds (in millions)	\$47.6	\$52.3	\$57.5	\$63.2	\$69.5







Protection & Safety



<b>AGENCY SUMMARY</b>	
<b>CRIMINAL JUSTICE COMMISSION</b>	
Rex M. Holgerson, Executive Director	JCA
Contact: Rex M. Holgerson, Executive Director	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 19 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 19 Commission members are appointed by the Governor, according to statutory guidelines, and represents the various elements of the criminal justice system in the State. Ten of the 19 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, NCHIP, and the CJRIP and SIS grants. The Commission also develops and publishes an annual records improvement plan.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ MANAGEMENT AND LIAISON	326.5	356.6	361.2
➤ ENHANCED DRUG AND VIOLENT CRIME CONTROL	15,268.2	11,961.6	15,814.5
➤ CRIMINAL JUSTICE RECORDS IMPROVEMENT	1,343.0	1,253.3	1,676.4
➤ STATISTICAL ANALYSIS CENTER	48.4	189.2	188.2
➤ CRIME VICTIMS PROGRAMS	333.1	1,909.8	2,559.3
Capital Funds	0.0	0.0	2,000.0
Agency Total	17,319.2	15,670.5	22,599.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	500.0	1,250.0	1,391.0
Other Appropriated Funds	532.0	1,925.2	2,458.6
Other Non Appropriated Funds	6,029.7	4,785.6	6,676.9
Federal Funds	10,257.5	7,709.7	10,073.1

Operating Funds Subtotal	17,319.2	15,670.5	20,599.6
Capital Funds	0.0	0.0	2,000.0
Agency Total	17,319.2	15,670.5	22,599.6
FTE Positions	16.0	19.5	20.0

**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, the effectiveness and coordination of the criminal justice system in Arizona.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Successful completion of statutory mandates regarding Commission duties, responsibilities and mandates.	98%	100%	100%	100%
● Successfully acquire, monitor and administer available funds and related fund requirements for all programs and grants.	100%	100%	100%	100%	100%
● Successfully collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system.	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	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%	100%
● Successfully organize, support, and conduct all meetings under the Commission responsibility to produce effective results.	100%	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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Successfully develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in Arizona.	100%	100%	100%	100%	100%
● Successfully develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in Arizona.	95%	95%	95%	100%	100%
● Accurately and successfully publish and distribute reports containing reliable information and data on the crime activity and the criminal justice system in Arizona.	95%	100%	100%	100%	100%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Successfully organize, support and conduct meetings under the Commission responsibility to produce effective results.	100%	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%	100%

JCA.1 PROGRAM SUMMARY  
**MANAGEMENT AND LIAISON**  
 Contact: Rex M. Holgerson, Executive Director  
 Phone: 230-0252  
 A.R.S. 41-2405

**Program Mission:**

*To provide planning, direction and administration for all Commission mandates, programs, functions and activities to carry out the mission of the agency.*

**Program Description:**

The central management, coordination and administrative program of the Commission. It organizes, supports, schedules and carries out the many public meetings of the 19-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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	1.7	0.0
Other Appropriated Funds	238.2	282.2	235.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	88.3	72.7	126.2
<b>Program Total</b>	<b>326.5</b>	<b>356.6</b>	<b>361.2</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.5</b>	<b>5.5</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide a continuum of effective organization and administration for Commission responsibilities, activities and programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Direct liaison contacts regarding system activities and functions	2,337	2,500	3,000	3,200	3,400
● Open public meetings of full Commission, committees, working groups, and task forces	71	70	70	76	82
● Collection and review of information, research reports, periodicals, newsletters and relevant studies regarding criminal justice systems and activities	1,720	2,240	2,600	2,600	2,600
● Publication and distribution of periodic required reports, special reports, meeting materials, announcements, newsletter, research reports and general information regarding the criminal justice system	112	130	146	160	160

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Accurately acquire, monitor, and administer the available funds and related fund requirements for all programs and grants	61	86	92	92	92
● Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	129	156	180	200	220
● Audits from state and federal oversight entities and Commission generated compliance audits	138	152	176	176	176
● Execute and distribute all required fiscal reports in an accurate and timely manner	34	40	46	46	46

◆ 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.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Accurate and timely monitoring of criminal justice related federal and state legislative events/activities/results	122	140	150	160	160
● Liaison contact with Congress and staff, Legislators and staff (state and federal executives and staff), and legislative lobbyists and advocates	345	400	440	440	440
● Dissemination of criminal justice related legislative information and materials through meetings, publications, reports, and direct personal contact	186	260	312	320	340
● Representation and testimony at both federal and state legislative bodies regarding criminal justice related legislation	123	148	160	160	160

**JCA.2 PROGRAM SUMMARY**  
**ENHANCED DRUG AND VIOLENT CRIME CONTROL**  
 Contact: Joseph R. Farmer, Program Manager  
 Phone: 230-0252  
 A.R.S. 41-2402

**Program Mission:**

*To enhance and coordinate funded efforts to deter, investigate, prosecute, adjudicate and punish drug, violent crime and criminal street gang offenders.*

**Program 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, 42 U.S.C. 3711, et. seq., 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, Pub. L. 103-322, an amendment to the Omnibus Crime Control & Safe Streets Act (42 U.S.C 3711 et seq.) adding 42 U.S.C., Section 3796 ff--Residential Substance Abuse Treatment for State Prisoners, and for the Local Law Enforcement Block Grants Program enacted under the Omnibus Fiscal Year 1996 Appropriations Act, Public Law 104-134.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>
General Funds	500.0	1,247.5	1,391.0
Other Appropriated Funds	226.7	0.0	0.0
Other Non Appropriated Funds	6,029.7	4,519.8	6,486.7
Federal Funds	8,511.8	6,194.3	7,936.8
<b>Program Total</b>	<b>15,268.2</b>	<b>11,961.6</b>	<b>15,814.5</b>
FTE Positions	5.5	5.0	5.0

**Program 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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Grants identified, applications submitted and approved by funding authorities.	5	6	7	7	7
● Submissions for grant funding approved by the Arizona Criminal Justice Commission	115	120	125	125	130
● Grants awarded to applicant agencies by the Commission	106	110	114	114	118
● Arrests made by grant-funded task forces.	3,364	3,768	4,220	4,726	5,293
● Convictions reported by grant-funded prosecution projects.	9,041	9,629	10,255	10,921	11,631
● Grant agreements executed in a timely manner by Commission staff.	100%	100%	100%	100%	100%
● Requests for training/technical assistance received and filled.	100%	100%	100%	100%	100%
● On-site monitoring visits conducted by Commission staff.	30	34	38	42	45
● Telephone calls to and from subgrantees.	11,200	1,250	1,300	1,350	1,400
● Federal grantor agency conferences, workshops and planning sessions attended by Commission staff.	6	7	7	7	8
● Complaints received by Commissioners regarding actions by the Commission staff in the administration of subgrants.	0	0	0	0	0
● Complete, accurate reports submitted on or before due dates.	100%	100%	100%	100%	100%

**JCA.3 PROGRAM SUMMARY**  
**CRIMINAL JUSTICE RECORDS IMPROVEMENT**  
 Contact: Jerry Hardt, Program Manager  
 Phone: 230-0252  
 A.R.S. 41-2402

**Program 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.*

**Program 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)		
	<u>FY1997 Actual</u>	<u>FY1998 Estimate</u>	<u>FY1999 Estimate</u>

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	Actual	Estimate	Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	265.8	190.2
Federal Funds	1,343.0	987.5	1,486.2
<b>Program Total</b>	<b>1,343.0</b>	<b>1,253.3</b>	<b>1,676.4</b>
<b>FTE Positions</b>	<b>1.5</b>	<b>3.0</b>	<b>3.0</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To apply for available funds from federal Justice Department agencies.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grant applications forwarded to proper agencies.	3	4	4	4	4
● Grant awards provided to the Commission by the various granting agencies.	3	4	4	4	4
● Applicants requesting funding.	47	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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grants awarded to agencies for improvement of criminal justice/history records.	37	45	45	45	45

- ◆ Goal 3 - To administer, monitor, and evaluate grant projects on a continual basis.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Site visits to grantee agencies.	36	45	45	45	45
● Assistance provided to grantee agencies.	36	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.	30	45	45	45	45
● Letters completed to notify agencies when they fail to report in a timely manner.	10	11	11	11	11

- ◆ Goal 4 - To introduce legislation to change/improve criminal history reporting as needed.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Bills submitted to legislature.	0	1	1	1	1
● Bills passed by the legislature for the improvement of criminal history record reporting.	0	1	1	1	1

- ◆ Goal 5 - To improve disposition reporting of each county to the central repository each year.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meetings coordinated by records coordinator in the counties annually.	3	6	4	4	4
● Decrease of total dispositions rejected in each county by the central repository.	0%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Meetings conducted annually.	1	20	12	6	0
● Technology standards established as a result of the meetings.	0	25	50	50	0
● Data dictionary established	N/A	N/A	100%	N/A	N/A

**JCA.4 PROGRAM SUMMARY**  
**STATISTICAL ANALYSIS CENTER**

Contact: Roy A. Holt, Assistant Director  
Phone: 230-0252

A.R.S. 41-2405 (J)

**Program 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.*

**Program 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	25.0	31.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	48.4	164.2	156.9
<b>Program Total</b>	<b>48.4</b>	<b>189.2</b>	<b>188.2</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>3.5</b>	<b>4.0</b>

**Program Goals and Performance Measures:**

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

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Studies/research projects proposed by internal and external customers.	7	9	11	13	13
● Studies/reports completed and published.	6	7	9	10	11
● Requests for completed research products from external customers.	50	60	70	100	100
● Public and media data requests processed.	15	20	20	25	25
● Legislative and policy-maker data requests processed.	5	7	10	10	10

<p>JCA.5 PROGRAM SUMMARY</p> <p><b>CRIME VICTIMS PROGRAMS</b></p> <p>Contact: Rita J. Yorke, Program Manager, Crime Victims Services Phone: 230-0252</p> <p>A.R.S. 41-2407; 41-2408</p>
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**Program 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.

**Program 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 as authorized in Section 1403 of VOCA, Public Law 98-473, as amended, codified at 42 U.S.C. 10603, et seq. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.8	0.0
Other Appropriated Funds	67.1	1,618.0	2,192.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	266.0	291.0	367.0
<b>Program Total</b>	<b>333.1</b>	<b>1,909.8</b>	<b>2,559.3</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.5</b>	<b>2.5</b>

**Program 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.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Applicants requesting funds.	50	55	55	55	55
● Grants awarded in a timely manner to victim services providers.	30	30	30	30	30
● Site visits completed.	5	15	25	30	30
● Program audits reflecting no deficiencies.	5	15	25	30	30
● Program single audits reflecting compliance with Administrative Rules.	5	15	25	30	30

- ◆ Goal 2 - To ensure Crime Victim Compensation Funds are awarded to eligible claimants.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Continuity of administration in the 15 counties.	15	15	15	15	15
● Counties in which case reviews completed.	75%	80%	90%	95%	100%
● Cases reviewed showing no deficiencies.	75%	80%	90%	95%	100%
● Programs reviewed reflecting compliance with certified	N/A	80%	90%	95%	100%

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
assurances and fiscal management practices.					

- ◆ Goal 3 - To reduce the number of case errors due to rule misinterpretation.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Fair hearings requested by claimants.	N/A	15	10	5	0



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>AUTO THEFT AUTHORITY</b>	
Paul Mortensen, Executive Director	ATA
Contact: Carolyn Brenner, Admin Svcs Officer	604-9034
A.R.S. 41-3451	

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mexican and US Border states tracking stolen vehicles	N/A	N/A	Baseline	N/A	N/A



**Agency/Program Mission:**

To reduce vehicle theft through a statewide cooperative effort by supporting law enforcement investigation, prosecution and awareness programs.

**Agency/Program Description:**

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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	119.8	0.0	0.0
Other Appropriated Funds	0.0	1,173.5	1,177.1
Other Non Appropriated Funds	946.7	0.0	0.0
Federal Funds	34.7	115.0	0.0
Operating Funds Subtotal	1,101.2	1,288.5	1,177.1
Capital Funds	0.0	0.0	0.0
Agency Total	1,101.2	1,288.5	1,177.1
FTE Positions	2.0	2.0	6.0

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the occurrence of vehicles stolen throughout the state of Arizona by 10% a year.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Vehicles stolen	1,500	2,000	1,800	1,620	1,458
● Vehicles recovered (Jan-Dec)	755	900	990	1,089	1,198
● Value of cars recovered (in millions \$)	5.6	5.9	5.9	5.9	5.9
● Arizonans reached by anti-theft messages	8,000	20,000	20,000	60,000	60,000

- ◆ Goal 2 - To support the identification and apprehension of vehicle theft organizations and chop shops operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Chop shops investigated	24	80	120	200	350
● Altered/switched VINs	135	135	131	130	130
● Agencies assisted	170	187	205	226	248

- ◆ Goal 3 - To support effective prosecution against vehicle theft organizations and perpetrators.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Felony arrests	140	200	300	1,000	3,000
● Insurance fraud cases	11	52	125	300	1,000

- ◆ Goal 4 - To implement the border interdiction program.



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF CORRECTIONS</b>	
Terry L. Stewart, Director	DCA
Contact: Don L. Horne, Administrator	542-3460

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ POLICY, MANAGEMENT & RESOURCE ALLOCATION	2,134.2	1,764.7	1,947.5
➤ PRISON OPERATIONS	360,074.2	409,338.6	439,043.8
➤ COMMUNITY CORRECTIONS	7,219.2	8,376.5	7,950.6
➤ INMATE HEALTH CARE	48,428.1	61,037.9	66,903.7
➤ HUMAN RESOURCES MANAGEMENT	6,960.6	6,335.0	8,581.9
➤ AGENCY INFRASTRUCTURE	19,736.8	19,015.7	20,873.6
➤ INSPECTIONS AND INVESTIGATIONS	7,243.2	7,076.1	7,961.9
➤ ARIZONA CORRECTIONAL INDUSTRIES (ACI)	13,382.2	16,380.2	16,984.1
Capital Funds	0.0	0.0	0.0
Agency Total	465,178.5	529,324.7	570,247.1

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	409,231.7	461,269.4	518,704.1
Other Appropriated Funds	18,483.9	26,775.4	14,767.5
Other Non Appropriated Funds	20,046.9	27,034.1	22,575.2
Federal Funds	17,416.0	14,245.8	14,200.3
Operating Funds Subtotal	465,178.5	529,324.7	570,247.1
Capital Funds	0.0	0.0	0.0
Agency Total	465,178.5	529,324.7	570,247.1
FTE Positions	8,729.4	9,125.9	10,065.9

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Compliance with security policies audited	N/A	85%	90%	95%	100%
● Ratio of inmate assaults per 1,000 inmates	N/A	10	8.5	7.2	6.1
● Prison population (excludes private prisons and county jails)	22,101	22,653	23,742	25,326	26,910
● Escapes per 1,000 inmates	0	0	0	0	0
● Institutional reports on functional areas inspected	6	11	13	13	13
● Prison units inspected	23	44	47	50	50
● Criminal investigations conducted	1,235	1,400	1,600	1,700	1,850
● Criminal investigations completed within 30 calendar days	82%	85%	90%	95%	95%
● Elements rated satisfactory in most current evaluation conducted by Inspections Bureau as compared to elements previously rated unsatisfactory	N/A	100%	100%	100%	100%

- ◆ Goal 2 - To optimize inmate participation in work programs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Workable inmates (eligible to participate in work programs)	18,786	19,255	20,181	21,527	22,874
● Inmates assigned to all work programs (Institutional, IGA/Community Betterment and ACI)	14,555	16,367	17,759	19,374	21,044
● Workable inmates in all work programs	77.48%	85%	88%	90%	92%

- ◆ Goal 3 - To provide educational programs for inmates that facilitate maximum participation and promote successful completion.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inmates assessed and determined to need mandatory educational services	4,960	6,616	7,400	8,259	9,126
● Inmates receiving mandatory education	75%	100%	100%	100%	100%
● Inmates achieving 8th grade equivalency level	3,360	3,730	4,140	4,595	5,049

- ◆ Goal 4 - To increase recruitment, retention and development of staff.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Correctional Officer (CO) II candidates who accepted job offer as a result of all recruiting means	1,577	2,156	3,102	2,048	1,521

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● Overall CO II loss rate	.256	.2706	.255	.239	.239
● Background investigations completed	4,742	5,305	5,385	7,775	8,250
● Background investigations completed within 30 calendar days of receipt	95%	95%	95%	95%	95%
● Administrative investigations (major)	380	400	420	440	460
● Administrative investigations completed within 60 calendar days of receipt	38.1%	80%	80%	80%	80%

◆ Goal 5 - To improve Department operations through technology and innovation.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● WAN and LAN infrastructure completed	N/A	33%	33%	66%	100%

◆ Goal 6 - To provide cost-effective constitutionally mandated correctional health care.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lawsuits where judgement was against ADC for medical indifference	0	0	0	0	0
● Average Arizona health services cost per inmate	2,143	2,688	2,819	2,988	3,167
● ADC average cost per inmate for all health services is below the National Consumer Price Index, Medical Inflater, average cost for all health services	34%	27%	30%	33%	36%

◆ Goal 7 - 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Offenders released to supervision during the fiscal year	6,026	8,136	9,258	10,098	11,100
● Offenders under community supervision	10,355	10,700	11,100	11,400	11,900
● Completion of prescribed number of contacts with offenders	N/A	N/A	98%	99%	100%
● Collaborative contracts in place	3	5	5	5	5
● Offenders successfully completing community supervision	65%	82%	84%	85%	86%
● Offenders returned to prison	2,138	1,501	1,521	1,453	1,332

**DCA.1 PROGRAM SUMMARY**  
**POLICY, MANAGEMENT & RESOURCE ALLOCATION**

Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Laura Krause, Executive Administrator  
 Phone: 542-3371  
 A.R.S. 41-1602

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,134.2	1,764.7	1,947.5
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
<b>Program Total</b>	<b>2,134.2</b>	<b>1,764.7</b>	<b>1,947.5</b>
<b>FTE Positions</b>	<b>32.0</b>	<b>32.0</b>	<b>34.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To respond to all disciplinary appeals and grievances filed by inmates in a timely manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Disciplinary appeals filed by inmates	N/A	N/A	1,179	1,250	1,325
● Disciplinary appeals filed by inmates responded to within 20 calendar days	N/A	N/A	100%	100%	100%
● Grievances filed by inmates	N/A	N/A	2,482	2,631	2,789
● Grievances filed by inmates responded to within 20 calendar days	N/A	N/A	100%	100%	100%

**DCA.2 PROGRAM SUMMARY**  
**PRISON OPERATIONS**

Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 A.R.S. 41-1602

**Program Mission:**

*To provide direction to Wardens, Deputy Wardens and Associate Deputy Wardens in the administration and operations of all prisons.*

**Program Description:**

This program establishes prison operations; supervises prison Wardens, Deputy Wardens and Associate 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 management, support services, inmate programs and private prisons.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	321,418.9	361,626.2	408,397.3
Other Appropriated Funds	18,483.9	26,775.4	14,767.5
Other Non Appropriated Funds	2,755.4	6,766.2	1,678.7
Federal Funds	17,416.0	14,170.8	14,200.3
<b>Program Total</b>	<b>360,074.2</b>	<b>409,338.6</b>	<b>439,043.8</b>
FTE Positions	7,444.4	7,801.9	8,601.9

**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: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 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 prison Wardens, Deputy Wardens and Associate 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 management, support services, inmate programs and private prisons.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,497.8	3,528.7	3,783.6
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
<b>Program Total</b>	<b>2,497.8</b>	<b>3,528.7</b>	<b>3,783.6</b>
FTE Positions	42.0	44.0	53.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish common operating systems linking all ADC facilities and enabling the input, storage and retrieval of all information related to inmate management and prison operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Institutions with telecommunication capability	0	25%	50%	100%	100%

DCA.2.2 SUBPROGRAM SUMMARY  
**SECURITY OPERATIONS**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	204,071.8	227,178.0	255,742.4
Other Appropriated Funds	1,000.0	1,000.0	1,000.0
Other Non Appropriated Funds	1,744.6	472.6	0.0
Federal Funds	17,144.4	13,834.2	13,834.2
<b>Program Total</b>	<b>223,960.8</b>	<b>242,484.8</b>	<b>270,576.6</b>
FTE Positions	5,822.9	6,175.9	6,925.9

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure secure prisons.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Standardized security self-audit instruments implemented	0	7	2	2	2

DCA.2.3 SUBPROGRAM SUMMARY  
**SUPPORT SERVICES**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 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, central office

classification, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	75,626.9	77,294.2	90,691.6
Other Appropriated Funds	17,483.9	25,775.4	13,767.5
Other Non Appropriated Funds	315.6	2,836.4	446.2
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>93,426.4</b>	<b>105,906.0</b>	<b>104,905.3</b>
<b>FTE Positions</b>	<b>1,034.0</b>	<b>1,004.0</b>	<b>972.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To effectively utilize inmate transportation services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in mileage related to movement of inmates within the Department	N/A	Baseline	5%	8%	11%
● Reduction in overtime paid to Correctional Officers when transporting inmates within the Department	N/A	Baseline	10%	15%	20%

**DCA.2.4 SUBPROGRAM SUMMARY**  
**INMATE PROGRAMS**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 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 inmate 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	26,842.0	34,027.2	36,772.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	695.2	3,457.2	1,232.5
Federal Funds	271.6	336.6	366.1
<b>Program Total</b>	<b>27,808.8</b>	<b>37,821.0</b>	<b>38,370.8</b>
<b>FTE Positions</b>	<b>533.5</b>	<b>567.0</b>	<b>635.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To optimize inmate participation in work programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inmates assigned to institutional work programs	12,200	13,656	14,702	16,072	17,497
● Inmates assigned to IGA/Community Betterment	1,180	1,298	1,428	1,571	1,714

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inmates assessed below functional literacy level and enrolled in program	5,600	6,216	6,900	7,659	8,417
● Inmates achieving 8th grade equivalency level	3,360	3,730	4,140	4,595	5,049
● Inmates achieving grade level equivalency to average monthly enrollment	N/A	90%	95%	95%	95%
● Inmates demonstrating competencies in vocational skill areas through certificate completion	468	503	541	581	625
● Average enrollment of inmates in unit based substance abuse programs	846	939	1,042	1,157	1,271

**DCA.2.5 SUBPROGRAM SUMMARY**  
**PRIVATE PRISONS**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Charles L. Ryan, Deputy Director  
 Phone: 542-3894  
 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, Private Prison Operations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	12,415.8	19,598.1	21,407.5
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
<b>Program Total</b>	<b>12,415.8</b>	<b>19,598.1</b>	<b>21,407.5</b>
FTE Positions	12.0	11.0	16.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To monitor the performance of the private prisons to determine compliance with contract provisions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Private prisons monitored (completion of ADC 5-year bed plan may result in changes to the projected number of private prisons)	2	3	6	6	6
● Non-compliance issues addressed/corrected within time frames	100%	100%	100%	100%	100%

- ◆ Goal 2 - To manage the inmate population at private prisons in order to permit the state to take full advantage of cost savings offered by the terms of the contract.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Private prisons where the per diem is based on the level of occupancy	2	2	5	5	5
● Average daily population at prisons where per diem is based on the level of occupancy	99%	99%	99%	99%	99%
● Private prisons where the per diem is based on a fixed bed cost	N/A	1	1	1	1
● Average daily population at prisons where per diem is based on a fixed bed cost	0	95%	96%	97%	98%

**DCA.3 PROGRAM SUMMARY**  
**COMMUNITY CORRECTIONS**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Nancy E. Hughes, Assistant Director  
 Phone: 542-4232  
 A.R.S. 41-1604

**Program Mission:**

*To maintain public protection through effective release processing and supervision of offenders released to the community under supervision.*

**Program Description:**

Community corrections consists of assisting inmates to lawfully transition into society and identifying and returning 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate

General Funds	7,219.2	8,376.5	7,950.6
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
<b>Program Total</b>	<b>7,219.2</b>	<b>8,376.5</b>	<b>7,950.6</b>
FTE Positions	163.0	163.0	157.0

**This Program Contains the following Subprograms:**

- ▶ Community Corrections Management
- ▶ Community Supervision

**DCA.3.1 SUBPROGRAM SUMMARY**  
**COMMUNITY CORRECTIONS MANAGEMENT**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Nancy E. Hughes, Assistant Director  
 Phone: 255-4232  
 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 consists of assisting inmates to lawfully transition into society and identifying and returning 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
	General Funds	162.3	210.0
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
<b>Program Total</b>	<b>162.3</b>	<b>210.0</b>	<b>157.4</b>
FTE Positions	4.0	4.0	4.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To access adequate transition services for offenders released to supervision or assigned to pre-release programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Collaborative contracts in place	3	5	5	5	5
● Referrals receiving follow-up services	N/A	100%	100%	100%	100%
● Offenders receiving substance abuse transition services	1,800	1,800	2,500	3,000	3,200

**DCA.3.2 SUBPROGRAM SUMMARY**  
**COMMUNITY SUPERVISION**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Nancy E. Hughes, Assistant Director  
 Phone: 255-4232  
 A.R.S. 41-1609.1

**Subprogram Mission:**

To maintain public protection through effective release processing and supervision of offenders released to the community.

**Subprogram Description:**

Staff conduct pre-placement and employment investigations; complete accurate release authorization paperwork; complete risk assessments for the purpose of defining minimum levels of contact; monitor and supervise offenders on parole, work furlough, administrative releases and Interstate Parole; provide transitional services; investigate possible violations of conditions of release; sanction violations of conditions of release; and provide due process to those facing revocation of supervision.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,056.9	8,166.5	7,793.2
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
<b>Program Total</b>	<b>7,056.9</b>	<b>8,166.5</b>	<b>7,793.2</b>
<b>FTE Positions</b>	<b>159.0</b>	<b>159.0</b>	<b>153.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To effectively release, supervise and monitor offenders under release supervision in the community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Offenders released to supervision during the fiscal year	6,026	8,136	9,258	10,098	11,100
● Offenders under community supervision	10,355	10,700	11,100	11,400	11,900
● Completion of prescribed number of contacts with offenders	N/A	N/A	98%	99%	100%
● Offenders successfully completing community supervision	3,917	6,672	7,777	8,583	9,546
● Offenders successfully completing community supervision	65%	82%	84%	85%	86%
● Offenders returned to prison	2,138	1,501	1,521	1,453	1,332

**DCA.4 PROGRAM SUMMARY**  
**INMATE HEALTH CARE**  
 Contact: Terry L. Stewart, Director  
 Phone: 255-5497  
 Contact: Dr. Thomas W. Lutz, Deputy Director  
 Phone: 255-4222  
 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.

**Program Description:**

This program provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services through the management of agency services and oversight of private treatment facilities.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	48,428.1	61,037.9	66,903.7
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
<b>Program Total</b>	<b>48,428.1</b>	<b>61,037.9</b>	<b>66,903.7</b>
<b>FTE Positions</b>	<b>699.0</b>	<b>733.0</b>	<b>810.0</b>

**This Program Contains the following Subprograms:**

- ▶ Inmate Health Care Management
- ▶ Medical Services
- ▶ Dental Services
- ▶ Mental Health Services
- ▶ Nursing
- ▶ Pharmacy

**DCA.4.1 SUBPROGRAM SUMMARY**  
**INMATE HEALTH CARE MANAGEMENT**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Dr. Thomas W. Lutz, Deputy Director  
 Phone: 255-4222  
 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.

**Subprogram Description:**

This subprogram provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services through the management of agency services and oversight of private treatment facilities.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,285.1	2,768.9	3,242.8
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
<b>Program Total</b>	<b>2,285.1</b>	<b>2,768.9</b>	<b>3,242.8</b>
<b>FTE Positions</b>	<b>83.0</b>	<b>83.0</b>	<b>90.2</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To contain health care costs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average Arizona health services cost per inmate	2,143	2,688	2,819	2,988	3,167
● ADC average cost per inmate for all health services is below the Consumer Price Index, Medical Inflation, average cost for all health services	34%	27%	30%	33%	36%

◆ Goal 2 - To achieve accreditation with the National Commission on Correctional Health Care standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Health units at prison complexes achieving accreditation	N/A	N/A	33%	66%	100%

◆ Goal 3 - To effectively utilize allocated Inmate Health Services resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Medical staff certified/licensed	100%	100%	100%	100%	100%

**DCA.4.2 SUBPROGRAM SUMMARY**  
**MEDICAL SERVICES**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Dr. Thomas W. Lutz, Deputy Director  
 Phone: 255-4222  
 A.R.S. 31-201.01

**Subprogram Mission:**

*To provide 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	28,396.6	36,905.8	39,233.8
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
<b>Program Total</b>	<b>28,396.6</b>	<b>36,905.8</b>	<b>39,233.8</b>
<b>FTE Positions</b>	<b>104.5</b>	<b>110.5</b>	<b>154.3</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide medically necessary health care to inmates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Health Need Requests (HNRs) for medical care submitted by inmates	15,637	16,575	17,403	18,621	19,738
● Medical visits that do not require an HNR	64,346	68,207	71,617	76,630	81,228
● Medical encounters	79,983	84,782	89,020	95,251	100,966
● Court cases where medical services has been found to be indifferent to medical needs	0	0	0	0	0

◆ Goal 2 - To effectively utilize allocated Inmate Health Services resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual increase or decrease in ADC average cost per prisoner	20.4	28	4	6	6

● Average cost per inmate for medical care	1,273	1,632	1,693	1,795	1,903
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**DCA.4.3 SUBPROGRAM SUMMARY**  
**DENTAL SERVICES**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Dr. Thomas W. Lutz, Deputy Director  
 Phone: 255-4222  
 A.R.S. 31-201.01

**Subprogram Mission:**

*To provide 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,294.8	3,414.0	4,490.5
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
<b>Program Total</b>	<b>3,294.8</b>	<b>3,414.0</b>	<b>4,490.5</b>
<b>FTE Positions</b>	<b>62.5</b>	<b>67.5</b>	<b>75.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To effectively utilize dental health services resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average cost per inmate for dental care	149.22	150.71	152.22	153.74	155.28
● Increase in average cost for dental care	0	1%	1%	1%	1%
● Below service fees in national survey of dental fees	55%	56%	57%	58%	59%

**DCA.4.4 SUBPROGRAM SUMMARY**  
**MENTAL HEALTH SERVICES**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Dr. Thomas W. Lutz, Deputy Director  
 Phone: 255-4222  
 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	7,431.9	9,083.0	10,008.4
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
<b>Program Total</b>	<b>7,431.9</b>	<b>9,083.0</b>	<b>10,008.4</b>
<b>FTE Positions</b>	<b>164.5</b>	<b>170.0</b>	<b>179.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To meet the increasing number of inmates requiring general mental health services and specialized programs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average cost of mental health services per inmate	323.55	400.96	422.30	443.42	465.59
● Admissions for treatment or evaluation to the Alhambra Behavioral Health Treatment Facility	260	265	271	276	281

**DCA.4.5 SUBPROGRAM SUMMARY**  
**NURSING**

Contact: Terry L. Stewart, Director  
Phone: 542-5497  
Contact: Dr. Thomas W. Lutz, Deputy Director  
Phone: 255-4222  
A.R.S. 31-201.01

**Subprogram Mission:**

To provide 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,851.0	3,958.4	4,330.1
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
<b>Program Total</b>	<b>2,851.0</b>	<b>3,958.4</b>	<b>4,330.1</b>
<b>FTE Positions</b>	<b>240.0</b>	<b>253.0</b>	<b>258.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain accurate processing of Health Needs Requests (HNRs).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● HNRs triaged by Nursing for all disciplines	207,464	213,687	220,829	235,532	250,263
● HNRs collected between 0200 and 0400 hours	N/A	N/A	90%	95%	100%
● HNRs triaged within 2 hours of collections	N/A	N/A	75%	85%	95%

**DCA.4.6 SUBPROGRAM SUMMARY**  
**PHARMACY**

Contact: Terry L. Stewart, Director  
Phone: 542-5497  
Contact: Dr. Thomas W. Lutz, Deputy Director  
Phone: 255-4222  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,168.7	4,907.8	5,598.1
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
<b>Program Total</b>	<b>4,168.7</b>	<b>4,907.8</b>	<b>5,598.1</b>
<b>FTE Positions</b>	<b>44.5</b>	<b>49.0</b>	<b>53.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To establish a minimal level of clinical pharmacy services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complex pharmacies that have drug information leaflets for chronic diseases available	N/A	100%	100%	100%	100%
● Inmate requests for pharmacy information	N/A	80	88	98	110
● Responses sent to inmates for pharmaceutical information	N/A	100	100	100	100
● Disease states identified for monitoring	N/A	5	8	11	14
● Disease states monitored	N/A	100%	100%	100%	100%
● Inmates with appropriate medication control	N/A	95%	95%	95%	95%



- ◆ Goal 2 - To maintain the timely delivery of routine prescriptions to the distribution point within the prison complex.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Routine prescriptions filled	660,000	660,000	660,000	660,000	660,000
● Routine prescriptions delivered within 24 hours	90%	90%	90%	90%	90%

**DCA.5 PROGRAM SUMMARY**  
**HUMAN RESOURCES MANAGEMENT**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Sharon Mayes, Assistant Director  
 Phone: 542-5820  
 A.R.S. 41-1604

**Program 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.

**Program Description:**

This program provides personnel services, employee recruitment, policy development, research, staff development and training, occupational health services and management of the Correctional Officers Training Academy.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,960.6	6,335.0	8,581.9
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
<b>Program Total</b>	<b>6,960.6</b>	<b>6,335.0</b>	<b>8,581.9</b>
FTE Positions	96.0	99.0	136.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To increase the recruitment of Correctional Officers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Authorized Correctional Officer (CO) II FTEs	5,026.9	5,245.9	5,905.9	6,362.9	6,362.9
● Overall CO II loss rate	.256	.2706	.255	.239	.239
● Correctional Officer II FTEs that need to be filled. (Future year FTE requirements are based on the currently adopted GOSPB bed plan which is unlikely to meet the Department's projected bed requirements)	1,948	2,156	3,102	2,048	1,521
● Applicant contacts required to fill CO II FTEs	7,792	8,624	12,408	8,192	6,084
● Applications received and processed	5,844	6,468	9,306	6,144	4,563
● CO II applicants tested	2,922	3,234	4,653	3,072	2,282
● CO II candidates who accepted job offer as a result of all recruiting means	1,577	2,156	3,102	2,048	1,521

- ◆ Goal 2 - To provide mandatory programs and professional development programs to meet the increasing requirements of the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees in professional development programs	1,566	1,600	1,700	1,700	1,700
● New employee development programs provided	1	1	1	1	1

**DCA.6 PROGRAM SUMMARY**  
**AGENCY INFRASTRUCTURE**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Michael J. Smarik, Assistant Director  
 Phone: 542-3525  
 A.R.S. 41-1604

**Program Mission:**

To provide planning, oversight and support services to the Department in the areas of finance, information technology, prison construction and renovation.

**Program Description:**

This program establishes and provides services for financial matters; coordinates facility activation, prison construction, renovation and remodeling, and capital renewal; provides and maintains radio equipment and communication networks; and manages and maintains computer resources and their products.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	18,750.0	17,953.9	19,886.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	986.8	986.8	986.8
Federal Funds	0.0	75.0	0.0
<b>Program Total</b>	<b>19,736.8</b>	<b>19,015.7</b>	<b>20,873.6</b>
FTE Positions	96.0	96.0	109.0

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide new and/or enhanced computer equipment and/or application software to meet constantly changing management information needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ADC computers and automated systems that are Year 2000 compliant	0	25%	75%	100%	N/A
● Electronic medical record modules installed each year	0	33%	66%	100%	N/A
● Electronic pharmacy modules installed each year	0	20%	100%	N/A	N/A

**DCA.7 PROGRAM SUMMARY**  
**INSPECTIONS AND INVESTIGATIONS**  
 Contact: Terry L. Stewart, Director  
 Phone: 542-5497  
 Contact: Gary Phelps, Assistant Director  
 Phone: 542-3723  
 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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,320.7	4,175.2	5,036.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,922.5	2,900.9	2,925.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,243.2</b>	<b>7,076.1</b>	<b>7,961.9</b>
<b>FTE Positions</b>	<b>104.0</b>	<b>106.0</b>	<b>123.0</b>

**This Program Contains the following Subprograms:**

- ▶ Inspections and Investigations Management
- ▶ Criminal and Administrative Investigations
- ▶ Inspections

DCA.7.1 SUBPROGRAM SUMMARY	
<b>INSPECTIONS AND INVESTIGATIONS MANAGEMENT</b>	
Contact: Terry L. Stewart, Director	
Phone: 542-5497	
Contact: Gary Phelps, Assistant Director	
Phone: 542-3723	
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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	357.2	239.0	309.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,922.5	2,900.9	2,925.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,279.7</b>	<b>3,139.9</b>	<b>3,234.7</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>7.0</b>	<b>9.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the timeliness of investigations.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Criminal investigations conducted	1,235	1,400	1,600	1,700	1,850
● Criminal investigations completed within 30 calendar days	82%	85%	90%	95%	95%
● Administrative investigations (major)	380	400	420	440	460
● Administrative investigations completed within 60 calendar days of receipt	38.1%	80%	80%	80%	80%

DCA.7.2 SUBPROGRAM SUMMARY	
<b>CRIMINAL AND ADMINISTRATIVE INVESTIGATIONS</b>	
Contact: Terry L. Stewart, Director	
Phone: 542-5497	
Contact: Gary Phelps, Assistant Director	
Phone: 542-3723	
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.

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,567.2	3,531.1	4,233.6
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
<b>Program Total</b>	<b>3,567.2</b>	<b>3,531.1</b>	<b>4,233.6</b>
<b>FTE Positions</b>	<b>87.0</b>	<b>89.0</b>	<b>102.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Inmates on escape status from ADC	90	85	81	77	73
● Inmates on escape status who were arrested	N/A	5%	5%	5%	5%
● Inmates interviewed who fit the gang profile	N/A	950	1,100	1,200	1,300
● Inmates identified for Gang Related Association	1,400	700	825	900	975
● New Security Threat Group certifications signed by the Director each year	3	3	3	3	3

◆ Goal 2 - To increase recruitment, retention and development of staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Background investigations completed	4,742	5,305	5,385	7,775	8,250
● Background investigations completed within 30 calendar days of receipt	95%	95%	95%	95%	95%

DCA.7.3 SUBPROGRAM SUMMARY

**INSPECTIONS**

Contact: Terry L. Stewart, Director  
Phone: 542-5497  
Contact: Gary Phelps, Assistant Director  
Phone: 542-3723  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	396.3	405.1	493.6
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
<b>Program Total</b>	<b>396.3</b>	<b>405.1</b>	<b>493.6</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>10.0</b>	<b>12.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reports on functional areas inspected	6	11	13	13	13
● Prison units inspected	23	44	47	50	50

DCA.8 PROGRAM SUMMARY

**ARIZONA CORRECTIONAL INDUSTRIES (ACI)**

Contact: Terry L. Stewart, Director  
Phone: 542-5497  
Contact: Charles L. Ryan, Deputy Director  
Phone: 542-3894  
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 trains and employs 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,382.2	16,380.2	16,984.1
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>13,382.2</b>	<b>16,380.2</b>	<b>16,984.1</b>
<b>FTE Positions</b>	<b>95.0</b>	<b>95.0</b>	<b>95.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To increase the number of inmates employed by ACI.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Average workable inmates; non-WIPP (Work Incentive Pay Plan) per month	6.9%	7%	7.55%	7.55%	7.55%
● Average inmates employed by ACI per month	1,177	1,413	1,629	1,731	1,833

◆ Goal 2 - To increase the number of new industries operated by ACI.

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Industries maintained/not lost	30	32	34	36	38
● New industries	2	2	2	2	2



**AGENCY/PROGRAM SUMMARY**  
**DRUG AND GANG PREVENTION**  
**RESOURCE CENTER**

Gail Chadwick, Director DGP  
 Contact: Gail Chadwick, Director 727-5015  
A.R.S. 41-617

**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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	205.2	207.5
Other Non Appropriated Funds	135.0	160.0	135.0
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	135.0	365.2	342.5
Capital Funds	0.0	0.0	0.0
Agency Total	135.0	365.2	342.5
FTE Positions	3.7	4.6	3.7

**Agency/Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide drug and gang prevention services to communities, schools and government agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Drug and gang service requests completed	1,360	1,450	1,550	1,650	1,750
● Drug and gang prevention materials disseminated	165,203	175,000	185,000	200,000	225,000
● People impacted (direct and indirect) by drug and gang prevention services	23,846	25,000	26,500	28,000	29,500

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identify effective (research-based) drug and gang prevention programs	N/A	25	35	45	55



<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS</b>	
Major General Glen Van Dyke, Adjutant General	MAA
Contact: Renee Dudden, Budget Analyst	267-2813

**Agency Mission:**

*To promote, protect and defend the peace, health and safety of the citizens of Arizona, and to respond to a disaster of national emergency declared by the President or Congress.*

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	4,296.4	6,780.5	5,739.3
➤ ARMY NATIONAL GUARD	13,172.4	15,679.6	13,087.1
➤ AIR NATIONAL GUARD	4,846.6	5,161.7	4,645.5
➤ EMERGENCY MANAGEMENT	29,649.3	58,457.3	17,297.4
Capital Funds	0.0	0.0	0.0
Agency Total	51,964.7	86,079.1	40,769.3

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13,229.2	14,060.8	11,260.1
Other Appropriated Funds	47.7	847.7	47.7
Other Non Appropriated Funds	6,508.0	9,332.0	4,391.7
Federal Funds	32,179.8	61,838.6	25,069.8
Operating Funds Subtotal	51,964.7	86,079.1	40,769.3
Capital Funds	0.0	0.0	0.0
Agency Total	51,964.7	86,079.1	40,769.3
FTE Positions	441.5	438.5	439.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To provide quality training areas and work environments.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Facilities rated unsatisfactory on the National Guard Bureau Installation Status Report (ISR)	47%	57%	60%	N/A	N/A
● New net revenues earned	N/A	75K	100K	100K	100K
● Acres rotated to enhance mission sustainment	0	871	1323	837	367
● Work orders completed in 14 days	35%	40%	75%	95%	95%
◆ Goal 2 - To reduce the impact of emergencies and disasters through comprehensive planning, training, and exercise programs as measured by the Capability Assessment of Readiness Report.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase preparedness CAR rating	2.27	2.38	2.50	2.63	2.76
◆ Goal 3 - To achieve and maintain training readiness to be capable of executing national, state and community missions to standards.					

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● FTE fully trained within one year of employment	N/A	>60%	>70%	>80%	>90%
● Units at Regular Readiness Levels (days to train)	18	21	21	23	24
● Non-FSP units with 65% or greater of soldiers Duty Military Occupational Skill Qualified (DMOSQ)	15	16	17	18	18
● FSP units with 75% or greater of soldier Duty Military Occupational Skill Qualified (DMOSQ)	6	6	6	6	6

MAA.1	<b>PROGRAM SUMMARY</b>
	<b>ADMINISTRATION</b>
	Contact: Major General Glen W. Van Dyke, Adjutant General Phone: 267-2710
	A.R.S. 26-111

**Program Mission:**

*To provide leadership and support resources to all elements of the department.*

**Program Description:**

This 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)		
FY1997 Actual	FY1998 Estimate	FY1999 Estimate

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General Funds	2,050.7	3,911.5	3,883.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	1,124.0	0.0
Federal Funds	2,245.7	1,745.0	1,856.2
<b>Program Total</b>	<b>4,296.4</b>	<b>6,780.5</b>	<b>5,739.3</b>
FTE Positions	80.5	78.5	79.5

**This Program Contains the following Subprograms:**

- ▶ **Central Administration**
- ▶ **Special Projects**

MAA.1.1 SUBPROGRAM SUMMARY  
**CENTRAL ADMINISTRATION**  
 Contact: John A. McMurdie, Resource Manager  
 Phone: 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 1997 Actual	FY 1998 Estimate	FY 1999 Estimate
General Funds	2,045.4	2,306.2	2,477.8
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
<b>Program Total</b>	<b>2,045.4</b>	<b>2,306.2</b>	<b>2,477.8</b>
FTE Positions	28.5	28.5	29.5

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To establish a comprehensive two-way communication system that will provide quality and timely services to our customers.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Weeks to process personnel actions	N/A	6	4	3	2
● Mandatory training of new employees and program managers within 3 months of hire date	N/A	75%	85%	95%	95%
● Posting of monthly status of funds reports on the network within 2 weeks after the close of the month	N/A	75%	85%	95%	99%
● Agency-wide use of the automated procurement system	N/A	10%	50%	75%	95%
● Provide accident/injury reports to customers quarterly to	N/A	75%	95%	100%	100%

identify trends using RMIS

- Program managers with access to USAS utilizing the inquire screen

- ◆ **Goal 2 - To improve budget and fiscal services that will reduce the accounting transaction error rate and improve cash flow in federal grants.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Monthly reconciliations with grant program managers conducted	N/A	60%	75%	95%	97%
● Monthly expenditure and cash flow reports are provided to program managers and federal agreement coordinator 2 weeks after the close of the month	N/A	75%	85%	95%	100%
● Monthly status of funds reports available within 2 weeks of the close of the month	N/A	75%	85%	95%	97%
● Days to process reimbursement of agreements after the close of the month	N/A	45	30	15	15
● Accuracy rate of fiscal transactions	90%	92%	94%	96%	97%

MAA.1.2 SUBPROGRAM SUMMARY  
**SPECIAL PROJECTS**  
 Contact: John A. McMurdie, Resource Manager  
 Phone: 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 a Joint Counter Narcotics Task Force (JCNTF) that provides effective and efficient Arizona National Guard military resources to support federal, state, and local drug law enforcement and demand reduction agencies in reducing the availability and use of illegal drugs.*

**Subprogram Description:**

Project Challenge is a 17-month long program for youth at risk who come 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 challenges each participant academically, physically, psychologically, and emotionally so that they can function productively in our community. The 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	5.3	1,605.3	1,405.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	1,124.0	0.0
Federal Funds	2,245.7	1,745.0	1,856.2
<b>Program Total</b>	<b>2,251.0</b>	<b>4,474.3</b>	<b>3,261.5</b>
FTE Positions	52.0	50.0	50.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To identify and focus on missions that maximize the value of the JCNTF's core capabilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Missions performed are those that contribute most greatly to Arizona's counterdrug interests	N/A	80%	85%	90%	95%
● Personnel receiving training	N/A	85%	90%	95%	97%
● Personnel employed in high-priority missions	N/A	70%	75%	85%	90%

- ◆ Goal 2 - To establish and maintain the JCNTF as a critical asset in the community of counterdrug organizations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Communities that JCNTF has a presence in	100	105	110	115	115
● Law enforcement agencies JCNTF has personnel detailed to	54	57	60	63	63

- ◆ Goal 3 - To secure funding levels that will adequately and consistently support the important work of the JCNTF.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in federal dollars from previous fiscal year	N/A	10%	15%	18%	20%
● Increase in state dollars from previous fiscal years	0	10%	15%	20%	25%

- ◆ Goal 4 - To increase the number of graduates in appropriate career/education twelve months post graduation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Graduates either employed or in school according to Jobs for AZ Graduates report and mentoring program	N/A	80%	82%	86%	88%

- ◆ Goal 5 - To increase student participation in vocational education while in the residential phase of the program and maintain an appropriate mix in continuing education.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Students in vocation education	N/A	80%	82%	86%	88%

- ◆ Goal 6 - To acquire permanent facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Installation of utilities for new permanent facilities	N/A	N/A	installed	N/A	N/A
● Obtain donations of materials	N/A	N/A	N/A	obtained	N/A

and services from corporations for construction

- Construct permanent facilities N/A N/A N/A N/A construct ed

**MAA.2 PROGRAM SUMMARY**

**ARMY NATIONAL GUARD**

Contact: Brigadier General David P. Rataczak, Assistant Adjutant General, Army National Guard  
 Phone: 267-2717  
 Contact: Colonel John R. Kablitz, Chief of Staff  
 Phone: 267-2721  
 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 Arizona National Guard is a Division of the Department of Emergency & Military Affairs which is comprised of the Air National Guard, the Army National Guard and Emergency Services. Through disaster relief coordination by Emergency Services, the National Guard plays a large supporting role in search and rescue, delivering medical equipment, food and other necessities. The 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,672.7	1,743.3	1,773.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	11,499.7	13,936.3	11,314.1
<b>Program Total</b>	<b>13,172.4</b>	<b>15,679.6</b>	<b>13,087.1</b>
FTE Positions	205.0	205.0	205.0

**This Program Contains the following Subprograms:**

- ▶ Army Operations
- ▶ Army Facilities Management

**MAA.2.1 SUBPROGRAM SUMMARY**

**ARMY OPERATIONS**

Contact: Brigadier General David P. Rataczak, Assistant Adjutant General, Army  
 Phone: 267-2717  
 Contact: Colonel John R. Kablitz, Chief of Staff  
 Phone: 267-2721  
 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:**



1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Army Operations serves as the Headquarters for the Arizona Army National Guard. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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	6,969.9	6,827.8	6,145.1
<b>Program Total</b>	<b>6,969.9</b>	<b>6,827.8</b>	<b>6,145.1</b>
FTE Positions	123.0	123.0	123.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To recruit and retain highly qualified personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Participating members	80%	85%	90%	95%	95%
● Attrition rate	18%	17%	16%	15%	14%

◆ Goal 2 - To increase customer satisfaction with supply, maintenance, transportation and services while remaining flexible to change.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Units reaching readiness goals	84%	89%	100%	100%	100%
● Days to cycle supplies	26	20	15	10	10
● Days to cycle maintenance	60	40	30	30	30

◆ Goal 3 - To develop competent leaders.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Times unable to fill positions with qualified candidates	5%	4%	3%	2%	1%
● Declinations of required school because of lack of quota or funding constraints	<20	<15	<10	<5	<5
● Promotion opportunities missed due to failure to meet educational requirements	20	15	10	5	0
● Timely completion of OERs	75%	95%	97%	99%	100%

◆ Goal 4 - To improve information and communication processes which support the key business drivers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hours information system down per month	11	<10	<8	<6	<4

◆ Goal 5 - To achieve and maintain training readiness to be capable of executing national, state and community missions to standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● FTE fully trained within one year of employment	N/A	>60%	>70%	>80%	>90%

● Units at Regular Readiness Levels (days to train)	18	21	21	23	24
● Non-FSP units with 65% or greater of soldiers DMOSQ	15	16	17	18	18
● FSP units with 75% or greater of soldiers DMOSQ	6	6	6	6	6

◆ Goal 6 - To meet our financial and performance targets to maximize the effectiveness of every resource dollar expended.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Obligation plan execution rate	99%	90-100%	90-100%	90-100%	90-100%
● True obligation rate	91.5%	98-100%	98-100%	98-100%	98-100%
● Expenditure target execution rate	85%	98%	98%	98%	98%

◆ Goal 7 - To improve quality of life in the Arizona Army National Guard for soldiers and their families.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Benefits and Family Support Groups' satisfaction	N/A	75%	80%	85%	85%

MAA.2.2 SUBPROGRAM SUMMARY  
**ARMY FACILITIES MANAGEMENT**  
 Contact: Colonel Gary Lindberg, Facilities Management Officer  
 Phone: 267-2771  
 Contact: Mike Virgin, Assistant Facilities Management Office  
 Phone: 267-2830  
 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, fiscal management.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,672.7	1,743.3	1,773.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	4,529.8	7,108.5	5,169.0
<b>Program Total</b>	<b>6,202.5</b>	<b>8,851.8</b>	<b>6,942.0</b>
FTE Positions	82.0	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Site master plans completed	2	2	3	4	5
● Facilities unsatisfactory on National Guard Bureau Installation Status Report (ISR)	47%	57%	60%	N/A	N/A
● Value of unfunded major capital improvement projects	541.9	942.8	1,399.0	1,115.0	1,260.0

(\$ 000)

◆ Goal 2 - To improve fiscal management.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in utility consumption	3-5%	10-12%	15-20%	20-25%	25-30%
● Reduction in operating costs	N/A	12%	15%	20%	20%
● New net revenues earned	N/A	75K	100K	100K	100K

◆ Goal 3 - To improve the quality of maintenance and repair services to the user.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Work orders completed within 14 days	35%	40%	75%	95%	95%
● Emergency work orders completed in 3 days	70%	70%	95%	95%	95%
● Deferred work orders (\$)	N/A	N/A	N/A	N/A	N/A

◆ Goal 4 - To integrate environmental programs which support mission sustainability, resource stewardship, and environmental compliance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lead and asbestos abatement surveys conducted	0	14	14	13	13
● Acres rotated to enhance mission sustainment	0	871	1323	837	367
● Notices of violation/consent orders	2	0	0	0	0
● Acres surveyed for species and cultural sites	49,670	49,800	59,133	59,133	59,133

**MAA.3 PROGRAM SUMMARY**  
**AIR NATIONAL GUARD**  
 Contact: Brigadier General William E. Bonnell, Deputy  
 Adjutant General, Air National Guard  
 Phone: 957-7711  
 A.R.S. 26-111

**Program Mission:**

*To develop, train and sustain a military force capable of supporting state and national interests during emergencies, for the protection of life, property, preservation of peace, maintenance of order, and public safety.*

**Program Description:**

Provides guidance and interpretation of directives and regulations for all Air National Guard units within the State of Arizona. The unit acts as coordinator between subordinate units and the higher headquarters. Headquarters assures that all policies and programs within the state are properly administered and processed, and ensures that a high degree of morale and esprit de corps exists.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	4,846.6	5,161.7	4,645.5
<b>Program Total</b>	<b>4,846.6</b>	<b>5,161.7</b>	<b>4,645.5</b>

FTE Positions 96.0 96.0 96.0

**This Program Contains the following Subprograms:**

- ▶ Air Operations
- ▶ Facilities Engineering

**MAA.3.1 SUBPROGRAM SUMMARY**  
**AIR OPERATIONS**  
 Contact: Brigadier General William E. Bonnell, Deputy  
 Adjutant General, Air National Guard  
 Phone: 957-7711  
 A.R.S. 26-111

**Subprogram Mission:**

*To provide trained personnel qualified to respond to emergencies and non-emergencies.*

**Subprogram Description:**

The 161st Air Refueling Wing is a tanker task force flying KC-135E model airplanes which provide fuel support. The 107th Air Control Squadron provides qualified support to air operations in mobile Theater Air Control Systems. The 162nd Fighter Wing trains fighter pilots for the Air National Guard and international student pilots.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	1,738.1	1,909.7	1,718.7
<b>Program Total</b>	<b>1,738.1</b>	<b>1,909.7</b>	<b>1,718.7</b>
FTE Positions	48.0	48.0	48.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide international and domestic fighter training, air control and refueling operational missions in support of the Department of Defense, and respond to state and national emergencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Missions scheduled	12,670	12,940	12,950	13,045	13,045
● Responsiveness to active duty units	100%	100%	100%	100%	100%
● Missions flown	14,470	15,100	15,130	15,260	15,260
● Retention factor for qualified personnel	95%	95%	95%	95%	95%

- ◆ Goal 2 - To have assigned aircraft available to respond to national and international fighter training missions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Aircraft mission capable	72	72	72	72	N/A
● Aircraft response rates	80%	82%	84%	85%	N/A

◆ Goal 3 - To have personnel fully trained and qualified to accomplish the mission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Retention of qualified personnel	95%	95%	95%	95%	95%
● Use rate of authorized personnel	90%	90%	90%	90%	90%
● Missions without flying accidents	100%	100%	100%	100%	100%

**MAA.3.2 SUBPROGRAM SUMMARY**  
**FACILITIES ENGINEERING**  
 Contact: Brigadier General William E. Bonnell, Deputy Adjutant General, Air National Guard  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 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	3,108.5	3,252.0	2,926.8
<b>Program Total</b>	<b>3,108.5</b>	<b>3,252.0</b>	<b>2,926.8</b>
FTE Positions	48.0	48.0	48.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To conduct an environmental program by pursuing pollution prevention, environmental compliance, conservation, preservation and restoration actions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Assigned personnel participating in Hazardous Materials(HAZMAT)/ environmental compliance training	N/A	N/A	N/A	N/A	N/A
● Environmental issues/ projects identified	N/A	N/A	N/A	N/A	N/A
● Troops successfully completed training	N/A	N/A	N/A	N/A	N/A
● Issues/projects successfully closed	N/A	N/A	N/A	N/A	N/A

◆ Goal 2 - To improve fiscal management.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in utility consumption	N/A	N/A	N/A	N/A	N/A
● Projects completed in same	N/A	N/A	N/A	N/A	N/A

year as funded

◆ Goal 3 - To reduce open work orders by five percent.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Work orders submitted	N/A	N/A	N/A	N/A	N/A
● Work orders completed	N/A	N/A	N/A	N/A	N/A
● Turnaround time for work orders completion	N/A	N/A	N/A	N/A	N/A

**MAA.4 PROGRAM SUMMARY**  
**EMERGENCY MANAGEMENT**  
 Contact: Michael P. Austin, Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,505.8	8,406.0	5,604.0
Other Appropriated Funds	47.7	847.7	47.7
Other Non Appropriated Funds	6,508.0	8,208.0	4,391.7
Federal Funds	13,587.8	40,995.6	7,254.0
<b>Program Total</b>	<b>29,649.3</b>	<b>58,457.3</b>	<b>17,297.4</b>
FTE Positions	60.0	59.0	59.0

**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: 231-6242  
 Contact: Barbara Corsette, State Hazard Mitigation Officer  
 Phone: 831-8834  
 A.R.S. 26-2

**Subprogram Mission:**

*To reduce or eliminate personal and property losses due to disaster*

**Subprogram Description:**

Mitigation includes hazard identification risk assessment, and evaluation of mitigation options to determine objectives and priorities. Mitigation results in a permanent or long-term reduction

of the overall risks from all hazards. The mitigation function includes planning, technical training, and management to develop and maintain effective mitigation projects and activities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10.6	45.0	45.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	28.7	28.7	126.3
<b>Program Total</b>	<b>39.3</b>	<b>73.7</b>	<b>171.3</b>
FTE Positions	2.0	2.0	2.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce or eliminate the effects of emergencies and disasters through mitigative activities as measured by the Capability Assessment of Readiness Report.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase CAR Rating	2.29	2.40	2.52	2.65	2.78

- ◆ Goal 2 - To reduce the risk of loss to communities due to floods as measured by the national Community Information System.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase CIS rating of communities	12	5	5	5	5

**MAA.4.2 SUBPROGRAM SUMMARY**  
**PREPAREDNESS**  
 Contact: Karen Paulsen, Assistant Director  
 Phone: 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 has two main functions: Contingency Planning consists of the development and exercising of state and local emergency operations plans, and Emergency Management Training provides professional-level disaster response and recovery courses for emergency managers, political leaders and emergency responders; the exercising of state and local jurisdictions' emergency operations plans and systems.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	614.0	630.7	574.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.7	2.7	2.7
Federal Funds	2,484.3	2,950.3	2,950.3
<b>Program Total</b>	<b>3,101.0</b>	<b>3,583.7</b>	<b>3,527.7</b>
FTE Positions	37.0	36.0	36.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the impact of emergencies and disasters through comprehensive planning, training, and exercise programs as measured by the Capability Assessment of Readiness Report.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase Preparedness CAR Rating	2.27	2.38	2.5	2.63	2.76

**MAA.4.3 SUBPROGRAM SUMMARY**  
**RESPONSE AND RECOVERY**  
 Contact: Chuck McHugh, Assistant Director  
 Phone: 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; manages post-response recovery efforts to include the acquisition and disbursement of special state appropriations and federal disaster funds, and distribution of physical resources; and manages structural and non-structural mitigation projects which reduce or eliminate personal and property losses due to disaster.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	8,659.5	7,490.3	4,741.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,505.3	8,205.3	4,389.0
Federal Funds	10,929.6	37,820.6	4,126.8
<b>Program Total</b>	<b>26,094.4</b>	<b>53,516.2</b>	<b>13,256.8</b>
FTE Positions	17.0	17.0	17.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase state, local, and private capabilities to respond to and recover from emergencies and disasters as measured by the Capability Assessment of Readiness Report.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase R&R CAR rating	2.00	2.1	2.2	2.31	2.43

**MAA.4.4 SUBPROGRAM SUMMARY**  
**EMERGENCY RESPONSE COMMISSION/GRANTS**

Contact: Daniel Roe, Executive Director  
 Phone: 231-6346

A.R.S. 26-343

**Subprogram Mission:**

To implement the federal Emergency Planning and Community Right-to-Know Act of 1986.

**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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	160.2	178.5	181.8
Other Appropriated Funds	47.7	847.7	47.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	145.2	196.0	50.6
<b>Program Total</b>	<b>353.1</b>	<b>1,222.2</b>	<b>280.1</b>
FTE Positions	4.0	4.0	4.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To enhance government, community, industry and academia awareness of EPCRA.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● EPCRA workshops	15	15	15	15	15
● Response to EPCRA requests	100%	100%	100%	100%	100%

- ◆ Goal 2 - To increase the capability of local jurisdictions to respond to HAZMAT incidents through development of comprehensive Hazardous Materials Plans.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● LEPC Plan reviews	5	5	5	5	5

- ◆ Goal 3 - To improve quality of EPCRA and Hazardous Materials Incident reporting.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Local EPCRA databases reconciled	5	5	5	5	5
● HAZMAT incidents reports reviewed	100%	100%	100%	100%	100%

**MAA.4.5 SUBPROGRAM SUMMARY**  
**CIVIL AIR PATROL (SLI)**

Contact: Louis Trammell, Assistant Director  
 Phone: 231-6203

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 throughout the state to include Search and Rescue for missing aircraft and persons. CAP resources consist of fourteen aircraft, nine ground team vehicles, thirteen voice radio repeaters, four digital data repeaters, and 275 radio operators distributed throughout the state. The state has provided financial assistance to the CAP for over twenty years to assist in the maintenance of their aircraft and communications systems.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>61.5</b>	<b>61.5</b>	<b>61.5</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide CAP aircraft and communications systems to support State response and recovery from emergencies and disasters.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average daily readiness rate	N/A	80%	80%	80%	80%



**AGENCY/PROGRAM SUMMARY**

**BOARD OF EXECUTIVE CLEMENCY**

Wanda Lawrence, Executive Director PPA  
 Contact: Gail Kelsey, Pgms and Proj. Spec. 542-5656 Ext. 237

A.R.S. 31-401 et. seq.

**Agency/Program Mission:**

*To ensure public safety by releasing only eligible inmates and setting conditions for those inmates who have been released under community supervision. To send to the Governor only those executive clemency recommendations which are in the best interest of the citizens of Arizona and appear not to pose a threat to society.*

**Agency/Program Description:**

Every month the seven board members travel to each of the ten adult institutions to conduct release consideration, revocation and rescission hearings. The Board conducts hearings for home arrest, parole, work furlough, absolute discharge and community supervision. The Department of Corrections certifies and refers eligible inmates for the various types of release programs and provides critical input as to the behavior and accomplishments of inmates while incarcerated. In addition, the Board considers executive clemency actions including pardons, commutations and reprieves.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,511.9	1,676.3	1,642.5
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	1,511.9	1,676.3	1,642.5
Capital Funds	0.0	0.0	0.0
Agency Total	1,511.9	1,676.3	1,642.5
FTE Positions	37.0	36.0	31.0

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - To evaluate the Structured Decision Making (SDM) guidelines to determine its effect on Board decisions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scheduled hearings	8,892	3,531	1,629	571	230
● Inmates granted release outside of SDM guidelines	380	226	175	64	26
● Inmates granted release inside of SDM guidelines	408	357	165	53	20

◆ Goal 2 - To reduce Board travel expenses and travel time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Telephone hearings scheduled	1,231	898	753	264	106
● Telephonic hearings held	802	598	509	178	72
● Savings on Board member travel	22%	9%	11%	12%	6%

◆ Goal 3 - To complete victim research on all inmates who are in the Arizona Department of Corrections and can be certified for any type of Board release.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Victims notified	6,512	6,438	2,434	1,813	900
● Officials Notified	948	1,240	1,037	838	420

◆ Goal 4 - To increase technology of agency operations to compensate for staff decrease.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Downsize FTE positions	39	36	31	28	26
● Replace PCs	15	3	5	9	8
● Board hearings by video	N/A	N/A	N/A	2,279	2,000



**AGENCY SUMMARY**  
**DEPARTMENT OF JUVENILE CORRECTIONS**  
 David A. Gaspar, Interim Director DJA  
 Contact: Constance E. Kohl, Administrator 542-3987

**Agency Mission:**

*To enhance public protection by reducing the risk level 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	4,883.2	4,624.2	4,741.9
➤ INSTITUTIONS	31,970.6	40,910.0	51,654.8
➤ COMMUNITY CARE	16,164.0	16,682.2	17,103.1
Capital Funds	0.0	0.0	0.0
Agency Total	53,017.8	62,216.4	73,499.8

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	48,204.3	56,243.8	67,061.6
Other Appropriated Funds	2,178.8	3,857.0	4,322.6
Other Non Appropriated Funds	204.6	133.9	133.9
Federal Funds	2,430.1	1,981.7	1,981.7
Operating Funds Subtotal	53,017.8	62,216.4	73,499.8
Capital Funds	0.0	0.0	0.0
Agency Total	53,017.8	62,216.4	73,499.8
FTE Positions	895.5	918.0	1,271.5

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To fulfill mandated responsibilities as required by state and federal statutes, codes, and rules.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Policy and procedure audits that result in improved compliance within the appropriate time frames to number of audits conducted	24:48	15:30	20:30	25:30	28:30
● Suspension and revocation hearings conducted in compliance with procedure to total number of hearings conducted	226/235	270/282	343/350	400/400	500/500

● Proactive EEO seminars conducted	2	7	11	15	19
● Average daily cost per juvenile for health care	N/A	3.99	3.79	3.60	3.42

- ◆ Goal 2 - To provide structured supervision and rehabilitative and educational programming to committed juvenile offenders requiring secure facility placement.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Escapes from ADJC secure facilities	2	0	0	0	0
● Shifts that require overtime to meet safety ratios (YCO staff)	17%	13%	10%	9%	8%
● Average monthly growth of juveniles per month enrolled (language)	2.1	1.8	2.0	2.1	2.2
● Average monthly growth of juveniles per month enrolled (reading)	1.5	1.8	1.9	1.9	2.1
● Average monthly growth of juveniles per month enrolled (math)	1.2	1.3	1.5	1.7	1.9
● Juveniles released at expected level to number of juveniles released	N/A	170:1,000	240:1,200	310:1,400	350:1,400
● Average number of juveniles in specialized programs who maintain or increase one level in the level system per quarter	N/A	381	400	420	440

- ◆ Goal 3 - To provide appropriate structure and services to committed juvenile offenders under conditional liberty supervision which address both risk level to the community and individualized rehabilitative needs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles enrolled in an academic, vocational, or employment program monthly to number of juveniles on conditional liberty status	77%	80%	85%	90%	95%
● Juveniles receiving absolute discharges	155	220	240	275	300
● Juveniles on absconder status to juveniles on conditional liberty status	19%	15%	10%	10%	5%
● Boot camp juveniles whose conditional liberty is revoked due to non-technical violations	25%	25%	20%	15%	10%

- ◆ Goal 4 - To recruit, select, train, and retain a qualified and professional work force.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Current staff completing the minimum inservice training	60%	95%	100%	100%	100%
● New staff completing preservice training	96%	98%	100%	100%	100%

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● New supervisors completing leadership training	91%	95%	98%	100%	100%
● YCO I staff that separate within the first year of employment	N/A	33%	30%	26%	26%

◆ Goal 5 - To provide information and systems designed to facilitate optimal decision making regarding agency direction, staff deployment, and resource acquisition and distribution.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff who have access to network	70%	80%	90%	95%	95%
● Policy and procedure audits that result in improved compliance within the appropriate time frames to number of audits conducted	24:48	15:30	20:30	25:30	28:30

DJA.1 PROGRAM SUMMARY  
**ADMINISTRATION**  
 Contact: David A. Gaspar, Interim Director  
 Phone: 542-3987  
 A.R.S. 41-2802

**Program Mission:**

*To provide the Arizona Department of Juvenile Corrections with leadership, policy direction, strategic planning, and resources needed to enhance public protection and accountability.*

**Program Description:**

Administration provides overall direction, guidance, and organizational functions to the agency. Administration Program functions include: management; human resource development; strategic planning and budgeting; fiscal accountability; policy, procedure, and program development; compliance monitoring; legislative coordination; and public information.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,804.6	4,581.3	4,699.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	78.6	42.9	42.9
<b>Program Total</b>	<b>4,883.2</b>	<b>4,624.2</b>	<b>4,741.9</b>
FTE Positions	79.0	79.0	84.0

**This Program Contains the following Subprograms:**

- ▶ Overall Administration
- ▶ Director's Office
- ▶ Administration Division
- ▶ Operations

DJA.1.1 SUBPROGRAM SUMMARY  
**OVERALL ADMINISTRATION**  
 Contact: David A. Gaspar, Interim Director  
 Phone: 542-3987  
 A.R.S. 41-2802

**Subprogram Mission:**

*To provide the Arizona Department of Juvenile Corrections with leadership, policy direction, strategic planning, and resources needed to enhance public protection and accountability.*

**Subprogram Description:**

Administration provides overall direction, guidance, and organizational functions to the agency. Administration Program functions include: management; human resource development; strategic planning and budgeting; fiscal accountability; policy, procedure, and program development; compliance monitoring; legislative coordination; and public information.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To ensure development of policies, procedures, and programs that enable the agency to comply with state and federal statutes, codes and rules.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Policy and procedure audits that result in improved compliance within the appropriate time frames to number of audits conducted	24:48	15:30	20:30	25:30	28:30
● Suspension and revocation hearings conducted in compliance with procedure to total number of hearings conducted	226/235	270/282	343/350	400/400	500/500
● Community Services contracts jointly monitored by Procurement staff and Community Services staff to number of Community Services contracts	N/A	3/29	7/29	13/29	19/29
● Discharges processed to discharges processed in a timely manner	1032/103	1075/107	1125/112	1175/117	1225/122
● Proactive EEO seminars conducted	2	7	11	15	19

◆ Goal 2 - To advocate for, and oversee the efficient and effective utilization of resources, necessary to accomplish agency goals and objectives.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff who have access to the network	70%	80%	90%	95%	95%
● Days to process payments	N/A	20	15	10	5
● Discounts taken for timely payments	N/A	Baseline	+ 5%	+ 10%	+ 15%



◆ Goal 3 - To promote the growth, development, and retention of agency staff.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff completing the minimum inservice training	60%	95%	100%	100%	100%
● Staff completing preservice training	96%	98%	100%	100%	100%
● New supervisors completing leadership training	91%	95%	98%	100%	100%
● YCO I staff that separate within the first year of employment	N/A	33%	30%	26%	26%

◆ Goal 4 - To increase internal and external satisfaction with the agency and its functions consistent with customer-driven, continuous improvement efforts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Formal employee grievances resolved at the lowest level to total number of grievances filed	21:32	25:35	35:40	40:45	45:50
● Revocation hearings with juveniles who are satisfied or very satisfied with their representation to total number of juveniles in hearings	N/A	195/300	245/350	300/400	400/500
● Hours from receipt of purchase requisition to return to Contracts/Purchasing	N/A	72	48	48	48

DJA.1.2 SUBPROGRAM SUMMARY  
**DIRECTOR'S OFFICE**

Contact: David A. Gaspar, Interim Director  
Phone: 542-3987

A.R.S. 41-2802

**Subprogram Mission:**

To provide the Arizona Department of Juvenile Corrections (ADJC) with the leadership, policy direction, oversight, and planning necessary to facilitate the attainment of agency goals and objectives.

**Subprogram Description:**

The Director's Office Subprogram formulates and advocates agency policy, ensures compliance with statutory and other requirements and represents the agency to the public. The Director's Office functions include: affirmative action/equal employment opportunity compliance; internal affairs, investigations, policy development; communications and community relations; and legislative affairs/inter-governmental relations.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,106.8	1,081.0	1,081.0
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	1,106.8	1,081.0	1,081.0
FTE Positions	15.0	15.0	15.0

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To develop and monitor policies, procedures, and programs that enable the agency to comply with state and federal statutes, codes and rules.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Policy and procedure audits that result in improved compliance within the appropriate time frames to number of audits conducted	24:48	15:30	20:30	25:30	28:30
● Proactive EEO seminars conducted	2	7	11	15	19

◆ Goal 2 - To enhance the agency's integrity with prompt investigations and effective policy and procedure development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Investigations completed	145	165	179	195	204
● Policies and procedures written	36	80	125	140	155

◆ Goal 3 - To ensure a discrimination, harassment and retaliation free work environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Formal employee grievances resolved at lowest level to number of grievances filed	21:32	25:35	35:40	40:45	45:50
● Successful informal problem-solving interventions made to number of inquires	43:43	45:45	50:50	55:55	60:60

◆ Goal 4 - To proactively communicate with internal and external customers and stakeholders to ensure understanding of the agency, its mission, legislative agenda and media issues.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Proactive media contacts	54%	75%	85%	90%	95%
● Employee newsletters produced	N/A	2	6	9	12
● Responses within 7-10 days for complaints/concerns to total number of responses	N/A	60%	70%	80%	90%

DJA.1.3 SUBPROGRAM SUMMARY  
**ADMINISTRATION DIVISION**

Contact: Constance E. Kohl, Assisant Director Administration  
Phone: 542-4186

A.R.S. 41-2802

**Subprogram Mission:**

To manage, within statutory requirements and guidelines, ADJC administrative functions in order to ensure that they contribute to the Department's mission.

**Subprogram Description:**

The Administration Division Subprogram is responsible for the following agency-wide functions: budget, contracts/procurement, due process proceedings, facilities management and planning, human resources, management information systems, youth rights advocacy, risk management, loss control and ADA compliance.

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**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,860.5	2,744.3	2,846.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	50.5	42.9	42.9
<b>Program Total</b>	<b>2,911.0</b>	<b>2,787.2</b>	<b>2,889.2</b>
<b>FTE Positions</b>	<b>53.0</b>	<b>53.0</b>	<b>57.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure accurate, timely payment of agency obligations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Lines of data entered	N/A	N/A	10,000	13,000	16,000
● Days to process payments	N/A	20	15	10	5
● Discounts taken for timely payments	N/A	Baseline	+ 5%	+ 10%	+ 15%
● Hours from receipt of purchase requisition to return to Contracts/Purchasing	N/A	72	48	48	48

- ◆ Goal 2 - To actively participate in contract monitoring activities of Community Services contracts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Community Services contracts jointly monitored by Procurement staff and Community Services staff to number of Community Services contracts	N/A	3/29	7/29	13/29	19/29

- ◆ Goal 3 - To produce and implement tactical plans which clearly articulate agency resource requirements through comprehensive, qualitative and quantitative analyses.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Projects completed within budget to total number of projects completed	N/A	10/12	11/13	12/13	14/15
● Projects completed on time to total number of projects completed	N/A	10/12	11/13	12/13	14/15

- ◆ Goal 4 - To provide professional human resources services to agency management and staff in accordance with state and federal laws, personnel rules, and agency policies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● YCO I staff that separate within the first year of employment	N/A	33%	30%	26%	26%

- ◆ Goal 5 - To improve and maintain the Department's Wide Area Network (WAN).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff who have access to network	70%	80%	90%	95%	95%

- ◆ Goal 6 - To advocate for juveniles in due process proceedings conducted by the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hearings with juveniles represented by Youth Rights Specialist or Volunteer Advocate to total number of hearings	N/A	808/950	900/1,000	1,093/1,150	1,300/1,300
● Juveniles in revocation hearings who are satisfied or very satisfied with their representation to total number of juveniles in hearings	N/A	195/300	245/350	300/400	400/500

DJA.1.4 SUBPROGRAM SUMMARY

**OPERATIONS**

Contact: David A. Gaspar, Interim Director  
Phone: 542-3987

A.R.S. 41-2802

**Subprogram Mission:**

To provide administrative direction and support to operations units

**Subprogram Description:**

The Operations Subprogram provides both day-to-day and strategic leadership to all operations units within the agency (e.g. Institutions, Community Services, Case Management, Education Services, Clinical Services, Staff Development Services, and Volunteer Services).

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	837.3	756.0	735.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	28.1	0.0	0.0
<b>Program Total</b>	<b>865.4</b>	<b>756.0</b>	<b>735.5</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To promote growth, development, and retention of staff in the Operations Division.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Current staff completing the minimum inservice training	60%	95%	100%	100%	100%
● New staff completing preservice training	96%	98%	100%	100%	100%
● New supervisors completing leadership training	91%	95%	98%	100%	100%

- ◆ Goal 2 - To facilitate a satisfying and functional work environment for Operations Division employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Non-EPAS grievances resolved at 2nd level to total number of grievances resolved	1:10	2:10	3:10	4:10	5:10

DJA.2 PROGRAM SUMMARY  
**INSTITUTIONS**  
 Contact: David A. Gaspar, Interim Director  
 Phone: 542-3987  
 A.R.S. 41-2802

**Program Mission:**

*To enhance public safety 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 Institutions Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility. Education (including vocational development), religious services, long-term specialized programming (e.g. Sexualized Behavior Program, Violent Offenders Program, Mental/Behavioral Health Program, Chemical Dependency Program, Keys to Innervisions (KIV), and Limit and Lead), as well short-term intensive intervention programs (e.g. group, individual, and family counseling; substance abuse services; and transition services) are available to each juvenile based on his/her Individualized Treatment Plan (ITP).

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	27,838.3	35,377.0	45,656.2
Other Appropriated Funds	1,878.8	3,557.0	4,022.6
Other Non Appropriated Funds	194.8	133.9	133.9
Federal Funds	2,058.7	1,842.1	1,842.1
<b>Program Total</b>	<b>31,970.6</b>	<b>40,910.0</b>	<b>51,654.8</b>
FTE Positions	738.5	761.0	1,106.5

**This Program Contains the following Subprograms:**

- ▶ Overall Institutions
- ▶ Direct Supervision
- ▶ Security
- ▶ Youth Management Systems
- ▶ Health Services
- ▶ General Institutional Services
- ▶ Specialized Treatment
- ▶ Institutional Support Services
- ▶ Education

DJA.2.1 SUBPROGRAM SUMMARY  
**OVERALL INSTITUTIONS**  
 Contact: David A. Gaspar, Interim Director  
 Phone: 542-3987  
 A.R.S. 41-2802

**Subprogram Mission:**

*To enhance public safety by providing a safe, secure, and healthy environment in which committed juveniles have the opportunity to develop positive skills and pro-social attitudes.*

**Subprogram Description:**

The Institutions Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility. Education (including vocational development), religious services, long-term specialized programming (e.g. Sexualized Behavior Program, Violent Offenders Program, Mental/Behavioral Health Program, Chemical Dependency Program, Keys to Innervisions (KIV), and Limit and Lead), as well short-term intensive intervention programs (e.g. group, individual, and family counseling; substance abuse services; and transition services) are available to each juvenile based on his/her Individualized Treatment Plan (ITP).

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To maintain secure facility operations in compliance with all federal and state statutes, codes, rules, and the agency mission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Escapes from ADJC secure facilities	2	0	0	0	0
● Shifts that require overtime to meet safety ratios (YCO staff)	17%	13%	10%	9%	8%
● Average daily cost per juvenile for health care	N/A	3.99	3.79	3.60	3.42
● Average monthly growth of juveniles per month enrolled (language)	2.1	1.8	2.0	2.1	2.2
● Average monthly growth of juveniles per month enrolled (reading)	1.5	1.8	1.9	1.9	2.1
● Average monthly growth of juveniles per month enrolled (math)	1.2	1.3	1.5	1.7	1.9

- ◆ Goal 2 - To provide each juvenile placed in a secure facility with rehabilitative services appropriate to the juvenile's needs and abilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles released at expected level to number of juveniles released	N/A	170:1,000	240:1,200	310:1,400	350:1,400
● Mandatory KIV groups which meet or exceed mandated group standards per evaluation by a Master Facilitator	N/A	60%	70%	80%	90%
● Average number of juveniles in specialized programs who maintain or increase one level in the level system per quarter	N/A	381	400	420	440

**DJA.2.2 SUBPROGRAM SUMMARY**  
**DIRECT SUPERVISION**  
 Contact: David A. Gaspar, Interim Director  
 Phone: 542-4306  
 A.R.S. 41-2802

**Subprogram Mission:**

*To provide supervision, structured programming, and accurate reception and assessment services for all committed juveniles.*

**Subprogram Description:**

The Direct Supervision Subprogram encompasses the reception and assessment of juveniles and the day-to-day monitoring and treatment of juveniles in secure facilities. Its specific functions include utilizing objective information in order to make appropriate placement, treatment, and length of stay decisions for committed juveniles, supervising individual and group structured activities, fostering therapeutic relationships, role modeling, and facilitating the development of pro-social values, morals, and self-discipline.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	11,460.5	17,247.1	23,059.5
Other Appropriated Funds	300.0	300.0	300.0
Other Non Appropriated Funds	28.6	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>11,789.1</b>	<b>17,547.1</b>	<b>23,359.5</b>
<b>FTE Positions</b>	<b>342.0</b>	<b>359.0</b>	<b>535.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve structured programming and supervision for juveniles placed in secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Program staff who receive external training	85%	87%	90%	92%	95%
● Shifts that require overtime to meet safety ratios (YCO staff)	17%	13%	10%	9%	8%
● ITPs meeting or exceeding standards for development, implementation and completion	65%	85%	90%	95%	97%
● Juveniles released at expected level to number of juveniles released	N/A	170:1,000	240:1,200	310:1,400	350:1,400
● Juveniles receiving complete assessment and classification actions between 14 and 21 days	80%	85%	90%	95%	98%

- ◆ Goal 2 - To improve the delivery of cognitive restructuring programming throughout secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mandatory affirmation groups that accurately record individual youth affirmations	N/A	70%	80%	90%	100%
● Daily affirmations that result in "achieved" status at closure group	N/A	50%	60%	70%	80%
● Affirmation groups evaluated by a Master Facilitator per month	N/A	25	20	15	10

● Mandatory KIV groups evaluated by a Master Facilitator per month	N/A	25	20	15	10
● Mandatory KIV groups which meet or exceed mandated group standards per evaluation by a Master Facilitator	N/A	60%	70%	80%	90%

**DJA.2.3 SUBPROGRAM SUMMARY**  
**SECURITY**  
 Contact: Mark Phelps, Major  
 Phone: 869-9050  
 A.R.S. 41-2802

**Subprogram Mission:**

*To promote public safety by enforcing institutional security procedures.*

**Subprogram Description:**

The Security Subprogram is responsible for: perimeter security; the safe and secure transportation of juveniles to and from facilities, medical and other appointments both scheduled and emergency related; radio communications to ensure instant communications with all areas inside the facilities; the transportation of vehicles for the safety and security of juveniles, staff and general public; crisis counseling and intervention to reduce the possibility of incident escalation, violence the use of separation and the use of physical force; and for the overall welfare of the secure facility's environment.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,869.1	2,833.3	3,880.1
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
<b>Program Total</b>	<b>2,869.1</b>	<b>2,833.3</b>	<b>3,880.1</b>
<b>FTE Positions</b>	<b>93.0</b>	<b>96.0</b>	<b>134.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the effectiveness of established institutional security standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Documented training hours offered in secure procedures	863	875	900	925	950
● Security practices in compliance with security policies/procedures	89%	90%	93%	95%	97%
● Security interventions not resulting in referral to separation unit	54%	55%	60%	65%	70%
● Escapes from ADJC secure facilities	2	0	0	0	0

- ◆ Goal 2 - To increase the compliance of security practices with agency policies and procedures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Security practices in compliance with security policies/procedures	89%	90%	93%	95%	97%

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● Monthly audits requiring corrective action	N/A	90%	55%	45%	35%
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◆ Goal 3 - To improve statewide radio communications.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Shifts without adequate radio communication equipment	N/A	55%	60%	80%	85%
● Agency repeater sites	3	4	6	8	9

DJA.2.4 SUBPROGRAM SUMMARY  
**YOUTH MANAGEMENT SYSTEMS**  
 Contact: Esteban Veloz, Youth Management Systems Administrator  
 Phone: 542-4954  
 A.R.S. 41-2802

**Subprogram Mission:**

To ensure the efficient operation of a centralized youth management system.

**Subprogram Description:**

The Youth Management Systems Subprogram serves as a monitoring and quality improvement mechanism for institutional and community service activities relative to treatment unit activities, behavior management, disciplinary hearing processes, and victim assistance services.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	148.4	130.9	126.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	109.9	104.9	104.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>258.3</b>	<b>235.8</b>	<b>231.4</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To monitor the effectiveness of a management mechanism for treatment activities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Individual Treatment Program (ITP) audits conducted that have pages 1-6 complete	N/A	80%	85%	90%	95%
● Risk Classification Actions that require correction after five days	N/A	15%	10%	8%	5%

◆ Goal 2 - To increase the effectiveness of the behavior management systems for juveniles in secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles referred to Separation programs who meet criteria for referral	N/A	90%	95%	98%	100%
● Juveniles referred to Separation programs who meet criteria for admission	81%	95%	97%	98%	100%

◆ Goal 3 - To provide victim notifications as required by state and federal mandates.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Crime victims enrolling in the victim notification program	70%	85%	90%	93%	95%
● Registered crime victims enrolling in the victim notification program	N/A	85%	90%	95%	97%
● Crime victims notification letters sent	1,500	1,750	1,950	2,100	2,800
● Requests satisfactorily answered to number of victim notifications requested	85%	95%	97%	98%	100%

DJA.2.5 SUBPROGRAM SUMMARY  
**HEALTH SERVICES**  
 Contact: W. Dean Neitzke, Health Services Administrator  
 Phone: 542-5626  
 A.R.S. 41-2802

**Subprogram Mission:**

To utilize managed care principles in order to provide a high standard of care that meets constitutional mandates for medical, dental, and psychiatric services to juveniles in secure facilities.

**Subprogram Description:**

The Health Services subprogram employs and contracts with health care professionals who manage and deliver direct services to juveniles in secure facilities. The subprogram provides medical, dental, and psychiatric services to juveniles in secure facilities in accordance with the standards established by the National Commission on Correctional Health Care and as provided by a managed care delivery system.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,829.5	3,855.9	5,046.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9.5	8.5	8.5
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,839.0</b>	<b>3,864.4</b>	<b>5,054.5</b>
<b>FTE Positions</b>	<b>49.5</b>	<b>49.5</b>	<b>73.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide a high standard of medical, dental, and psychiatric care for juveniles in secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juvenile encounters with physician to total number of physicians	4,801 / 1	5,041 / 2	5,242 / 3	5,346 / 3	5,399 / 3
● Juvenile encounters with Mid-Level Health Provider to total number of Mid-Level Health Providers	9,886 / 2.0	10,380 / 2.5	10,795 / 3.0	11,011 / 4.0	11,121 / 4.0
● Juvenile encounters with correctional registered nurse to total number of correctional registered nurses	87,995 / 29	96,794 / 31	91,954 / 36	86,437 / 38	80,386 / 38
● Juvenile encounters with dentist to total number of dentists	2,951 / 1.5	3,246 / 2.0	3,570 / 2.5	3,927 / 2.5	4,320 / 3.0

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dentists

● Juvenile encounters with psychiatrist to total number of psychiatrists	5,006 / 2.0	5,506 / 2.5	6,002 / 2.5	6,482 / 3.0	6,935 / 3.5
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◆ Goal 2 - To provide cost-effective health services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles referred off-site for emergencies	120	120	114	114	120
● Juveniles referred off-site for scheduled speciality consultations	424	402	382	363	344
● Acute care hospital days per 100 juveniles	N/A	2.0	2.5	3.0	3.5
● Off-site services/consults per 100 juveniles	28	25	22	19	16
● Average cost per juvenile for off-site hospital services	21,435	19,291	17,362	15,626	14,063
● Average daily cost per juvenile for health care	N/A	3.99	3.79	3.60	3.42

◆ Goal 3 - To ensure continuation of effective quality assurance monitoring.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Health care grievances filed	30	28	26	24	22
● Health care grievances to total facility grievances filed	30/1,307	28/1,437	26/1,581	24/1,739	22/1,913
● Health care grievances appealed to number upheld	0	0	0	0	0
● Medical staff certified/licensed	100%	100%	100%	100%	100%
● Dental staff certified/licensed	100%	100%	100%	100%	100%
● Surveys completed by juveniles	N/A	180	360	480	480
● Juveniles indicating satisfaction with Health Services	N/A	60%	75%	80%	85%

DJA.2.6 SUBPROGRAM SUMMARY  
GENERAL INSTITUTIONAL SERVICES

Contact: Dr. Joanne Babich, Clinical Services Admin.  
Phone: 542-4953

A.R.S. 41-2802

**Subprogram Mission:**

*To provide services in a secure facility setting that promote positive behavioral changes for committed juveniles.*

**Subprogram Description:**

The components of the General Institutional Programs Subprogram address needs of the juveniles in secure facilities that are outside of basic academic and direct supervision needs. These components include: psychological services, vocational/work programming, religious services, and services/programs provided by volunteers.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,240.1	1,312.6	1,994.9
Other Appropriated Funds	1.1	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,241.2</b>	<b>1,312.6</b>	<b>1,994.9</b>
<b>FTE Positions</b>	<b>32.0</b>	<b>33.0</b>	<b>47.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To improve the delivery of cognitive restructuring programming to juveniles in secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mandatory Limit and Lead groups facilitated by psychology staff per unit per week	N/A	N/A	60%	70%	80%

◆ Goal 2 - To improve the operation of a mandated, structured work experience program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average work experience programs available to juveniles	9.5	10	10.5	11	11.5
● Average documented hours per week of work experience programs per juvenile	10.7	20	20	20	20

◆ Goal 3 - To increase structured spiritual and moral development programming to juveniles in secure facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average hours available per week of structured religious programs	9.2	10	11	12	12
● Average documented hours per week of work experience programs per juvenile	10.7	20	20	20	20

◆ Goal 4 - To increase the number of trained agency volunteers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Activities coordinated by the secure facility's Volunteer Coordinator per year	0	12	13	14	15
● Non-religious volunteers to number of juveniles in secure facilities	1:15	1:10	1:8	1:6	1:5
● Trained volunteers	100	150	200	250	300

DJA.2.7 SUBPROGRAM SUMMARY  
SPECIALIZED TREATMENT

Contact: Dr. Joanne Babich, Clinical Services Administrator  
Phone: 542-4953

A.R.S. 41-2802

**Subprogram Mission:**

*To reduce the risk of delinquent activity by committed juveniles who require intensive treatment in long term specialized housing units or specialized group counseling.*

**Subprogram Description:**

The Specialized Treatment Subprogram provides separate quality treatment programs that incorporate components unique to their target group of juveniles (psychologically disturbed juveniles; violent offenders; chemically dependent juvenile; and juveniles with sexualized behaviors.) These treatment programs are provided in separate housing units. Individual, group, and family counseling, psychological evaluations; crisis intervention; and related psychological services such as relapse prevention are included. Specially developed treatment foci are provided in distinct psychological programs and housing units, since these juveniles have certain requirements for treatment to be effective and relevant in secure facilities. The Crossroads program is for violent offenders. The Recovery program is for substance abusing offenders. The Journey program is for offenders with sexualized behavior disturbances. The Triumph program is for juveniles with psychological or developmental barriers that prevent them from succeeding in the general housing unit programming.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,751.7	2,276.7	2,276.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18.3	18.3	18.3
Federal Funds	0.0	228.6	228.6
<b>Program Total</b>	<b>2,770.0</b>	<b>2,523.6</b>	<b>2,523.6</b>
<b>FTE Positions</b>	<b>73.5</b>	<b>73.5</b>	<b>73.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide intensive, specialized treatment services to committed juveniles.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles who complete Triumph, Crossroads, Recovery, and Journey residential Programs	110	132	150	160	170
● Group counseling sessions provided or monitored by specialized psychology staff	N/A	2,688	2,788	2,888	2,988
● Crisis and individual sessions provided by specialized psychology staff	N/A	6,300	6,400	6,400	6,500

- ◆ Goal 2 - To provide quality, specialized long-term treatment programs in secure facilities that enhance the performance of the juveniles.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Specialized program psychology staff who receive external training	75%	85%	95%	95%	95%
● Average juveniles in specialized programs who maintain or increase one level in the level system per quarter	N/A	381	400	420	440
● Assaults (youth-to-youth and youth-to-staff) in specialized housing units at AMS and CMS only	88	96	87	82	78
● Special treatment juveniles who participate in enrichment activities who were satisfied	N/A	80%	90%	95%	95%

DJA.2.8 SUBPROGRAM SUMMARY  
**INSTITUTIONAL SUPPORT SERVICES**

Contact: David A. Gaspar, Deputy Director  
Phone: 542-4306

A.R.S. 41-2802

**Subprogram Mission:**

To provide efficient support services to staff and juveniles in secure facilities.

**Subprogram Description:**

The Institutional Services Subprogram provides institutional support through the following services: Food Services Management provides nutritious, appetizing, cost-effective meals; Maintenance provides preventative maintenance and repairs the physical plant as needed; Financial Management ensures the fiscal integrity of the secure facilities by administering purchasing, payroll, accounting, and budgeting functions; Materials Management orders, receives, issues, and controls supplies and equipment.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,034.0	4,523.4	5,309.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	1,038.1	897.2	897.2
<b>Program Total</b>	<b>5,072.1</b>	<b>5,420.6</b>	<b>6,206.2</b>
<b>FTE Positions</b>	<b>62.5</b>	<b>61.5</b>	<b>94.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve support services that enhance the efficient and effective operating of institutions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Work orders over 30 days old	30%	25%	20%	15%	12%
● Warehouse orders filled complete and within two days	N/A	85%	87%	90%	92%
● Monthly internal inspection report scores exceeding standard (food service)	5%	10%	15%	20%	25%
● Preventative maintenance tasks completed each month	N/A	50%	55%	60%	65%

- ◆ Goal 2 - To promote a satisfying, functional work environment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff and juveniles indicating satisfaction with Food Services through quarterly survey results	91.5%	94%	97%	99%	99%
● Staff indicating satisfaction with Maintenance through quarterly survey results	N/A	75%	78%	81%	84%
● Staff indicating satisfaction with Payroll and Business Offices through quarterly survey results	N/A	94%	97%	99%	99%

DJA.2.9 SUBPROGRAM SUMMARY  
**EDUCATION**  
 Contact: Lawrence B. Mazin, Superintendent of Education  
 Phone: 255-5259

A.R.S. 41-2802

**Subprogram Mission:**

*To enhance public safety by teaching committed juveniles responsible and productive citizenship in an accelerated transitional school program.*

**Subprogram Description:**

The Education Subprogram is a North Central Association accredited special function outcomes-based system that integrates academics, remedial education, social skills, life skills, problem solving, and critical thinking skills. The Education Subprogram is designed to meet the individual education needs of each juvenile and assist the juvenile in making a successful transition to the community.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,505.0	3,197.1	3,963.5
Other Appropriated Funds	1,577.7	1,972.0	3,722.6
Other Non Appropriated Funds	28.5	2.2	2.2
Federal Funds	1,020.6	716.3	716.3
<b>Program Total</b>	<b>5,131.8</b>	<b>5,887.6</b>	<b>8,404.6</b>
<b>FTE Positions</b>	<b>84.0</b>	<b>86.5</b>	<b>141.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve individual student achievement in the academic areas of language, reading, and mathematics.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average monthly growth of juveniles per month enrolled (language)	2.1	1.8	2.0	2.1	2.2
● Average monthly growth of juveniles per month enrolled (reading)	1.5	1.8	1.9	1.9	2.1
● Average monthly growth of juveniles per month enrolled (math)	1.2	1.3	1.5	1.7	1.9

- ◆ Goal 2 - To develop and implement a competency-based vocational education program that includes work experience to prepare juveniles for workplace proficiency.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Enrolled juveniles with Individual Technology Vocational Education Plan (ITVEP)	93.7%	95.2%	97%	98%	99%
● Applied vocational/technical competencies achieved to number of juveniles enrolled	21:1	24:1	25:1	26:1	27:1
● Documented hours of work experience weekly	6,617	9,521.8	10,000	11,000	12,000
● Work experience programs implemented with written and measurable competencies	35	37	38	40	42

- ◆ Goal 3 - To help juveniles develop responsible citizenship skills and facilitate successful transition to the community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles leaving secure facilities with a school-to-work plan	92.3%	98.2%	98.5%	99%	99.5%
● School-to-work outcomes achieved per juvenile per month	N/A	N/A	8	10	12

- ◆ Goal 4 - To provide structured learning opportunities for physical and social development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles participating in daily recreation	84.4%	80.8%	85%	90%	95%
● Juveniles achieving the appropriately assigned outcomes	93.7%	87.2%	90%	92%	95%
● Recreation outcomes achieved per juvenile per month	N/A	N/A	5	8	10

DJA.3 PROGRAM SUMMARY  
**COMMUNITY CARE**  
 Contact: Kelly E. Spencer, Assistant Director, Community Corrections  
 Phone: 542-4685  
 A.R.S. 41-2802

**Program Mission:**

*To enhance public safety by providing juveniles a continuum of effective rehabilitative community-based programs, which provide accountability to victims and the community while reducing the potential for future delinquent behavior.*

**Program Description:**

The Community Care Program provides appropriate structure and services to juvenile offenders under conditional liberty supervision which address both risk level to the community and individualized rehabilitative needs. Juvenile offenders are required to participate in work, education, and training programs, and community service projects through contracted and Department-provided resources. Juveniles are managed within a continuum of service levels, from structured residential programming to day and evening tracking programs, to ensure the necessary level of accountability. Department staff monitor juveniles' progress, adjust program levels, and coordinate specialized services. These community-based services provide structured intervention and intermediate sanctions for juveniles while reducing costly lengths of stay in secure facilities

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	15,561.4	16,285.5	16,706.4
Other Appropriated Funds	300.0	300.0	300.0
Other Non Appropriated Funds	9.8	0.0	0.0
Federal Funds	292.8	96.7	96.7
<b>Program Total</b>	<b>16,164.0</b>	<b>16,682.2</b>	<b>17,103.1</b>
<b>FTE Positions</b>	<b>78.0</b>	<b>78.0</b>	<b>81.0</b>

**This Program Contains the following Subprograms:**

- ▶ Overall Community Care
- ▶ Community Services



- ▶ **Boot Camp**
- ▶ **Case Management**
- ▶ **ADJC Community Support Activities**

DJA.3.1 SUBPROGRAM SUMMARY  
**OVERALL COMMUNITY CARE**  
 Contact: Kelly E. Spencer, Assistant Director, Community Corrections  
 Phone: 542-4685  
 A.R.S. 41-2802

**Subprogram Mission:**

*To enhance public safety by providing juveniles a continuum of effective rehabilitative community-based programs which provide accountability to victims and the community while reducing the potential for future delinquent behavior.*

**Subprogram Description:**

The Community Care Program provides appropriate structure and services to juvenile offenders under conditional liberty supervision which address both risk level to the community and individualized rehabilitative needs. Juvenile offenders are required to participate in work, education, and training programs, and community service projects through contracted and Department-provided resources. Juveniles are managed within a continuum of service levels, from structured residential programming to day and evening tracking programs, to ensure the necessary level of accountability. Department staff monitor juveniles' progress, adjust program levels, and coordinate specialized services. These community-based services provide structured intervention and intermediate sanctions for juveniles while reducing costly lengths of stay in secure facilities.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To increase the number of juveniles on conditional liberty status making a satisfactory community adjustment.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles enrolled in an academic, vocational, or employment program monthly to number of juveniles on conditional liberty	77%	80%	85%	90%	95%
● Juveniles on conditional liberty paying restitution to number of juveniles on conditional liberty owing restitution	17%	50%	75%	90%	95%
● Juveniles receiving absolute discharges	155	220	240	275	300
● Juveniles on absconder status to number of juveniles on conditional liberty status	19%	15%	10%	10%	5%

● Juveniles on conditional liberty arrested for misdemeanor: total number of juveniles on conditional liberty	350:963	350:1450	250:1550	200:1550	150:1550
● Juveniles on conditional liberty arrested for felonies: total number of juveniles on conditional liberty	440:963	400:1450	175:1550	150:1550	100:1550
● Boot camp juveniles whose conditional liberty is revoked due to non-technical violations	25%	25%	20%	15%	10%
● Community Service Work projects completed	450	400	400	400	400

- ◆ **Goal 2 - To develop and maintain effective, cost-efficient community programs for juveniles on conditional liberty status.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles returned home successfully	100	100	150	200	200
● Scheduled program monitoring visits performed per provider per year	1	3	6	12	12
● Average cost per juvenile completing community-based services	N/A	N/A	Baseline	- 3%	- 5%

DJA.3.2 SUBPROGRAM SUMMARY  
**COMMUNITY SERVICES**  
 Contact: Marie Dils, Community Services Administrator  
 Phone: 542-4157  
 A.R.S. 41-2802

**Subprogram Mission:**

*To enhance public protection by promoting positive behavioral changes in committed juveniles within an effective, cost-efficient continuum of graduated treatment interventions.*

**Subprogram Description:**

The subprogram is responsible for the development and management of the continuum of community-based interventions for juveniles committed to the Arizona Department of Juvenile Corrections (ADJC). These community-based programs assist the juvenile to develop skills necessary for successful transition into the community and to maintain conditional liberty status. The subprogram includes the Continuum of Care for high risk youth and programming responsive to the needs and risk level of other juveniles on conditional liberty.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,782.0	9,550.7	10,081.2
Other Appropriated Funds	300.0	300.0	300.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	259.3	60.5	60.5
<b>Program Total</b>	<b>10,341.3</b>	<b>9,911.2</b>	<b>10,441.7</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To maximize the efficiency and effectiveness of community resources to meet the needs and respond to the risk level of adjudicated juveniles.**

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Scheduled program monitoring visits performed per provider per year	1	3	6	12	12
● Juveniles in community-based services	N/A	1,300	1,350	1,400	1,400
● Average cost per juvenile successfully completing community-based services	N/A	N/A	Baseline	- 3%	- 5%

◆ Goal 2 - To administer effective, cost-efficient interventions to selected medium and high risk juveniles utilizing a continuum of graduated services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles receiving community-based graduated continuum services	N/A	150	225	325	375
● Juveniles in the continuum who successfully complete the program	N/A	Baseline	80%	85%	90%
● Juveniles completing community-based continuum services	N/A	105	180	275	340
● Average cost per juvenile completing community-based continuum services	N/A	N/A	Baseline	- 3%	- 5%
● Juveniles receiving residential community-based services who remain to successful completion	N/A	60%	80%	85%	90%
● Juveniles referred to residential community-based services	N/A	1,000	1,050	1,100	1,100

**DJA.3.3 SUBPROGRAM SUMMARY**

**BOOT CAMP**

Contact: Darrell Morong, Boot Camp Monitor  
Phone: 542-2812

A.R.S. LAWS 1994, Ch.201

**Subprogram Mission:**

To reduce the risk of delinquent activity by providing a highly structured and specialized continuum of services to a specific population.

**Subprogram Description:**

The Boot Camp Subprogram is designed for juvenile offenders who have not committed violent or serious offenses against persons and are at risk of continuing involvement in delinquent activities. The purpose of this program is to change negative behaviors by breaking patterns of delinquency through intensively structured rehabilitation and teaching positive behaviors by offering constructive intervention and support through discipline, counseling, education, and work experience. The program is designed for four months of intensive Boot Camp experience (within a secure facility) and eight months of intensive community-based services.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,620.6	3,094.4	3,174.4
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
<b>Program Total</b>	<b>2,620.6</b>	<b>3,094.4</b>	<b>3,174.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To establish and maintain basic physical, mental, and dental health standards for juveniles.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Youth receiving certificates compared with the total eligible	56/96	64/96	72/96	80/96	88/96
● Juveniles with increased post test scores in health awareness and dental health	N/A	85%	90%	95%	100%
● Juveniles with increased post test scores based on the Tennessee self-esteem scale	N/A	75%	80%	85%	90%

◆ Goal 2 - To reduce the number of delinquent offenses committed by boot camp juveniles in the community.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Boot camp juveniles who achieve absolute discharge to the number entering the program	N/A	72:96	75:96	78:96	32:96
● Boot camp juveniles whose conditional liberty is revoked due to non-technical violations	25%	25%	20%	15%	10%
● Boot camp juveniles in the community who successfully achieve independent living status	N/A	75%	80%	85%	90%

**DJA.3.4 SUBPROGRAM SUMMARY**

**CASE MANAGEMENT**

Contact: Kelly E. Spencer, Assistant Director, Community Corrections  
Phone: 542-4685

A.R.S. 41-2802

**Subprogram Mission:**

To reduce the risk of delinquent activity and recidivism of juveniles on conditional liberty status.

**Subprogram Description:**

Case Management contributes to public safety through comprehensive, juvenile-centered planning, supervision, and service provision. Case Management staff assess and supervise each case to ensure that committed juveniles are receiving required services and interventions at a level of restrictiveness commensurate with their risk level to the community.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,654.9	3,065.6	3,020.5
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
<b>Program Total</b>	<b>2,654.9</b>	<b>3,065.6</b>	<b>3,020.5</b>
<b>FTE Positions</b>	<b>56.0</b>	<b>56.0</b>	<b>59.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the frequency and severity of police contact by juveniles on conditional liberty supervision.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles on conditional liberty arrested for misdemeanor: total number of juveniles on conditional liberty	350:963	350:1450	250:1150	200:1550	150:1550
● Juveniles on conditional liberty arrested for felonies: total number of juveniles on conditional liberty	440:963	400:1450	175:1550	150:1550	100:1550
● Juveniles involved in an academic, vocational, or employment program monthly to number of juveniles on conditional liberty	77%	80%	85%	90%	90%

- ◆ Goal 2 - To improve the positive performances by juveniles under conditional liberty status.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles on absconder status to number of juveniles on conditional liberty status	19%	15%	10%	10%	5%
● Juveniles receiving absolute discharges	155	220	240	275	300

- ◆ Goal 3 - To improve compliance with court-ordered restitution and community service by juveniles on conditional liberty status.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles on conditional liberty paying restitution to number of juveniles on conditional liberty owing restitution	17%	50%	75%	90%	90%

- ◆ Goal 4 - To increase compliance with provisions of the Interstate Compact (ISC) for juveniles.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● ISC Parole Officers to number of juveniles on ISC supervision	2:192	2:220	2:220	3:220	3:220

**DJA.3.5 SUBPROGRAM SUMMARY**  
**ADJC COMMUNITY SUPPORT ACTIVITIES**  
 Contact: Kelly E. Spencer, Assistant Director, Community Corrections  
 Phone: 542-4685  
  
 A.R.S. 41-2802

**Subprogram Mission:**

*To provide structured programs that promote positive behavioral changes for juveniles on conditional liberty status.*

**Subprogram Description:**

The ADJC Community Support Activities Subprogram includes several programs that are operated in ADJC parole offices for juveniles on conditional liberty status. These programs are designed to facilitate the successful transition for juveniles from the secure facility to the community. The programs help the juveniles with critical skill development, involve the juveniles in community improvement activities, and provide assistance to the families of the juveniles as well. This subprogram includes the Family Transition, the Community Work Crew Services, the High Impact Program (HIP), and the ADJC/ASU Partnership.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	503.9	574.8	430.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9.8	0.0	0.0
Federal Funds	33.5	36.2	0.0
<b>Program Total</b>	<b>547.2</b>	<b>611.0</b>	<b>430.3</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>0.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the positive performance by juveniles under conditional liberty supervision.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Juveniles returned home successfully	100	100	150	200	200
● Juveniles completing all requirements of the Community Work Crew Services	21%	75%	80%	85%	85%
● Juveniles involved in an academic, vocational, or employment program monthly to number of juveniles on conditional liberty (HIP)	N/A	75%	80%	90%	98%
● Students enrolled in tutoring monthly	20	25	30	35	35

- ◆ Goal 2 - To develop and maintain effective, cost-efficient community programs for juveniles on conditional liberty status.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Families linked to community resources annually	225	250	300	360	360

◆ ◆ ◆ ◆ ◆ ◆



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>LAW ENFORCEMENT MERIT SYSTEM COUNCIL</b>	
Captain Coy H. Johnston, Business Manager	LWA
Contact: Captain Coy H. Johnston, Business Manager	223-2286
A.R.S. 41-1830.11 - 41-1830.15	

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees who believe the hearing process is fair and equitable for employees and the agency	61%	65%	70%	75%	75%



**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 consists of three members appointed by the governor to a six-year term. The terms are staggered so that one Council Member is appointed every two-years. The Council serves the Department of Public Safety, the public, and the employees of the Department of Public Safety. The Council provides a fair and equitable environment for employees of the agency through the adoption and maintenance of a classification and compensation plan; providing a plan for selection, retention, and dismissal of employees of the agency; establishing rules for hours of employment and leave; and, to hear and review appeals from dismissal, suspension, demotion, or classification issues.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	47.9	52.1	52.3
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
Operating Funds Subtotal	47.9	52.1	52.3
Capital Funds	0.0	0.0	0.0
Agency Total	47.9	52.1	52.3
FTE Positions	1.0	1.0	1.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classifications audited	53	58	25	60	60
● People audited	208	192	1000	533	533
● Those surveyed who are satisfied with classification plan	41%	50%	55%	60%	60%

◆ Goal 2 - To provide for selection, appointment, promotion, retention and separation for classified employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Selection exams developed based on proper job analysis	25	50	50	50	50
● Promotional exams developed based on proper job analysis	25	35	40	50	50
● Applicants who were satisfied with the selection processes	35%	35%	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.

<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF PUBLIC SAFETY</b>	
Colonel Joe Albo, Director	PSA
Contact: David H. Pilcher, Comptroller	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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ OPERATIONS	61,262.1	71,011.8	73,291.8
➤ AGENCY SUPPORT	28,398.3	29,836.1	29,878.3
➤ CRIMINAL JUSTICE SUPPORT	17,409.5	20,067.1	22,309.1
➤ DIRECTOR'S OFFICE	12,166.1	9,474.5	9,280.1
➤ GOVERNOR'S OFFICE OF COMMUNITY AND HIGHWAY SAFETY	3,597.2	3,023.4	3,059.5
➤ PEACE OFFICER STANDARDS AND TRAINING	4,482.6	5,730.5	4,725.8

Capital Funds	3,745.6	200.0	0.0
Agency Total	131,061.4	139,343.4	142,544.6

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	55,183.6	63,852.5	75,776.4
Other Appropriated Funds	43,318.8	48,255.5	45,001.3
Other Non Appropriated Funds	18,531.4	15,617.4	13,206.6
Federal Funds	10,282.0	11,418.0	8,560.3
Operating Funds Subtotal	127,315.8	139,143.4	142,544.6

Capital Funds	3,745.6	200.0	0.0
Agency Total	131,061.4	139,343.4	142,544.6
FTE Positions	1,788.0	1,838.0	1,865.0

**Agency Goals and Key Performance Measures:**

◆ Goal 1 - To enhance public safety in Arizona.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Highway motor vehicle collision fatalities	-4.7%	-2.0%	-2.0%	-2.0%
● Highway mileage death rate (2 yr lag in data, so FY97 is actually FY95 data, etc.)	2.62	2.45	2.40	2.40	2.40
● Highway deaths (2 yr lag in data, so FY97 is actually FY95 data, etc.)	1,037	994	900	900	900
● Persons injured in highway collisions (2 yr lag in data, so FY97 is actually FY95 data, etc.)	1,994	1,805	1,800	1,800	1,800
● Alcohol-related highway deaths (2 yr lag in data, so FY97 is actually FY95 data, etc.)	261	261	261	261	261
● Seat belt usage rate	63.2%	68.5%	73.0%	78.0%	83.0%
● Child restraint usage rate	75.7%	80.5%	85.0%	90.0%	91.0%
● Speed-related crashes	-2%	-2%	-2%	-2%	-2%
● Commercial motor vehicle collision rate	-1%	-8%	-1%	-1%	-1%
● Covert Underage Buyer (CUB) details (Metropolitan Phoenix)	n/a	24	24	30	30
● Gang-member identifications collected and analyzed (Metropolitan Phoenix)	2,400	2,700	3,000	3,300	3,630
● Mainframe computer system availability	99.7%	99.7%	99.7%	99.7%	99.7%
● Emergency medical service (EMS) aviation responses	1,167	1,225	1,286	1,350	1,418
● Handgun purchase insta-checks	66,177	50,000	124,620	124,620	124,620
● Weapon transfers denied	1,585	1,400	2,480	2,480	2,480
● Successful anti-racketeering case prosecutions as measured by Financial Services	89.5%	95%	95%	95%	95%

◆ Goal 2 - To improve support to the Department and to other criminal justice agencies.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● DPS-component assistance (Metropolitan Phoenix)	1,680	1,640	1,693	1,727
● Criminal investigation assistance to Highway Patrol within one-hour (Metropolitan Phoenix)	N/A	N/A	75%	80%	85%
● New school bus driver applications processed within 10 days	N/A	N/A	1,700	2,000	2,300

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● New tow truck applications processed within 30 days	85%	90%	100%	100%	100%
● Tow truck inspections completed by renewal month	90%	95%	100%	100%	100%
● Response to gang-suppression detail requests (Northern Operations)	N/A	N/A	100%	100%	100%
● Other agency-requested polygraph tests completed within 15 days	N/A	N/A	80%	80%	80%
● Arizona criminal justice information system (ACJIS) terminals supported	4,472	4,500	4,600	4,650	4,700
● Crime lab cases submitted for analysis	28,255	29,668	31,151	32,709	34,344
● Reduction in backlog of crime lab analysis requests over 30 days	-28%	-53%	-75%	-94%	-100%
● Cases for evidence storage	32,857	34,500	36,225	38,036	39,938
● Rocky Mountain Information Network (RMIN) database inquiries	59,900	64,000	74,800	89,800	101,800
● Arizona automated fingerprint identification system (AZAFIS) reliability	99.96%	99.4%	98%	98%	98%
● Minutes for AZAFIS tenprint to tenprint fingerprint search	2	4	4	4	4
● Minutes for AZAFIS tenprint to latent fingerprint search	1/2	4	4	4	4
● Minutes for AZAFIS latent to tenprint fingerprint search	4	6	6	6	6
● Crime victim service providers collaborating with criminal justice agencies	N/A	N/A	50%	60%	68%
● Driver training track	N/A	N/A	Planning	Construct	Utilize

◆ Goal 3 - To improve department efficiency through automation, technology and adequate staffing.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Rocky Mountain Information Network (RMIN) member agencies on line	N/A	35%	75%	100%	100%
● Mainframe computer system availability	99.7%	99.7%	99.7%	99.7%	99.7%
● Personal computers on local area network (LAN)/ wide area network (WAN)	25%	30%	50%	75%	100%
● Geographic information system (GIS) mapping capability for the department.	N/A	Research	Planning	Acquire	Operate
● Support personnel allocation model (SPAM) to justify support function manning	N/A	N/A	Research	Develop	Test
● Completion of an automated procurement system for the department	N/A	N/A	60%	80%	100%
● Achieve Project Crystal communications capability	study	Consultant	Review	Funding	Design

● Enhanced criminal history system name search capabilities	N/A	Bidding	Acquire	Update	Maintain
● Consumable stock inventory system	N/A	Research	Planning	Acquire	Implement
● Operational communications automated telephone call-routing	N/A	N/A	Research	Develop	Implement
● Operational communications 24-hour digital recorders	N/A	Fund	Install	Install	Maintain
● Facilities computerized maintenance management system (CMMS)	Research	Planning	Develop	Implement	Assess
● Additional crime lab positions	0	11	12	7	0
● Replacement rotary-wing aircraft	N/A	FPI	1	2	2
● Automated aircraft parts and maintenance work order tracking	N/A	N/A	Implement	Integrate	Assess
● Old/obsolete equipment addressed in life-cycle replacement plan	N/A	N/A	33%	66%	100%
● FBI electronic fingerprint image print server (EFIPS)-interface with the Arizona automated fingerprint identification system (AZAFIS)	N/A	N/A	Implement	Maintain	Maintain

◆ Goal 4 - To improve department effectiveness through problem-solving techniques.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase of employees provided facilitator, strategic planning, or problem-solving training	N/A	N/A	Baseline	+10%	+10%
● District partnering programs (Northern Operations)	N/A	N/A	5	6	7
● Agencies in partnering meetings (Southern Operations)	N/A	N/A	100%	100%	100%
● Partnering meetings (Central Operations)	N/A	N/A	12	12	12
● Officers problem solving-trained (Southern Operations)	N/A	N/A	33%	+33%	+33%
● Problem-oriented policing neighborhoods (Central Operations-GITEM)	1	1	2	3	3
● Critical incidents reviewed	5	6	-	-	-
● Employees surveyed about training needs	N/A	N/A	90%	90%	90%
● Probationary officers surveyed at completion of Advanced Basic training	100%	100%	100%	100%	100%
● Practices benchmarked	8	12	13+	14+	16+
● Benchmarked practices	N/A	50%	+10%	+10%	+10%
● Use of problem solving processes as measured by Training	N/A	N/A	Baseline	+10%	+10%

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● Use of strategic planning processes at all levels as measured by Training	N/A	N/A	Baseline	+10%	+10%
● Budget program/subprogram strategic plan objectives/performance measure quarterly reports	4	4	4	4	4
● Quarterly pursuit operation analysis reports	4	4	4	4	4
● Agency/budget program/subprogram strategic plan update	1	1	1	1	1

◆ Goal 5 - To provide appropriate compensation for department employees.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classifications for classification, compensation and maintenance review (CCMR)	21.4%	27%	16.9%	50%	50%
● Classifications updated and compensation levels adjusted to market	21.4%	27%	16.9%	50%	50%
● Employees reviewed for proper classification and compensation	208	216	744	965	762
● Fill-vacancy classification tests developed/revised	100	112	115	115	115
● Employees receiving benefits services	543	1,674	550	550	550

◆ Goal 6 - To provide professional development for department employees.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supervisory course attendees	44	31	28	28	28
● Employees served by tuition assistance program	76	85	95	105	115
● Operational communications police dispatchers for comprehensive training	84	91	96	96	96
● Professional development training opportunity minimum per employee	1	1	1	1	1
● Skills development training opportunity minimum per employee	1	1	1	1	1
● Officers meeting Peace Officer Standards & Training (POST) Board requirements	100%	100%	100%	100%	100%

◆ Goal 7 - To improve community awareness of the Department.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citizen academies operated	6	12	12	12	12
● Department World-Wide Web site	N/A	1	Expand	1	1

● Department annual reports published	1	1	1	1	1
● World Wide Web site feature articles	N/A	4	6	6	6
● Crime victim World Wide Web site inquiries	N/A	640	960	1,150	1,380
● Requests for drug recognition usage guide seminars (DRUGS)	5	25	48	50	52
● Employees surveyed by Training regarding training needs	N/A	N/A	90%	90%	90%
● Central Operations public awareness education presentations	743	760	766	781	796
● Judicial precincts receiving judicial outreach program (JOP) presentations about commercial motor vehicle regulations	N/A	5%	30%	60%	90%
● Problem-oriented policing neighborhood partnerships (Central Operations -- GITEM)	1	1	1	2	2
● Media ride-alongs (Central Operations)	24	24	24	24	24
● Recruitment events	9	12	12	12	12
● Recruitment events targeting minorities	N/A	3	3	3	3
● Public awareness presentations per regional crime laboratory	2	3	4	4	4
● Implementation of Aviation public awareness program	N/A	50%	100%	100%	100%
● Citizen opinion/attitude assessment	N/A	Survey	Evaluate	implement	Re-survey

PSA.1 PROGRAM SUMMARY

**OPERATIONS**

**Operations Division**

Contact: Lt. Colonel C. E. Warner, Assistant Director  
Phone: 223-2855

A.R.S. 41-1761, et. seq.

**Program Mission:**

*To provide a safe environment for the public throughout Arizona, suppress criminal activity by enforcing traffic laws and criminal statutes, effectively respond to civil emergencies, and assist other public and community-based entities.*

**Program Description:**

The Operations program is comprised of five subprograms: Highway Patrol, Criminal Investigation, Special Services, Anti-Gang Enforcement, and RMIN -- the Rocky Mountain Information Network. The Operations Division has three operational bureaus: Northern Operations, Central Operations, and Southern Operations, which direct and manage Highway Patrol, Criminal Investigation, Special Services, Anti-Gang Enforcement, and RMIN subprogram resources within specific geographic regions. This proactive approach to law enforcement, called regionalization, vests operational responsibility for DPS operational resources with the commander of a definable geographic area. The Operations program also has responsibility for tactical law enforcement operations and a Division inspection program.



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Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	26,601.6	30,697.6	34,292.6
Other Appropriated Funds	27,734.2	32,226.5	33,163.4
Other Non Appropriated Funds	2,625.8	3,178.4	2,754.3
Federal Funds	4,300.5	4,909.3	3,081.5
<b>Program Total</b>	<b>61,262.1</b>	<b>71,011.8</b>	<b>73,291.8</b>
FTE Positions	1,092.5	1,130.0	1,138.0

**This Program Contains the following Subprograms:**

- ▶ Highway Patrol
- ▶ Criminal Investigation
- ▶ Special Services
- ▶ Anti-Gang Enforcement
- ▶ Rocky Mountain Information Network

PSA.1.1 SUBPROGRAM SUMMARY  
**HIGHWAY PATROL**  
 Contact: Lt. Colonel C. E. Warner, Assistant Director  
 Phone: 223-2855  
 A.R.S. 41-1711, et. seq.

**Subprogram Mission:**

*To provide a safe operating environment for the public on Arizona's highways, interdict criminal activity, support other criminal justice agencies and rapidly respond to civil emergencies.*

**Subprogram Description:**

The Highway Patrol subprogram provides for the patrol of nearly 6,000 miles of state and federal highways and is geographically operated in each of the three operational bureaus: Northern Operations, Central Operations, and Southern Operations. Each bureau has Highway Patrol districts having primary responsibility for enforcing Arizona criminal and motor vehicle traffic laws, and enforcement of state and federal commercial vehicle regulations. Highway Patrol officers investigate traffic collisions, render aid to collision victims, control traffic and assist the motoring public, and provide operational and investigative assistance to other criminal justice agencies through a network of cooperative enforcement programs.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	9,210.5	12,671.6	15,916.6
Other Appropriated Funds	23,996.5	27,603.9	28,540.8
Other Non Appropriated Funds	749.5	596.9	572.9
Federal Funds	189.5	0.0	0.0
<b>Program Total</b>	<b>34,146.0</b>	<b>40,872.4</b>	<b>45,030.3</b>
FTE Positions	641.0	681.0	704.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve public safety by traffic enforcement, by criminal interdiction and by providing assistance to motorists on Arizona highways.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Manpower needs assessment (Northern Operations)	N/A	N/A	1	1	1
● High accident location assessment (Northern Operations)	N/A	N/A	1	-	-
● Aggressive driver details (Central Operations)	N/A	N/A	123	185	246
● Aggressive driver violations cited (Central Operations)	N/A	N/A	750	1,000	1,200
● Metro Phoenix collision responses within 10 minutes (Central Operations)	N/A	N/A	Baseline	80%	90%
● Other collision responses within 20 minutes (Central Operations)	N/A	N/A	Baseline	80%	90%
● Violation special enforcement details (Southern Operations)	N/A	N/A	12	16	20
● Drug /stolen vehicle interdiction details (Southern Operations)	N/A	N/A	8	12	16

- ◆ Goal 2 - To provide investigative and operational assistance to the Department and other law enforcement agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Investigative skills inventory/enhancement (Northern Operations)	N/A	N/A	Inventory	Analysis	Training
● DPS-component assists (Central Operations)	1,680	1,640	1,693	1,727	1,761
● Service request tracking system (Northern & Southern Operations)	N/A	N/A	Develop	Draining	Improve

- ◆ Goal 3 - To establish critical staffing levels.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Squads with critical staffing-levels established /developed tracking (Northern Operations)	N/A	N/A	20	Evaluate	N/A
● Annual staffing plan (Central Operations)	N/A	N/A	Develop	Update	Update
● Vacancies filled (Central Operations)	N/A	N/A	75%	85%	95%
● Critical staffing levels (Southern Operations)	N/A	N/A	Baseline	60%	70%

- ◆ Goal 4 - To establish a partnering program with other agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● District partnering programs (Northern Operations)	N/A	N/A	4	4	Assess
● DUI special enforcement projects (Central Operations)	N/A	7	7	7	7
● Officers in joint ADOT/DPS Traffic Operations Center (Central Operations)	N/A	N/A	1	2	Assess
● Agencies in partnering meetings (Southern Operations)	N/A	N/A	100%	100%	100%

- ◆ Goal 5 - To provide diversified training opportunities to personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Bureau training bulletin (Northern Operations)	N/A	N/A	Publish	Publish	Publish
● Bureau training coordinator (Northern Operations)	N/A	N/A	N/A	Establish	Evaluate
● % Civil Emergency Task Force officers trained annually	N/A	100%	100%	100%	100%

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(Central Operations)

- % increase of officers attending skills training (Southern Operations) N/A N/A Baseline +10% +10%

◆ Goal 6 - To provide a proactive statewide public information program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Officers trained in public information functions (Northern Operations)	N/A	N/A	8	8	8
● Public awareness presentations (Central Operations)	743	760	766	781	796
● Child restraint/seat belt inspection details (Central Operations)	N/A	2	2	2	2
● Increase of community interest media stories (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Increase of investigative media stories (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Increase in special events (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Officers media relations trained (Southern Operations)	N/A	N/A	33%	33%	33%

PSA.1.2 SUBPROGRAM SUMMARY

**CRIMINAL INVESTIGATION**

Contact: Lt. Colonel C. E. Warner, Assistant Director  
Phone: 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, providing source intelligence products, and assisting other public safety agencies.

**Subprogram Description:**

The Criminal Investigation subprogram provides specialized law enforcement and support services for the Department and to federal, state and local criminal justice and political entities and is geographically operated in each of three operational bureaus: Northern Operations, Central Operations, and Southern Operations. Each bureau has Criminal Investigation districts which have primary responsibilities in narcotics, organized crime, liquor, and auto theft investigation, and the collection and interpretation of criminal intelligence information.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,541.4	11,047.0	11,485.1
Other Appropriated Funds	1,591.8	1,600.0	1,600.0
Other Non Appropriated Funds	1,109.3	2,472.0	2,072.0
Federal Funds	1,161.2	1,386.7	16.4
<b>Program Total</b>	<b>14,403.7</b>	<b>16,505.7</b>	<b>15,173.5</b>
<b>FTE Positions</b>	<b>260.0</b>	<b>256.0</b>	<b>241.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Written task force goals (Northern Operations)	N/A	N/A	Baseline	Implement	Assess
● Search warrants served (Central Operations)	N/A	N/A	50	60	70
● Arrests/indictments (Central Operations)	N/A	N/A	15	18	21
● Metro Phoenix Covert Underage Buyer details (Central Operations)	N/A	24	24	30	30
● Major criminal organizations identified (Southern Operations)	N/A	N/A	3	3	3
● Criminal organizations disrupted/dismantled (Southern Operations)	N/A	N/A	3	3	3
● Drug lab team (Southern Operations)	N/A	N/A	Baseline	Maintain	Evaluate
● Chemical purchase tracking database (Southern Operations)	N/A	N/A	Baseline	-	-
● Chemical dealers tracking purchases (Southern Operations)	N/A	N/A	100%	100%	100%
● Methamphetamine producer/distributor cases closed (Southern Operations)	N/A	N/A	Baseline	Trend	Trend

◆ Goal 2 - To provide investigative and operational assistance to the Department and other law enforcement agencies,

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Available services (Northern Operations)	N/A	N/A	Catalog	Analyze	Expand
● Responses to HP within 1 hour (Central Operations)	N/A	N/A	75%	80%	85%
● Cases from HP follow up (Central Operations)	N/A	N/A	3	3	3
● Response to service requests (Southern Operations)	N/A	N/A	100%	100%	100%

◆ Goal 3 - To obtain and utilize the most recent technological advances to assist in patrol and investigative activities.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Product conferences attended (Northern Operations)	N/A	N/A	1	1	1
● Funding sources identified (Northern Operations)	N/A	N/A	N/A	2	2
● Digitized photo imaging (Central Operations)	N/A	N/A	Acquire	Maintain	Maintain
● Officers digitized photo trained (Central Operations)	N/A	N/A	N/A	50%	90%
● Officers with upgraded LAN-based computers (Central Operations)	N/A	N/A	30%	50%	75%
● Needed equipment (Southern Operations)	N/A	N/A	Est. cost	Acquire	Acquire

◆ Goal 4 - To develop and implement a manpower formula to staff investigative functions.

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Manpower levels by investigative function (Northern Operations)	N/A	N/A	1	6	Evaluate
● Critical staffing levels (Southern Operations)	N/A	N/A	Baseline	60%	70%

◆ Goal 5 - To establish a partnering program with other agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Partnering programs per district (Northern Operations)	N/A	N/A	1	2	3
● Partnering meetings (Central Operations)	N/A	N/A	12	12	12
● Officers problem solving trained (Southern Operations)	N/A	N/A	33%	+33%	+33%
● Agencies in partnering meetings (Southern Operations)	N/A	N/A	100%	100%	100%
● Problem solving efforts (Southern Operations)	N/A	N/A	Evaluate	Evaluate	Evaluate

◆ Goal 6 - To provide diversified training opportunities to personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CI-HP rotation (Northern Operations)	N/A	N/A	Dev.polic y	dev.scho ol	Impleme nt
● One-year cross-training positions (Central Operations)	N/A	2	4	4	4
● Officers attending skills training (Southern Operations)	N/A	N/A	15%	+10%	+10%

◆ Goal 7 - To provide a proactive statewide public information program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Officers trained in public information function (Northern Operations)	N/A	N/A	4	4	4
● Community interest stories (Central Operations)	N/A	N/A	3	10	12
● Community interest media stories (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Investigative media stories (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Special events (Southern Operations)	N/A	N/A	Baseline	+10%	+10%
● Officers media relations trained (Southern Operations)	N/A	N/A	33%	33%	33%

**PSA.1.3 SUBPROGRAM SUMMARY  
SPECIAL SERVICES**

Contact: Lt. Colonel C. E. Warner, Assistant Director  
Phone: 223-2855

A.R.S. 41-1711, et. seq.

**Subprogram Mission:**

To provide technical and essential commercial vehicle, tow truck, school bus safety, and toxic and hazardous materials disposal services for law enforcement, federal government and the community.

**Subprogram Description:**

The Special Services subprogram is the primary commercial motor vehicle, tow truck and school bus safety enforcement arm of the Arizona Department of Public Safety. This includes the training of personnel of other agencies and assistance to local agencies having commercial motor vehicle enforcement problems. The subprogram also has primary responsibility for responding to hazardous materials incidents throughout the state.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,381.0	647.9	731.4
Other Appropriated Funds	2,145.9	3,022.6	3,022.6
Other Non Appropriated Funds	652.4	12.0	12.0
Federal Funds	1,363.9	1,528.0	1,128.9
<b>Program Total</b>	<b>5,543.2</b>	<b>5,210.5</b>	<b>4,894.9</b>
<b>FTE Positions</b>	<b>96.5</b>	<b>95.0</b>	<b>95.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To reduce the percent of increase in the numbers of traffic collisions involving commercial motor vehicles through continuous and impartial enforcement of motor carrier laws and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Commercial motor vehicle collision rate	-1%	-8%	-1%	-1%	-1%
● Compliance reviews of targeted motor carriers	N/A	58	60	60	60
● Enforcement details targeting high-collision highways	N/A	N/A	8	8	8
● Enforcement details targeting commercial passenger carriers	N/A	N/A	8	8	8
● Carriers in voluntary inspection program	N/A	2	12	22	32

◆ Goal 2 - To certify school bus drivers, school buses and tow trucks meeting statutory requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New school bus driver applications processed within 10 days	N/A	N/A	1,700	2,000	2,300
● Days for renewal school bus driver application processing	180	150	120	120	120
● New tow truck applications processed within 30 days	85%	90%	100%	100%	100%
● Tow truck inspections completed by renewal month	90%	95%	100%	100%	100%
● Late school bus inspections	281	300	0	0	0
● New bus driver applications processed	1,200	1,400	1,700	2,000	2,300
● Renewal bus driver applications processed	6,000	6,500	6,800	7,000	7,200
● School buses inspected	3,492	3,850	4,000	4,200	4,500
● Tow trucks inspected	1,450	1,500	1,550	1,600	1,650
● New tow truck applications	150	175	200	225	250

◆ Goal 3 - To maintain effective motor carrier and hazardous materials training programs for the Department and other criminal justice agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New officers trained as first responders	29	54	30	30	30
● DPS officers exposed to hazardous chemicals	8	6	0	0	0
● Officers not first-responder trained	350	326	219	111	4
● Existing officers first-responder trained	N/A	7%	33%	66%	99%
● Other agency requests for haz-	N/A	N/A	25	25	25

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mat first-responder training					
● New officers commercial motor vehicle-trained	29	54	30	30	30
● Special Service/other agency officers North American Standards-trained	44	0	15	15	15
● Full-time CMV officers hazmat trained	N/A	N/A	10	10	10

◆ Goal 4 - To continue support and upgrade of Aspen and Safetynet systems used by commercial motor vehicle (CMV) officers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Non-SSR officers provided and trained with Safetynet computers	N/A	N/A	12	12	12
● SSR field officers provided and trained with updated Safetynet computers	N/A	N/A	N/A	70%	80%
● Days to download inspection data	7	7	2	2	2
● Field download sites	0	0	2	52	64

◆ Goal 5 - To provide diversified training opportunities to personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Specific training requests	N/A	N/A	20	13	6
● Identified individuals trained	N/A	N/A	33%	50%	100%

◆ Goal 6 - To provide a proactive statewide public information program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Commercial motor vehicle presentations	2	2	4	6	12
● Judicial precincts receiving outreach presentations	N/A	5%	30%	60%	90%

**PSA.1.4 SUBPROGRAM SUMMARY**  
**ANTI-GANG ENFORCEMENT**  
 Contact: Lt. Colonel C. E. Warner, Assistant Director  
 Phone: 223-2855  
 A.R.S. 41-1761, et. seq.

**Subprogram Mission:**

*To provide a safe environment for the Arizona public by reducing street gang criminal activity through investigation, enforcement and community-based activities.*

**Subprogram Description:**

The Gang Intelligence and Team Enforcement Mission (GITEM) subprogram is geographically operated in each of the three operational bureaus: Northern Operations, Central Operations, and Southern Operations. The GITEM subprogram has responsibility to assist criminal justice agencies statewide to formulate and implement criminal gang enforcement and investigative strategies. Each bureau contains GITEM districts where officers collect and share criminal gang information with other law enforcement agencies. GITEM officers further train criminal justice personnel regarding the identification and interdiction of gangs, and also educate the public through community awareness programs and presentations.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,468.7	6,330.5	6,159.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	12.6	12.6	12.6
<b>Program Total</b>	<b>5,481.3</b>	<b>6,343.1</b>	<b>6,172.1</b>
<b>FTE Positions</b>	<b>65.0</b>	<b>68.0</b>	<b>68.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To develop an accurate picture of gang-related crime and gang membership in Arizona through intelligence gathering, data collection, sharing of information, and maintenance of a centralized database.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Gang member identifications collected and analyzed (Central Operations)	2,400	2,700	3,000	3,300	3,630
● Street gang intelligence bulletins published (Central Operations)	12	12	12	12	12
● Random community surveys (Central Operations)	N/A	N/A	1	1	1
● Regional assessments (Northern, Southern Operations)	N/A	N/A	2	N/A	N/A

◆ Goal 2 - To provide statewide support to criminal justice agencies for reduction of gang-related criminal activity.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Response to gang suppression detail requests (Northern Operations)	N/A	N/A	100%	100%	100%
● Response to effectiveness survey (Central Operations)	N/A	68%	75%	79%	81%
● Responses to service requests (Central Operations)	170	190	210	220	231
● Gang enforcement operations (Central Operations)	6	6	6	6	6

◆ Goal 3 - To provide formal gang training for DPS and other criminal justice agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Response to training requests (Northern, Southern Operations)	N/A	N/A	100%	100%	100%
● Training sessions provided (Central Operations)	N/A	40	44	47	50

◆ Goal 4 - To establish critical/minimum staffing levels.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Squads for quality support of metro-Phoenix (Central Operations)	4	4	3	3	3
● Deadline for critical staffing definition (Southern Operations)	N/A	N/A	6-30-99	N/A	N/A
● Squads with critical staffing formulas established (Northern Operations)	N/A	N/A	2	Update	Update

- ◆ Goal 5 - To establish a partnership between GITEM, the criminal justice community, local neighborhoods, and community civic leaders, to address gangs and their effects on the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Problem-oriented policing neighborhoods (Central Operations)	1	1	2	3	3

- ◆ Goal 6 - To provide diversified training opportunities to personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Specialized training classes (Central Operations)	N/A	N/A	12	12	12
● Officers receiving gang-training (Central Operations)	N/A	N/A	50%	60%	75%
● Officers to supervisory/management training (Central Operations)	N/A	N/A	3	3	3

- ◆ Goal 7 - To provide a proactive statewide public information program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Media ride-alongs (Central Operations)	24	24	24	24	24
● Videotape production (Central Operations)	N/A	N/A	Produce	Release	Update
● Officers trained in public information functions (Northern, Southern Operations)	N/A	N/A	4	4	4

**PSA.1.5 SUBPROGRAM SUMMARY**  
**ROCKY MOUNTAIN INFORMATION NETWORK**  
 Contact: Lt. Colonel C.E. Warner, Assistant Director  
 Phone: 223-2855  
  
 A.R.S. 41-1711, 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. Specific missions include: 1) Producing intelligence products and services in support of RMIN and the Regional Information Sharing System (RISS); and to aid members in fighting criminal conspiracies and activities that span jurisdictional boundaries; 2) Breaking down natural geographic and organizational barriers separating law enforcement agencies by promoting communication and information sharing among RMIN members; and 3) Developing and implementing a technological state-of-the-art network of criminal intelligence automated data processing databases connecting member agencies with RISS and other national crime databases.*

**Subprogram Description:**

The Rocky Mountain Information Network (RMIN) is one of six federally-funded regional projects that make up the Regional Information Sharing System (RISS). Headquartered in Phoenix, Arizona, RMIN serves more than 7,000 law enforcement officers from over 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. The Arizona Department of Public Safety acts as the project grantee and provides RMIN with administrative and logistical support within the region. The project is governed by an executive board comprised of 16 voting members (two representatives from each RMIN state), and directly managed by a full-time project director who supervises daily operations over a core RMIN staff.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	114.6	97.5	97.4
Federal Funds	1,573.3	1,982.0	1,923.6
<b>Program Total</b>	<b>1,687.9</b>	<b>2,079.5</b>	<b>2,021.0</b>
<b>FTE Positions</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Members served	700	700	700	700	700
● RISS kits issued	30	245	560	700	700
● Agencies on line	0	35%	75%	100%	100%

- ◆ Goal 2 - To attract and sustain a force of highly-motivated and qualified professional employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Staff members	29	37	41	43	43

- ◆ Goal 3 - To create an environment that realizes the full potential of RMIN employees by rewarding excellence, innovation, and prudent risk-taking.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Award ceremonies	0	1	1	1	1

- ◆ Goal 4 - To take full advantage of evolving technologies to facilitate the exploitation of data, enhance intelligence production, and improve dissemination of products.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Computers	29	36	42	43	44
● Computer-related problems per employee	1 p/day	1 p/week	1 p/week	1 p/week	1 p/week

- ◆ Goal 5 - To increase cooperation, coordination, and communication between member agencies, RISS projects, and other federal law enforcement agencies in the development and accessibility of crime databases and products.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Database inquiries	59,900	64,000	74,800	89,800	101,800
● Database submissions	24,490	28,100	30,600	36,700	41,600
● Analytical request responses	72	77	90	108	122
● Member agency participation	140	175	300	450	600

- ◆ Goal 6 - To provide professional training and educational opportunities to members and employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Conferences held	N/A	N/A	1	1	2+
● Co-sponsored training	N/A	10%	20%	51%	75%

**PSA.2 PROGRAM SUMMARY**  
**AGENCY SUPPORT**  
**Support Division**  
 Contact: Mr. Ralph I. Gratz, Bureau Chief  
 Phone: 223-2254  
 A.R.S. 41-1713, 41-1749

**Program Mission:**

To provide essential services to the Department of Public Safety and the criminal justice community, with expertise in professional training, human resources, communications, information technology, facilities, supply and fleet services. The program continuously strives to exceed customer expectations by delivering services through employee development and commitment to the department mission.

**Program Description:**

The Agency Support program provides essential services in support of the Department mission through seven subprograms. The Human Resources subprogram systematically reviews and maintains position classifications and compensation, conducts selection processes, administers employee benefits, ensures compliance with state and federal regulations and maintains employee records. The Logistics subprogram maintains quality transportation vehicles for police and support functions together with the distribution of supplies. The safety and security of Department employees, and the planning, design and construction of Department facilities are accomplished through the Facilities subprogram. The Information Services subprogram is responsible for the design, development, maintenance and operation of automated computer networks for the detection and apprehension of criminals, and criminal justice information. The Telecommunications subprogram, through Telecommunications Services and Engineering, designs and maintains the infrastructure to support criminal justice and emergency medical communication services for state and many local jurisdictions. The Operational Communications subprogram is the focal point for information dissemination between police personnel, citizens, and emergency medical technicians statewide. The Training and Education subprogram develops department-wide training for entry-level officers, supervisory and managerial employees. The subprogram maintains employee training records and ensures compliance with rectification training as needed.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	14,815.7	19,500.7	25,207.1
Other Appropriated Funds	13,030.7	8,847.3	3,847.3
Other Non Appropriated Funds	496.9	1,488.1	823.9
Federal Funds	55.0	0.0	0.0
<b>Program Total</b>	<b>28,398.3</b>	<b>29,836.1</b>	<b>29,878.3</b>
<b>FTE Positions</b>	<b>328.0</b>	<b>335.0</b>	<b>340.0</b>

**This Program Contains the following Subprograms:**

- ▶ Human Resources
- ▶ Information Services
- ▶ Logistics
- ▶ Telecommunications
- ▶ Operational Communications
- ▶ Facilities
- ▶ Training & Education

**PSA.2.1 SUBPROGRAM SUMMARY**  
**HUMAN RESOURCES**  
 Contact: Mr. Ralph I. Gratz, Bureau Chief  
 Phone: 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:**

The Human Resources subprogram 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, and performs polygraph examinations for the Department and outside agencies to assist in applicant screening and administrative or criminal investigations.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	837.8	837.8	909.3
Other Appropriated Funds	25.0	25.0	25.0
Other Non Appropriated Funds	11.5	120.0	60.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>874.3</b>	<b>982.8</b>	<b>994.3</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide timely polygraph services to the Department and outside agencies.

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Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Polygraph tests administered	451	500	500	500	500
● DPS tests within 5 days of request	N/A	N/A	90%	90%	90%
● Other agency tests within 15 days of request	N/A	N/A	80%	80%	80%

◆ Goal 2 - To provide employee benefits services with a high degree of customer satisfaction.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees receiving benefits service	543	1,674	550	550	550
● Employees satisfied with service	91%	70%	70%	75%	80%

◆ Goal 3 - To improve efficiency through automation of personnel records.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Records systems (manual & automated)	N/A	N/A	16	N/A	N/A
● Records systems reviewed	N/A	N/A	13	3	N/A
● Automation plan	N/A	N/A	Establish	Est. cost	Impleme nt

◆ Goal 4 - To develop and maintain content valid examinations for employment, promotion and proficiency testing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classifications for classification, compensation and maintenance review (CCMR)	21.4%	27%	16.9%	50%	50%
● Classifications requiring development of three-tier level tests	21.4%	27%	16.9%	50%	50%
● Fill-vacancy employment/promotion tests required	100	112	115	115	115
● Fill-vacancy tests developed/revised	100	112	115	115	115
● Tests developed within 10 work days	N/A	N/A	90%	90%	90%

◆ Goal 5 - To systematically review selected classifications annually to update job specifications, correctly classify employees, and establish appropriate compensation levels.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Classifications reviewed for currency & market compensation.	21.4%	27%	16.9%	50%	50%
● Classifications updated and compensation levels adjusted to market	21.4%	27%	16.9%	50%	50%
● Employees reviewed for proper classification and compensation.	208	216	744	965	762

◆ Goal 6 - To provide annual training opportunities for Human Resources employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees to be trained	N/A	N/A	19	20	20
● Employees attending minimum of one training session during year	N/A	N/A	19	20	20

◆ Goal 7 - To recruit minority candidates in proportion to minority representation in the Arizona labor force.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Recruitment events	9	12	12	12	12
● Recruitment events targeting minorities	N/E	3	3	3	3

**PSA.2.2 SUBPROGRAM SUMMARY  
INFORMATION SERVICES**

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 223-2254

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 Department efficiency through automation and the application of new technology.

**Subprogram Description:**

The Information Services subprogram designs, develops, maintains and operates automated computer systems to support the enforcement, investigative and administrative functions of the agency. These programs include the statewide criminal justice information online network utilized by all criminal justice agencies in Arizona.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,344.6	3,344.6	3,847.8
Other Appropriated Funds	100.0	100.0	100.0
Other Non Appropriated Funds	0.0	968.1	763.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,444.6</b>	<b>4,412.7</b>	<b>4,711.7</b>
<b>FTE Positions</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mainframe system availability	99.7%	99.7%	99.7%	99.7%	99.7%
● Criminal justice terminals supported	4,472	4,500	4,600	4,650	4,700
● Remote users	52	75	100	125	150
● Information Services employees having necessary diagnostic hardware/software tools	N/A	N/A	50%	100%	100%

◆ Goal 2 - To develop alternative communications architecture for customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● COAX replacement	N/A	N/A	50%	100%	100%
● PCs on local/wide area network	25%	30%	50%	75%	100%

◆ Goal 3 - To expand section hardware/software and staffing to improve the delivery of services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Enhanced criminal history system name-search capabilities	N/A	Bidding	Acquire	Update	Maintain
● Implement name-search software	N/A	N/A	N/A	N/A	Planning
● Replace application systems	N/A	N/A	N/A	Identify	Planning
● End-user query/reporting tool	N/A	N/A	N/A	N/A	Purchase

◆ Goal 4 - To respond to user problems in a timely, cost-effective manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Help desk as single point of customer contact	N/A	N/A	Establish	N/A	N/A
● Information technology hardware/software testing/development laboratory	N/A	N/A	Establish	Operate	N/A

◆ Goal 5 - To provide career counseling and training opportunities to section personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Information technology staff training needs	N/A	N/A	Budget	Budget	Budget

◆ Goal 6 - To increase community awareness of information services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Department World Wide Web site	N/A	1	Expand	1	1

PSA.2.3 SUBPROGRAM SUMMARY

**LOGISTICS**

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 223-2254

A.R.S. 41-1713

**Subprogram Mission:**

*To provide quality supplies and automotive equipment as well as printing, forms, and mail services to department units and employees in support of the Department mission to protect life and property.*

**Subprogram Description:**

The Logistics subprogram provides support services to the Department, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,103.5	6,706.0	8,833.1
Other Appropriated Funds	4,622.5	3,165.0	1,165.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	40.0	0.0	0.0
<b>Program Total</b>	<b>9,766.0</b>	<b>9,871.0</b>	<b>9,998.1</b>
<b>FTE Positions</b>	<b>52.0</b>	<b>43.0</b>	<b>43.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To enhance public safety in Arizona by providing effective services in support of the department mission through efficient distribution of supplies and automotive parts.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Consumable stock inventory system	N/A	Research	N/A	Purchase	Operate

◆ Goal 2 - To improve support to the department and to other criminal justice agencies by exceeding customer expectations with timely, professional, police vehicle fabrication service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Other operations benchmarked	N/A	3	N/A	3	N/A
● Customers surveyed	N/A	N/A	10%	20%	30%
● Customer satisfaction	N/A	N/A	Baseline	+2%	+5%

◆ Goal 3 - To improve department efficiency through automation, technology and adequate staffing by automation of department bulk fuel facilities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● UST fuel monitoring systems	N/A	3	6	6	6
● Electronic card readers installed	N/A	N/A	3	3	N/A

◆ Goal 4 - To improve effectiveness through problem-solving techniques by applying quality assurance processes for improved department mail operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mail room ergonomics	N/A	N/A	Evaluate	Equip	N/A
● Mail-handling system	N/A	N/A	Research	Develop	Implement

◆ Goal 5 - To provide professional development for Logistics employees by offering personal growth and career opportunities through professional and technical training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Automobile technicians emissions-trained	1	1	2	2	2
● Automobile technicians electronics-trained	1	3	9	9	9
● Automobile technicians suspension systems-trained	2	1	2	2	2
● Staff Right to Know-hazardous materials handling-trained	N/A	N/A	22	22	22



**PSA.2.4 SUBPROGRAM SUMMARY  
TELECOMMUNICATIONS**

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 223-2254

A.R.S. 41-1713

**Subprogram Mission:**

To provide design, coordination, construction and maintenance services for statewide radio, voice and data telecommunication systems.

**Subprogram Description:**

The Telecommunications subprogram provides the infrastructure to support public safety services for state, county/local governmental agencies and the Emergency Medical Communication System.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,870.9	4,370.9	5,117.2
Other Appropriated Funds	4,600.0	2,552.3	1,552.3
Other Non Appropriated Funds	453.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,924.1</b>	<b>6,923.2</b>	<b>6,669.5</b>

FTE Positions	67.0	67.0	67.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To install statewide digital microwave, digital trunked radio, and mobile data computer systems to enhance voice and data communications for DPS and other law enforcement agencies in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Project Crystal system	Study	Consultant	Review	Funding	Design

- ◆ Goal 2 - To provide improved, more efficient and cost-effective telecommunications services by maintaining telecommunications equipment at or below acceptable age standards.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Mobile radios replaced	290	279	38	95	142
● Portable radios replaced	367	14	353	40	26
● Base stations replaced	55	0	0	0	10
● Service vehicles replaced	0	5	5	10	8

- ◆ Goal 3 - To upgrade and replace existing client computer equipment to support current technical needs and to implement an automated business-management system to permit Telecommunications to more efficiently track resource utilization and to assist with telecommunications equipment/system problem resolution.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Automated business system/computer equipment replacement	Assess	Assess	Hardware	Software	Implement

- ◆ Goal 4 - To install Tower Climb-Safe equipment on all DPS towers in the state to conform to OSHA and loss-prevention program requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Tower Climb-Safe equipment implementation	Identify	Purchase	Install 25	Install 20	Training

**PSA.2.5 SUBPROGRAM SUMMARY  
OPERATIONAL COMMUNICATIONS**

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 223-2254

A.R.S. 41-1713, 41-1749

**Subprogram Mission:**

To ensure officer and public safety comes first by giving assistance and information to the public, and providing statewide radio dispatch services for the Department of Public Safety, emergency medical services, and other criminal justice agencies.

**Subprogram Description:**

The Operational Communications subprogram operates three dispatch centers respectively 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	740.8	1,540.8	2,739.9
Other Appropriated Funds	1,900.0	1,100.0	100.0
Other Non Appropriated Funds	0.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,641.5</b>	<b>2,640.8</b>	<b>2,839.9</b>

FTE Positions	85.0	92.0	97.0

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide assistance to Operational Communication customers in a timely, effective and professional manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Automated call routing	N/A	N/A	Research	Develop	Implement
● Computerize tow-truck call rotation	N/A	N/A	Research	Install	Evaluate
● Computerize dispatch work schedules	N/A	N/A	Research	Install	N/A

- ◆ Goal 2 - To improve efficiency to the public, other criminal justice agencies, emergency medical services and the department through use of current technology.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Install 24-hour digital recorders	N/A	Fund	Install	Install	Maintain

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ Goal 3 - To improve service to customers through quality assurance.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quality-assurance surveys	N/A	N/A	Develop	Baseline	Assess
● Rings to answer 9-1-1 calls	N/A	N/A	5<	4<	3<

◆ Goal 4 - To develop comprehensive training for Police Communication Dispatchers (PCD), Senior Dispatchers and supervisors.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● PCDs	52	59	64	64	64
● In-service training hours per PCD	16	24	24	24	32
● Senior Dispatchers	23	23	23	23	23
● In-service training hours per Senior Dispatcher	24	24	24	24	32
● Supervisors	9	9	9	9	9
● In-service training hours per supervisor	32	32	32	56	64

◆ Goal 5 - To increase public knowledge of the department and provide community awareness of safety issues.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public service announcements on "holding" calls	N/A	N/A	N/A	Research	Implement

PSA.2.6 SUBPROGRAM SUMMARY  
FACILITIES

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 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:**

The Facilities subprogram provides support services to the department for planning, design, construction, maintenance, security and risk management of department-owned and leased buildings and grounds statewide.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,332.7	1,310.9	2,350.6
Other Appropriated Funds	1,783.2	1,805.0	805.0
Other Non Appropriated Funds	3.6	400.0	0.0
Federal Funds	0.0	0.0	0.0
Program Total	3,119.5	3,515.9	3,155.6
FTE Positions	27.0	36.0	36.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Old crime lab rehabilitation	Planning	Assess	Cleanup	Renovate	Occupancy
● Facilities ADA accessible	6	8	11	14	17
● Facilities made ADA accessible	2	3	3	3	1
● Facilities remaining to be made ADA accessible	10	7	4	1	0
● Heating, ventilating and air conditioning (HVAC) systems replaced	14	7	3	3	2
● Roof replacements	3	3	3	3	3
● Parking lot restorations	0	1	1	1	1
● Carpet replacements	2	3	3	5	7

◆ Goal 2 - To improve department efficiency through automation, technology, and adequate staffing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Security system upgrades	0	4	1	4	3
● Computerized Maintenance Management System (CMMS)	Research	Develop	Develop	Implement	Assess
● Additional FTEs	0	0	1	1	1

◆ Goal 3 - To improve effectiveness through problem-solving techniques, by applying quality assurance processes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Roof preventive maintenance task forms and schedules developed	N/A	50%	100%	N/A	N/A
● Roofs completed preventive maintenance	N/A	N/A	25%	50%	75%
● Chiller system task forms and schedules completed	50%	100%	N/A	N/A	N/A
● Air conditioner and furnace task forms and schedules developed	N/A	50%	100%	N/A	N/A
● Chiller system preventive maintenance completed	N/A	N/A	50%	100%	N/A
● Air conditioner and furnace preventive maintenance completed	N/A	N/A	N/A	50%	100%
● Facilities with updated lighting energy management programs	N/A	N/A	1	1	1

◆ Goal 4 - To provide professional development for DPS employees by offering personal growth and career opportunities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Driver training track	N/A	N/A	Panning	Construct	Utilize
● Industrial injuries reported within 48 hours	30%	40%	65%	80%	85%
● Employees occupational safety-trained	10%	20%	50%	75%	100%
● Facilities staff receiving training	4	9	7	8	8

PSA.2.7 SUBPROGRAM SUMMARY  
TRAINING & EDUCATION

Contact: Mr. Ralph I. Gratz, Bureau Chief  
Phone: 223-2254

A.R.S. 41-1713

**Subprogram Mission:**

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

To develop and generate training which meets the current requirements and anticipates the future needs of the Department 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:**

The Training & Education subprogram focuses on strategic issues and activities which prepare department employees for future law enforcement and supporting roles. It provides the Department with various training programs 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 Professional Development Team (IPDT), professional working groups, General Instructor Program, specialty programs, i.e., 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). Training promotes opportunities for continued professional growth for all department employees; the administration of health and wellness; management and retention of departmental training records; firearms proficiency; tuition assistance; assisted facilitation for problem solving, and the delivery of armory services.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,585.4	1,389.7	1,409.2
Other Appropriated Funds	0.0	100.0	100.0
Other Non Appropriated Funds	27.9	0.0	0.0
Federal Funds	15.0	0.0	0.0
<b>Program Total</b>	<b>1,628.3</b>	<b>1,489.7</b>	<b>1,509.2</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Advanced Basic classes presented	2	2	2	2	2
● Probationary officers completing training	100%	100%	100%	100%	100%
● Probationary officers whose expectations/needs met or exceeded	100%	100%	100%	100%	100%
● Field training officer (FTO) classes presented	2	2	2	2	2
● FTO attendees whose expectations/needs met or exceeded	100%	100%	100%	100%	100%
● Officers receiving judgmental shooting and firearms qualification	1,013	1,046	1,069	1,120	1,176

● Officers receiving judgmental shooting and firearms qualification	96.8%	100%	100%	100%	100%
● Officers receiving firearms training	1,043	1,046	1,069	1,120	1,176
● Officers receiving firearms training	99.7%	100%	100%	100%	100%
● Specialty firearms courses presented	14	11	8	8	8
● Officers attending specialty firearms courses	358	294	Determine	Determine	Determine
● Officers receiving continuing and certification training	1,046	1,046	1,069	1,120	1,176
● Officers meeting Peace Officer Standards & Training (POST) Board requirements	100%	100%	100%	100%	100%
● Instructor quality ratings	N/A	N/A	Baseline	80%	85%
● Course quality ratings	N/A	N/A	Baseline	80%	85%
● Instructional quality ratings	N/A	N/A	Baseline	80%	85%
● Personnel to participate in Health and Wellness assessment	1,046	1,046	1,069	1,120	1,176
● Health and Wellness assessment participations	N/A	Baseline	+10%	+10%	+10%

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Horizontal gaze nystagmus (HGN) classes presented	2	2	2	2	2
● Officers receiving HGN training whose expectations/needs were met/exceeded	100%	100%	100%	100%	100%
● Drug recognition expert (DRE) classes presented	1	1	1	1	1
● Officers completing DRE training	85%	100%	100%	100%	100%
● Officers receiving DRE training whose expectations/needs were met/exceeded	100%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Existing firearms records automated	N/A	75%	100%	100%	100%
● Active instructors	N/A	N/A	N/A	Baseline	+10%
● Classes scheduled electronically	N/A	50%	100%	100%	100%
● Commanders/managers eligible to use automated scheduling	N/A	N/A	N/A	64	70
● Commanders/managers using automated system	N/A	N/A	N/A	60%	80%

- ◆ Goal 4 - To improve effectiveness through problem-solving techniques by applying quality assurance processes, and identification of trends affecting the department and recommending and implementing training.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Advanced Basic attendees surveyed	100%	100%	100%	100%	100%
● Critical incidents where training was adequate	50%	67%	75%	80%	85%
● Employees surveyed regarding training needs	N/A	N/A	90%	90%	90%
● Employees provided facilitator, strategic planning, or problem-solving training	N/A	N/A	Baseline	10%	20%
● Use of problem solving processes	N/A	N/A	Baseline	+10%	+10%
● Involvement in strategic planning at all levels	N/A	N/A	Baseline	+10%	+10%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Supervisory course attendees	44	31	28	28	28
● Supervisory course attendees whose expectations/needs were met/exceeded	100%	100%	100%	100%	100%
● Employees served by Tuition Assistance Program	76	85	95	105	115
● Time reduction in Operational Communications positional training	N/A	Baseline	-10%	-25%	Maintain
● Awareness of career and relevant training opportunities (self-reported)	N/A	N/A	Baseline	+10%	+10%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Requests for Drug Recognition Usage Guide Seminar (DRUGS)	5	25	48	50	52
● DRUGS classes for other agencies	N/A	N/A	8	8	8

<p><b>PSA.3</b>                      <b>PROGRAM SUMMARY</b></p> <p align="center"><b>CRIMINAL JUSTICE SUPPORT</b></p> <p align="center"><b>Support Division</b></p> <p>Contact: Mr. Jim Timmons, Bureau Chief Phone: 223-2238</p> <p>A.R.S. 41-1711 - 1712, 1750</p>
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**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:**

The Criminal Justice Support program is comprised of five

subprograms which provide the following support services: processes applications for concealed weapons permits; conducts criminal history background checks on potential handgun buyers; licenses security guards and private investigators; manages the Arizona Automated Fingerprint Identification System; manages the Arizona Criminal Justice Information System; maintains Department of Public Safety citations, warrants, vehicular collision and offense reports; and maintains 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	9,714.6	8,837.6	11,257.2
Other Appropriated Funds	2,056.4	6,390.0	7,198.9
Other Non Appropriated Funds	5,263.5	4,259.6	3,853.0
Federal Funds	375.0	579.9	0.0
<b>Program Total</b>	<b>17,409.5</b>	<b>20,067.1</b>	<b>22,309.1</b>
<b>FTE Positions</b>	<b>241.5</b>	<b>244.0</b>	<b>261.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Scientific Analysis**
- ▶ **Aviation**
- ▶ **AZAFIS Management**
- ▶ **Licensing**
- ▶ **Criminal Information**

<p><b>PSA.3.1</b>                      <b>SUBPROGRAM SUMMARY</b></p> <p align="center"><b>SCIENTIFIC ANALYSIS</b></p> <p>Contact: Mr. Jim Timmons, Bureau Chief Phone: 223-2238</p> <p>A.R.S. 41-1761 et. seq.</p>
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**Subprogram Mission:**

*To assist the Department, the Arizona criminal justice community and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytic techniques; providing the most accurate scientific analyses of evidence and presenting expert court testimony. To provide for the storage and appropriate disposition of property and evidence in the most efficient manner.*

**Subprogram Description:**

The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training and expert testimony to all criminal justice agencies in the state. Scientific and technical services are provided in the areas of DNA, serology, toxicology, 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	3,892.1	2,557.5	3,160.9
Other Appropriated Funds	796.0	3,941.7	3,945.5
Other Non Appropriated Funds	1,559.4	1,107.5	628.4
Federal Funds	155.6	354.8	0.0
<b>Program Total</b>	<b>6,403.1</b>	<b>7,961.5</b>	<b>7,734.8</b>
<b>FTE Positions</b>	<b>98.0</b>	<b>100.0</b>	<b>112.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases submitted for analysis	28,255	29,668	31,151	32,709	34,344
● Backlog of requests over 30 days	-28%	-53%	-75%	-94%	-
● Cases for evidence storage	32,857	34,500	36,225	38,036	39,938
● Cases for storage	N/A	N/A	-10%	-10%	-10%

- ◆ Goal 2 - To enhance and expand essential scientific and technical support services through new technology, automation and adequate staffing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Additional positions	0	11	12	7	0
● Obsolete equipment replaced	6%	4%	10%	15%	20%
● Equipment automated	2%	6%	10%	15%	20%

- ◆ Goal 3 - To enhance scientific analysis subprogram effectiveness through problem-solving techniques and improve customer contact and communication.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● User meetings per regional lab	1	2	2	2	2
● Peer group meetings per science specialty	1	2	2	2	2

- ◆ Goal 4 - To enhance scientific analysis subprogram effectiveness through professional development of employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees receiving training	90%	90%	90%	95%	100%

- ◆ Goal 5 - To increase public awareness of the integral role that scientific analysis plays in the criminal justice system.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Presentations per regional crime laboratory	2	3	4	4	4

**PSA.3.2 SUBPROGRAM SUMMARY**  
**AVIATION**

Contact: Mr. Jim Timmons, Bureau Chief  
Phone: 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:**

The Aviation subprogram 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. Also provided are air support and transport services in support of governmental operations and critical administrative functions.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,839.8	3,816.9	4,904.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	53.8	12.4	0.0
<b>Program Total</b>	<b>3,893.6</b>	<b>3,829.3</b>	<b>4,904.5</b>
<b>FTE Positions</b>	<b>51.0</b>	<b>53.0</b>	<b>53.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Emergency medical service (EMS) responses	1,167	1,225	1,286	1,350	1,418
● Increase from previous year	N/A	5%	5%	5%	5%
● Missions fulfilled	N/A	50%	60%	70%	80%
● Implementation public awareness program	N/A	50%	100%	100%	100%
● Counties reached by public awareness program	N/A	7	7	15	15
● Equipment replacement	N/A	50%	50%	25%	25%

- ◆ Goal 2 - To improve support to the department and to other criminal justice agencies through enhanced air support aerial surveillance operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Aggressive driver aerial surveillance program	N/A	N/A	Pilot study	Analysis	Funding
● FTE fiscal planning issue (FPI) /pilot hires to support aggressive driver aerial surveillance program	N/A	N/A	N/A	FPI	2

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

- Aircraft fiscal planning issue (FPI)/aircraft acquisition to support aggressive driver aerial surveillance program

◆ Goal 3 - To improve Aviation subprogram effectiveness through replacement of obsolete equipment and acquisition and allocation of appropriate staffing resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Replacement rotary-wing aircraft	N/A	FPI	1	2	2
● Additional FTEs	N/A	N/A	FPI	4	1

◆ Goal 4 - To improve Aviation subprogram administrative effectiveness through automation.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Automated aircraft parts and maintenance work order tracking	N/A	N/A	Implement	Integrate	Assess
● Replacement data processing equipment	N/A	N/A	Planning	50%	50%

**PSA.3.3 SUBPROGRAM SUMMARY**  
**AZAFIS MANAGEMENT**  
 Contact: Mr. Jim Timmons, Bureau Chief  
 Phone: 223-2238  
 A.R.S. 41-2401 et. seq.

**Subprogram Mission:**

To effectively manage day-to-day Arizona Automated Fingerprint Identification Systems (AZAFIS) operations and continuously improve the system in support of the automated fingerprint identification needs of Arizona and other criminal justice agencies.

**Subprogram Description:**

The AZAFIS subprogram, representing the DPS Director -- as the AZAFIS System Manager -- 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. The subprogram also processes arrest fingerprint records received from all Arizona agencies, in order to establish and maintain the Arizona central fingerprint repository. The subprogram also oversees training and certification of AZAFIS workstation operators and assists the AZAFIS Advisory Board by developing planning strategies for the most effective growth of the system.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	376.8	381.0	386.7
Other Appropriated Funds	1,260.4	1,638.0	2,025.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,637.2</b>	<b>2,019.0</b>	<b>2,411.9</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● System reliability	99.96%	99.4%	98%	98%	98%
● Minutes for tenprint to tenprint search time	2	4	4	4	4
● Minutes for tenprint to latent search	1/2	4	4	4	4
● Minutes for latent to tenprint search	4	6	6	6	6
● Time for print to latent print search	2 min.	4 hrs.	4 hrs.	4 hrs.	4 hrs.
● Days for arrest fingerprint record processing	n/a	2	4	4	4

◆ Goal 2 - To implement technological enhancements to meet system users' evolving automated fingerprint identification requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● FBI Electronic Fingerprint Image Print Server (EFIPS) interface	N/A	N/A	6-98	-	-
● AZAFIS strategic plan update	N/A	N/A	Feb '99	Feb '00	Feb '01
● Mug Photo Interface (MPI)	N/A	N/A	Jun '99	-	-

◆ Goal 3 - To ensure knowledge of and adherence to statutes, policies, and procedures governing legal and efficient system use and dissemination of AZAFIS identification information.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AZAFIS site review program implementation	N/A	N/A	Jun '99	-	-
● Local livescan terminal trainer certification	N/A	N/A	Jun '99	-	-
● AZAFIS sites training software acquired	N/A	N/A	N/A	Jun '00	-
● Automated AZAFIS training center proposal	N/A	N/A	N/A	N/A	Jun '01

◆ Goal 4 - To further develop job-related knowledge and skills of AZAFIS personnel.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Personnel professional development/technical training completed	N/A	N/A	Jun '99	Jun '00	Jun '01
● Secretary development/technical course attendance	N/A	N/A	1	1	1
● Fingerprint technician development/technical course attendance	N/A	N/A	1>	1>	1>

**PSA.3.4 SUBPROGRAM SUMMARY**  
**LICENSING**  
 Contact: Mr. Jim Timmons, Bureau Chief  
 Phone: 223-2238  
 A.R.S. Titles 24, 26, 32, 41

**Subprogram Mission:**

To respond to inquiries from federal firearms-licensed (FFL) dealers to provide criminal history background checks on potential handgun buyers as required by federal and state law; to process applications and issue permits to qualified Arizona residents for

*the authorized possession of concealed weapons; and to issue licenses required by law for security guard and private investigation employees and agencies.*

**Subprogram Description:**

The Licensing subprogram, operated by a Licensing, Permits and Handgun Clearance Section, provides an instant state and national-level background check system used by licensed firearms dealers to approve or deny the sale of handguns to individuals seeking purchase. The subprogram issues concealed weapon permits to qualified Arizona residents, and approves instructors and training course outlines for the required firearms safety training course. The subprogram provides services relating to the screening, licensure and investigation of employees and agencies engaged in the private investigation and security guard industries in Arizona.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	351.3	369.8	393.1
Other Appropriated Funds	0.0	810.3	968.1
Other Non Appropriated Funds	715.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,066.6</b>	<b>1,180.1</b>	<b>1,361.2</b>
<b>FTE Positions</b>	<b>28.0</b>	<b>28.0</b>	<b>32.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● CCW training sites monitored	35%	17%	25%	35%	40%
● CCW training sites surveyed	N/A	N/A	10%	10%	10%
● Lapse rate for unresolved background checks	N/A	N/A	50%	48%	46%
● Licensing investigations	N/A	66	75	75	75
● Months to complete licensing complaint investigations	N/A	N/A	7	5	4

◆ Goal 2 - To improve the support to department functions and to other criminal justice agencies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Days to process new/renewal CCW permits	6.5	5.8	20	15	10
● Minutes to process security guard/private investigator employee licenses	15	15	15	15	15
● Months to process security guard/private investigator agency licenses	n/a	n/a	4<	4<	4<
● Handgun purchase insta-checks	66,177	50,000	124,620	124,620	124,620
● Weapon transfers denied	1,585	1,400	2,480	2,480	2,480

◆ Goal 3 - To improve section efficiency through automation, technology, and adequate staffing.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● NIC interface	N/A	N/A	Impleme nt	-	-

● Applicant photo on CCW permit	N/A	N/A	Impleme nt	-	-
● Licensing information on World Wide Web site	N/A	N/A	N/A	Impleme nt	-
● AZAFIS livescan/digital photo equipment	N/A	N/A	N/A	-	Planning
● Staffing assessment/space needs analysis	N/A	N/A	Complete	-	-

◆ Goal 4 - To improve section effectiveness through problem-solving techniques.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quarterly staff meetings	N/A	N/A	4	4	4
● Unit procedural reviews	1	2	3	3	3

◆ Goal 5 - To enhance section effectiveness through increased training and professional development of employees.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Quarterly CCW firearms safety instructor training sessions	0	13	4	4	4
● Staff participation/instruction in training	N/A	N/A	50%	75%	100%
● Commissioned employees and supervisors participating in training	100%	100%	100%	100%	100%
● Staff participating in skills/professional development course	N/A	N/A	50%	75%	100%
● Criminal records specialists cross-trained	N/A	N/A	N/A	N/A	100%

◆ Goal 6 - To foster positive public exposure of section programs through excellence in criminal justice support services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Unit newsletter issues	3	4	4	6	6
● Firearms safety training organizations surveyed	N/A	N/A	10%	10%	10%
● Private investigator/security guard agency site visits	N/A	N/A	N/A	20	20
● Arizona federal firearms licensed-dealers surveyed	N/A	N/A	10%	10%	10%
● Federal firearms licensed-dealer site visits	N/A	N/A	N/A	N/A	20
● Firearms safety training organizations surveyed	N/A	N/A	10%	10%	10%
● Permit holders surveyed	N/A	N/A	10%	10%	10%

**PSA.3.5 SUBPROGRAM SUMMARY  
CRIMINAL INFORMATION**

Contact: Mr. Jim Timmons, Bureau Chief  
Phone: 223-2238

A.R.S. 41-1750

**Subprogram Mission:**

*To provide criminal information in support of the fight against crime.*

**Subprogram Description:**

Criminal Information subprogram responsibilities are outlined in ARS 41-1750. Additional guidance is provided in Administrative Rules R13-1-01 through R13-1-09. The 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 processing state and national criminal background checks for employment and licensing purposes. 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,254.6	1,712.4	2,412.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,988.8	3,152.1	3,224.6
Federal Funds	165.6	212.7	0.0
<b>Program Total</b>	<b>4,409.0</b>	<b>5,077.2</b>	<b>5,636.6</b>
<b>FTE Positions</b>	<b>51.5</b>	<b>50.0</b>	<b>51.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To improve the criminal history disposition reporting process within the state.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Counties in which criminal history disposition training accomplished	1	6	5	5	5
● Disposition forms meeting standards	N/A	N/A	50%	80%	90%
● Agencies added to electronic disposition reporting	N/A	N/A	1	1	1
● Days to process disposition forms	N/A	N/A	30	25	20

- ◆ Goal 2 - To provide job-related training opportunities to each employee within the Criminal Information Services Section.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training opportunities per employee	N/A	N/A	2	2	2

- ◆ Goal 3 - To expand imaging system operations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Document types added to imaging system	N/A	N/A	1	1	1

- ◆ Goal 4 - To acquire adequate staffing and space for criminal information processing functions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fiscal planning issue for criminal history disposition processing needs	N/A	N/A	complete	-	-
● Criminal information area space needs study	N/A	N/A	complete	-	-

- ◆ Goal 5 - To improve effectiveness through problem-solving techniques.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Summary improvement reports	N/A	N/A	1	1	1

**PSA.4 PROGRAM SUMMARY**  
**DIRECTOR'S OFFICE**  
**Office of the Director**  
 Contact: Lt. Colonel R. Aguilera, Deputy Director  
 Phone: 223-2465  
 A.R.S. 41-1711

**Program Mission:**

*To foster excellence in the Department of Public Safety (DPS) by providing day-to-day administrative and strategic direction to the overall department and provide cross-program services to the public and departmental units.*

**Program Description:**

The Directors Office program is comprised of three subprograms 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 arts; conducting inspections and investigations to maintain professional standards; 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 resources to the Law Enforcement Merit System Council (LEMSC) and the Peace Officer Standards and Training (POST) Board.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	3,860.3	4,616.6	4,819.0
Other Appropriated Funds	497.5	738.6	738.6
Other Non Appropriated Funds	5,763.0	921.1	840.0
Federal Funds	2,045.3	3,198.2	2,882.5
<b>Program Total</b>	<b>12,166.1</b>	<b>9,474.5</b>	<b>9,280.1</b>
<b>FTE Positions</b>	<b>79.0</b>	<b>82.0</b>	<b>82.0</b>

**This Program Contains the following Subprograms:**

- ▶ Executive Support
- ▶ Financial Services
- ▶ Crime Victim Services

**PSA.4.1 SUBPROGRAM SUMMARY**  
**EXECUTIVE SUPPORT**  
 Contact: Lt. Col. R. Aguilera, Deputy Director  
 Phone: 223-2465  
 A.R.S. 41-1711

**Subprogram Mission:**

*To foster excellence in the Department of Public Safety (DPS) by providing the public, other agencies, and departmental units with services that are cross-program in nature, and additionally serve as staff to the director.*

**Subprogram Description:**



The Executive Support subprogram serves as the director's staff and provides such cross-program services as media and other government agency communications; promotion of public safety through a community education; performing research and analysis, futures planning, policy development, and graphic arts; conducting inspections to maintain professional standards; providing legal assistance to DPS and other law enforcement agencies; and providing security for the Senate, House of Representatives and the Governor.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,804.5	3,507.3	3,707.4
Other Appropriated Funds	497.5	515.0	515.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	9.1	18.2	0.0
<b>Program Total</b>	<b>3,311.1</b>	<b>4,040.5</b>	<b>4,222.4</b>
<b>FTE Positions</b>	<b>50.0</b>	<b>55.0</b>	<b>55.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To enhance public safety in Arizona by providing information through communications.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public safety releases	N/A	N/A	12	12	12
● Law bulletins published	5	6	6	7	8
● Crime trend reports published	1	1	1	1	1
● Agency strategic plans produced/updated	1	1	1	1	1
● Video public service announcement productions	4	4	4	4	4
● Public affairs & community education (PACE) program	N/A	N/A	Media book	Training	Refresher
● PACE certification program	N/A	N/A	Implement	Maintain	Maintain
● Professional standards reporting survey	N/A	N/A	Develop	Implement	Assess
● Geographic information system (GIS)	N/A	Research	Planning	Acquire	Operate

◆ Goal 2 - To reduce department liability.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Pursuit analyses within time limits	N/A	90%	100%	100%	100%
● Pursuit reports entered within time limits	N/A	85%	100%	100%	100%
● Quarterly pursuit summary analysis	4	4	4	4	4
● Video training segments	N/A	6	8	10	12
● Digest training articles	N/A	6	8	10	12
● Executive Support personnel attending required training	N/A	N/A	100%	100%	100%
● Early liability identification quarterly reports	N/A	N/A	Develop	4	4
● Department liability inspection instrument	N/A	N/A	Develop	Implement	Maintain
● Legal training sessions presented	18	14	15	17	19

◆ Goal 3 - To research and develop a support personnel allocation model (SPAM) to ensure adequate support staffing for the Department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Support personnel allocation model (SPAM)	N/A	N/A	Research	Develop	Test

◆ Goal 4 - To benchmark best practices to improve department effectiveness.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Practices benchmarked	8	12	13>	14>	16>
● Benchmarked practices	N/A	N/A	+10%	+10%	+10%
● Traffic/safety conference attendance	2	2	2	2	2
● Law enforcement planner conference attendance	2	2	2	2	2

◆ Goal 5 - To professionally develop employees through adequate resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Legal research tool enhancements	N/A	N/A	Internet	Lexis+	assess
● Employees attending training	100%	100%	100%	100%	100%
● Professional training opportunities per employee	1	1	1	1	1
● Skills training opportunities per employee	2	2	2	2	2
● Professional affiliation opportunities per employee	N/A	1	1+	1+	2

◆ Goal 6 - To improve community awareness of DPS.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Citizen opinion/attitude assessment	N/A	Survey	Evaluate	Implement	Re-survey
● Citizen academies	6	12	12	12	12
● Community informational videos	1	2	2	2	2
● World Wide Web site feature articles	N/A	4	6	6	6
● Citizen academies addressing professional standards	N/A	100%	100%	100%	100%
● Annual reports published	1	1	1	1	1

◆ Goal 7 - To provide for the security of the governor and the Arizona legislature.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Security programs developed/reviewed	2	2	2	2	2
● Officers attending basic protection training	3	1	2	1	Maintain
● Officers attending advanced protection training	N/A	N/A	2	2	2
● Legislative security specialty training hours per officer	N/A	8	8	8	8

**PSA.4.2 SUBPROGRAM SUMMARY**  
**FINANCIAL SERVICES**  
 Contact: Phil Case, Comptroller  
 Phone: 223-2463  
 A.R.S. 41-1711

**Subprogram Mission:**

*To continuously develop and perfect budget, fiscal and alternative funding services in support of the agency mission and external stakeholders.*

**Subprogram Description:**

The Financial Services subprogram each year provides the Governor's Office of Strategic Planning and Budgeting and the Joint Legislative Budget Committee with formal budget proposals and justifications, and supports the agency with accounting systems and financial management services. In addition to identifying, developing, administering and monitoring alternative fund sources, the program coordinates funding and audit issues with state and federal agencies.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	995.8	1,049.3	1,051.5
Other Appropriated Funds	0.0	223.6	223.6
Other Non Appropriated Funds	5,763.0	921.1	840.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,758.8</b>	<b>2,194.0</b>	<b>2,115.1</b>
<b>FTE Positions</b>	<b>27.0</b>	<b>25.0</b>	<b>25.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To implement a process that would allow the agency to systematically replace old/obsolete essential equipment.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Old/obsolete equipment addressed in life-cycle replacement plan.	N/A	N/A	33%	66%	100%

- ◆ Goal 2 - To improve efficiencies of the Department procurement process through the use of standardized solicitation forms and procedures.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Procurement forms/procedures reviewed	N/A	60%	80%	100%	-
● Development of procurement reference guide	N/A	20%	50%	80%	100%

- ◆ Goal 3 - To effectively and efficiently administer community and police support programs through public safety grant strategies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Random desk audits	9	5	15	18	18
● Programs in compliance	8	5	13	16	17
● Criminal justice planning meetings attended	10	10	14	14	14

- ◆ Goal 4 - To implement an automated procurement system for the department.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion of automated procurement system proposal	N/A	N/A	60%	80%	100%

- ◆ Goal 5 - To ensure the quality and expediency of anti-racketeering case activities through training, automation, and direct support.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cases received	104	84	100	110	120
● Preview of cases investigated	N/A	N/A	60%	75%	100%
● Management information system developed	N/A	N/A	50%	75%	100%
● Internal training sessions	N/A	N/A	4	5	6
● Officers trained	114	24	200	200	200
● Successful case prosecutions	89.5%	95%	95%	95%	95%

**PSA.4.3 SUBPROGRAM SUMMARY**  
**CRIME VICTIM SERVICES**  
 Contact: Phil Case, Comptroller  
 Phone: 223-2463  
 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:**

The Crime Victim Services subprogram 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	60.0	60.0	60.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,036.2	3,180.0	2,882.5
<b>Program Total</b>	<b>2,096.2</b>	<b>3,240.0</b>	<b>2,942.6</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Respondents to annual survey	N/A	72%	75%	75%	75%
● Positive follow-up surveys	N/A	N/A	75%	80%	85%
● Service providers in compliance	95%	95%	95%	95%	95%
● Site visits conducted	100%	100%	100%	100%	100%

- ◆ Goal 2 - To increase public confidence in the criminal justice system by ensuring crime victims are aware of the full range of services at their disposal.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Service providers with Victims' Rights policy	N/A	N/A	75%	80%	84%
● Service providers collaborating with criminal justice agencies	N/A	N/A	50%	60%	68%

- ◆ Goal 3 - To develop and expand subprogram capabilities through crime victim-related training and professional development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training events	15	15	15	15	15
● Specific training sessions attended by grant coordinators	N/A	N/A	3	3	3

- ◆ Goal 4 - To increase community awareness of crime victim issues.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Website inquiries	N/A	640	960	1,150	1,380
● Website updates	N/A	3	4	4	4
● New programs	10	4	6	4	3
● Introductory support visits	N/A	4	6	4	3
● Mailings	N/A	2	4	4	4
● Brochures published	N/A	1	1	1	1
● Digest articles	N/A	N/A	1	1	1

**PSA.5 PROGRAM SUMMARY**  
**GOVERNOR'S OFFICE OF COMMUNITY AND HIGHWAY SAFETY**  
**Governor's Office of Community and Highway Safety**  
 Contact: Mr. Alberto Gutier, Director  
 Phone: 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, and Drug Abuse Resistance Education (D.A.R.E.) programs.*

**Program Description:**

The Governor's Office 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 has been 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	191.4	200.0	200.5
Other Appropriated Funds	0.0	53.1	53.1
Other Non Appropriated Funds	269.2	210.8	209.6
Federal Funds	3,136.6	2,559.5	2,596.3
<b>Program Total</b>	<b>3,597.2</b>	<b>3,023.4</b>	<b>3,059.5</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

**This Program Contains the following Subprograms:**

- ▶ Highway Safety
- ▶ Drug Abuse Resistance Education

**PSA.5.1 SUBPROGRAM SUMMARY**  
**HIGHWAY SAFETY**  
 Contact: Mr. Alberto Gutier, Director  
 Phone: 255-3216  
 A.R.S. 28-611

**Subprogram Mission:**

*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.*

**Subprogram Description:**

Highway Safety means the reduction of traffic crashes, deaths, injuries and property damage resulting therefrom on public roads. The Arizona Highway Safety Plan is developed through annual problem identification and analysis of traffic records, citations, convictions, judicial outcome, incarceration, assessments, screening, treatment, prevention and surveys. One of the uses of the highway safety funding process is to provide "seed" money to develop effective programs which can become operational within a three-year period. If the program(s) are successful, the state or local jurisdictions will establish the program(s) as a permanent responsibility of the jurisdiction.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	191.4	199.2	199.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,855.9	2,266.5	2,304.3
<b>Program Total</b>	<b>3,047.3</b>	<b>2,465.7</b>	<b>2,503.9</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce vehicular traffic crashes, deaths, injuries and property damage in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fatalities per year	-4.7%	-2.0%	-2.0%	-2.0%	-2.0%
● Crashes	113,686('95)	112,959('96)	112,900('97)	112,900('98)	112,900('99)
● Mileage death rate	2.62('95)	2.45('96)	2.40('97)	2.40('98)	2.40('99)
● Persons killed	1,037('95)	994('96)	900('97)	900('98)	900('99)

● Persons injured	71,994('95)	71,805('96)	71,800('97)	71,800('98)	71,800('99)
● Public information & education media events	8	8	8	8	8
● Print/electronic media articles on events	25	25	25	25	25

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Alcohol-related fatalities	261('95)	261('96)	261('97)	261('98)	261('99)
● Agencies in DUI task forces	14	16	18	20	20
● DUI enforcement patrols	15	17	19	21	21
● Placement/contracts for enforcement vehicles	18	20	20	20	20
● Placement/contracts for alcohol-detection devices	81	80	80	80	80
● Agencies participating in DUI task forces	14	16	18	20	20
● Officers trained in standardized field sobriety/horizontal gaze nystagmus/drug recognition expert techniques	400	400	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Seat belt usage rate	63.2%	68.5%	73.0%	78.0%	83.0%
● Child safety belt usage rate	75.5%	80.5%	85.0%	90.0%	91.0%
● Agencies receiving training/grants	12	20	20	20	20
● Enforcement /training/public information & education events	15	20	25	25	25
● Agencies participating in enforcement/training/public information & education projects	22	30	40	50	60
● Public information & education campaigns developed each calendar quarter	4	4	4	4	4

◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Speed-related crashes	-2%	-2%	-2%	-2%	-2%
● Agencies receiving training	30	35	40	45	50
● Aggressive driver interdiction programs established	4	4	4	4	4
● Agencies participating in speed/aggressive driver interdiction/and DUI enforcement details	20	22	24	24	26
● Placement/contracts for speed/aggressive driver vehicles	12	15	18	20	22
● Placement/contracts for speed detection devices	189	200	210	230	250

**PSA.5.2 SUBPROGRAM SUMMARY**  
**DRUG ABUSE RESISTANCE EDUCATION**

Contact: Captain Sam Fragala, Program Director  
 Phone: 223-2544

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 high, and senior high 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 the D.A.R.E. trainings being conducted throughout the southwest region.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.8	0.9
Other Appropriated Funds	0.0	53.1	53.1
Other Non Appropriated Funds	269.2	210.8	209.6
Federal Funds	280.7	293.0	292.0
<b>Program Total</b>	<b>549.9</b>	<b>557.7</b>	<b>555.6</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Seminars conducted	9	8	10	6	5
● Officers certified	98%	95%	95%	95%	95%
● Evaluations indicating training satisfaction	95%	95%	95%	95%	95%

◆ Goal 2 - To monitor D.A.R.E. trainings conducted within the Southwest Region.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Site visits conducted	15	15	15	16	17
● Trainer error-free reports	100%	100%	100%	100%	100%
● Training centers receiving site visits	90%	90%	80%	90%	90%

PSA.6 <b>PROGRAM SUMMARY</b> <b>PEACE OFFICER STANDARDS AND TRAINING</b> <b>Arizona Peace Officer Standards and Training Board</b> Contact: Mr. Rod Covey, Executive Director Phone: 223-2514  A.R.S. 41-1822, et. seq.
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**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 (13) members appointed by the Governor according to the provisions of A.R.S. 41-1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e. sponsorship, financial support and actual delivery); development of standards for law enforcement officers (i.e. physical, educational and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,113.0	5,559.4	4,725.8
Federal Funds	369.6	171.1	0.0
<b>Program Total</b>	<b>4,482.6</b>	<b>5,730.5</b>	<b>4,725.8</b>
<b>FTE Positions</b>	<b>28.0</b>	<b>28.0</b>	<b>25.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Curricula review completed	28%	25%	25%	25%	25%
● Model lesson plans developed for distribution	28%	35%	65%	100%	25%
● Academies utilizing model lesson plans	50%	75%	100%	100%	100%
● Academies using standardized competency examinations	N/A	N/A	100%	-	-
● Field training officer (FTO) satisfaction with academy	N/A	N/A	Baseline	+10%	+10%
● Review of administrative rules	25%	25%	25%	25%	25%
● Agency satisfaction with practicum-based graduates	N/A	N/A	Baseline	+10%	+20%
● Completion community-based assessment	75%	100%	-	-	-

- ◆ Goal 2 - To promote and uniformly enforce compliance with the standards prescribed for peace officers and corrections officers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agencies to be audited	157	163	165	168	170
● Certified peace officers	11,529	11,940	12,412	12,813	12,950
● New hire minimum qualification compliance audits conducted	1,321	1,500	1,800	2,000	2,100
● Days required to conduct new hire audits	31	<30	<30	<30	<30
● In-service training compliance audits	1,029	1,040	1,050	1,060	1,070
● Agencies in non-compliance	14%	<15%	<15%	<15%	<15%
● Academy audits	3	4	4	4	4
● Days to complete decertification investigations	78	75	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● College courses qualifying for POST mandated training credit	N/A	197	246	307	320
● Law Enforcement Leadership Institute ready to implement	60%	100%	-	-	-
● Academic equivalency program ready to implement	100%	-	-	-	-
● Community colleges providing an academic equivalency program	3	5	8	8	8
● Administration of Justice programs giving credit for POST training	9	223	278	348	350
● AZ POST courses qualifying for college credit	2	5	7	9	10

- ◆ 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 alternate funding sources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Completion of the single platform peace officer record system	75%	100%	-	-	-
● Inter-governmental agreements and partnerships	17	20	24	29	31
● Revenues from state/federal grants	\$400K	\$1.25M	\$128K	\$96K	\$103K

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Peace officers requiring basic training	1,067	1,141	1,232	1,330	1,424
● Satellite telecourse productions	12	7	7	8	8
● Distance learning program attendees	3,384	3,892	4,476	5,146	5,652
● Interactive classroom programs	0	1	1	1	1
● Train-the-trainer programs to agencies	0	4	5	6	6
● Satisfaction with consolidated academy graduates	N/A	N/A	Baseline	+10%	+10%
● Inservice programs achieving an overall evaluation of 8.0 or better	85%	90%	90%	90%	90%
● Agency heads giving AZ POST an overall evaluation of 7.0 or greater	N/A	90%	90%	90%	90%
● Consolidated academy time involving training scenarios, practicums and simulations	+10%	+25%	+50%	+100%	-

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<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Qualified instructors teaching POST programs	71	78	86	95	100
● Students attending POST-provided calendar or agency-requested training qualifying for mandated training credit	672	625	688	758	828
● CBT report-writing program completion	N/A	N/A	25%	50%	100%
● Completion of high-risk, high liability topic review	28%	45%	65%	100%	100%
● Completion of review for train-the-trainer, specialty, and regional training programs	N/A	25%	50%	75%	100%





Transportation





<b>AGENCY SUMMARY</b>	
<b>DEPARTMENT OF TRANSPORTATION</b>	
Mary E. Peters, Director	DTA
Contact: A.A. Lidberg, Agency Coordinator	255-8655

**Agency Mission:**

To provide a transportation system, together with the means of revenue collection, licensing and safety programs, which meets the needs of the citizens of Arizona.

**Agency Description:**

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 Arizona Department of Transportation (ADOT). The Department shall register motor vehicles and aircraft, license drivers, collect revenue, conduct multimodal transportation planning, design and construct transportation facilities, investigate new transportation systems, and administer transportation safety programs.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ ADMINISTRATION	56,186.3	55,589.4	90,868.3
➤ INTERMODAL TRANSPORTATION	390,181.3	418,494.7	460,245.0
➤ MOTOR VEHICLE	68,838.4	63,485.2	68,818.5
Capital Funds	494,111.9	627,203.0	678,478.1
Agency Total	<u>1,009,317.9</u>	<u>1,164,772.3</u>	<u>1,298,409.9</u>

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	291.2	578.0	579.6
Other Appropriated Funds	185,074.5	224,086.5	267,857.8
Other Non Appropriated Funds	51,182.3	14,191.1	13,822.0
Federal Funds	278,658.0	298,713.7	337,672.4
Operating Funds Subtotal	<u>515,206.0</u>	<u>537,569.3</u>	<u>619,931.8</u>
Capital Funds	494,111.9	627,203.0	678,478.1
Agency Total	<u>1,009,317.9</u>	<u>1,164,772.3</u>	<u>1,298,409.9</u>
FTE Positions	<u>4,682.5</u>	<u>4,706.0</u>	<u>4,675.5</u>

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To provide a safe transportation system that improves the movement of people and products throughout the State of Arizona that meets customers' requirements.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Transportation research projects on track	68%	85%	90%	100%
● Statewide construction project dollars committed VS planned	71%	85%	90%	90%	90%

● Valley construction project dollars committed VS planned	82%	85%	87%	90%	90%
● MAG construction project dollars committed VS planned	86%	87%	90%	90%	90%
● Reduction in motor carrier accidents (baseline 5,600 accidents)	N/A	N/A	3%	5%	5%

- ◆ Goal 2 - To increase the quality, timeliness and cost-efficiency of our products and services.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Customer minutes per visit in all MVD offices (minutes)	33.5	30	30	30
● Telephone wait time per call to MVD (minutes)	10	4	3.5	3	2.5
● Annual agency assessment based on Malcom Baldrige National Quality Award criteria (band = ranges of numerical results; fifth band is highest)	3rd band	3rd band	3rd band	4th band	4th band
● Renewals processed by mail, telephone, internet, third parties, or other methods; excludes RATs (Renew and Transfers).	N/A	65%	70%	75%	80%

- ◆ Goal 3 - To develop a high performing and successful workforce.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Middle managers (est 670 MMs) attending established Leadership Sessions	29%	40%	60%	80%
● Leadership skills gained over Leadership skills required for 75% of Middle Managers	65/120	80/120	90/120	100/120	100/120
● EEO complaints over employees	4%	2%	1%	1%	1%
● National Safety Council "Incident Rate" per 100 employees (National base = 5.94)	5.65	5.08	4.57	4.02	3.61

- ◆ Goal 4 - To optimize the use of all resources.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
	● Risk Management premium (\$M)	10.3	9.1	9.9	9.0
● SIBs (HEELP) loans (Highway Expansion Extension Loan Program)	0	2	5	7	10
● L,B&I (facility, not highway/aero construction) projects completed in current year which are funded and authorized; includes projects from prior years	57%	60-80%	70-100%	80-100%	80-100%

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● Increase in VLT (Vehicle License Tax) revenues. (Due to a change in the recognition timing, November and December 1997 VLT totals have been reduced by up to \$30 million dollars combined for FY 1998.)	8.7%	3%	8%	8%	8%
● Increase in HURF (Highway Users Revenue Fund). (Due to a change in the recognition timing, November and December 1997 HURF totals have been reduced by up to \$10 million dollars combined for FY 1998.)	3.3%	1%	3%	3%	3%
● MVD business processed by third parties	2.3%	11%	15%	20%	25%

◆ Goal 5 - To improve public and political relationships to gain the support necessary to meet Arizona's transportation needs.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Constituent responses completed within 10 working days	90%	70%	90%	92%	94%
● Transportation Board focus sessions and other special committee meetings (MoveIT/Gatherings)	30	40	50	50	50
● Average customer satisfaction results from surveys in MVD field offices (scale of 1-10)	8.5	8.7	9.0	9.3	9.3

DTA.1 PROGRAM SUMMARY  
**ADMINISTRATION**  
Contact: Mary Peters, Director  
Phone: 255-7227  
Contact: Corrine Culver, Administrative Services Officer  
Phone: 255-7704  
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 shall register motor vehicles and aircraft, license drivers, collect revenue, conduct multi-modal transportation planning, design and construct transportation facilities, investigate new transportation systems, and administer transportation safety programs.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate

General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,977.9	43,259.9	78,857.4
Other Non Appropriated Funds	12,208.4	12,329.5	12,010.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>56,186.3</b>	<b>55,589.4</b>	<b>90,868.3</b>
<b>FTE Positions</b>	<b>794.0</b>	<b>817.0</b>	<b>799.0</b>

**This Program Contains the following Subprograms:**

- ▶ Director's Office/Transportation Board
- ▶ Transportation Support Group
- ▶ Administrative Services
- ▶ Arizona Highways Magazine

DTA.1.1 SUBPROGRAM SUMMARY  
**DIRECTOR'S OFFICE/TRANSPORTATION BOARD**  
Contact: Sam Maroufkhani, Chief of Staff  
Phone: 255-7228  
Contact: Corrine Culver, Administrative Services Officer  
Phone: 255-7704  
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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	560.8	601.9	617.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>560.8</b>	<b>601.9</b>	<b>617.8</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop a high performing and successful workforce.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Middle mgrs (670) attending established Leadership Sessions (%).	29%	40%	60%	80%	100%

◆ Goal 2 - To increase the quality, timeliness and cost-efficiency of our products and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual agency assessment based on Malcolm Baldrige National Quality Award criteria (band = ranges of numerical results; fifth band is highest)	3rd band	3rd band	3rd band	4th band	4th band

DTA.1.2 SUBPROGRAM SUMMARY  
**TRANSPORTATION SUPPORT GROUP**  
 Contact: Sam Maroufkhani, Chief of Staff  
 Phone: 255-7228  
 Contact: Corrine Culver, Administrative Officer  
 Phone: 255-7704  
 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 issues; training, organizational development, and process improvement; public information including internal/external publications, legislative services; equal opportunity and disadvantage 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28,934.6	29,035.7	63,711.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>28,934.6</b>	<b>29,035.7</b>	<b>63,711.2</b>
<b>FTE Positions</b>	<b>584.0</b>	<b>610.0</b>	<b>597.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To provide a safe transportation system that improves the movement of people and products throughout the State of Arizona that meets customers' requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Transportation research projects on track.	68%	85%	90%	100%	100%

◆ Goal 2 - To increase the quality, timeliness and cost-efficiency of our products and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Support customers scoring 4 and above on a 5 point scale (1 being low 5 being high) in established surveys.	N/A	70%	75%	80%	85%
● Taxpayer evaluation score of audit for accuracy professionalism, etc. (1 low, 5 high)	3.5	4.0	4.0	4.0	4.0
● LBI projects completed in current year which are funded and authorized, including projects from previous years.	57%	60-80%	70-90%	80-100%	80-100%
● Technology applications compliant with year 2000	60%	75%	100%	N/A	N/A
● Converted applications tested and migrated to production prior to January, 2000	N/A	N/A	25%	100%	N/A

◆ Goal 3 - To develop a high performing and successful workforce.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Middle m	150/670	250/670	400/670	500/670	670/670
● Leadership skills gained over leadership skills required for 75% of Middle Managers	65/120	80/120	90/120	100/120	100/120
● EEO complaints over employees	4%	2%	1%	1%	1%
● National Safety Council "Incident Rate" per 100 employees. (National avg. 'base' = 5.94)	5.65	5.08	4.57	4.02	3.61

◆ Goal 4 - To optimize the use of all resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Availability of mainframe	99.85%	99.85%	99.85%	99.85%	99.85%
● Equipment fleet downtime	4%	3.8%	3.61%	3.43%	3.26%

◆ Goal 5 - To improve public and political relationships to gain the support necessary to meet Arizona's transportation needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Constituent responses completed < 10 working days	90%	70%	90%	92%	94%

DTA.1.3 SUBPROGRAM SUMMARY  
**ADMINISTRATIVE SERVICES**  
 Contact: Suzanne H. Sale, Division Director  
 Phone: 255-7441  
 Contact: Anna-Marie Perry, Executive Staff Assistant  
 Phone: 255-7441  
 A.R.S. Title 28

**Subprogram Mission:**

*To provide ADOT and its external customers integrated financial and business services that meet or exceed their requirements.*

**Subprogram Description:**

The Administrative Services Division provides comprehensive professional financial and business support services including accounting and fiscal management, payroll and travel services, risk management, and bond program management. The Division also

coordinates privatization/toll road initiatives and alternative funding. Central to the program is management of the Department's accounting system (ADVANTAGE), which is the core of business operations in ADOT, and includes the Extended Purchasing System (EPS). Additionally, to assist in both short-term and long-term planning, the Division operates a number of significant business support tools, including econometric models for revenue forecasting, a computerized cash management system and bond optimization models. Internally, every employee of the Department is a customer of the Administrative Services Division. Externally, the Division's customer base is broad, and includes the citizens of Arizona, all branches of state government, the business community, and federal and local governments.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,482.5	13,622.3	14,528.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>14,482.5</b>	<b>13,622.3</b>	<b>14,528.4</b>
<b>FTE Positions</b>	<b>116.0</b>	<b>112.0</b>	<b>111.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To ensure effective and efficient use of transportation resources, maximizing the return on the taxpayer dollar.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funds invested	99.3%	99%	99%	99%	99%
● Highway Users Revenue Fund revenue forecast performance (takes into account extra funds expected through MVD's special projects for the first year)	+3.3%	+2%/-1%	+2%/-1%	+2%/-1%	+2%/-1%
● Regional Area Road Fund revenue forecast performance	+8	+4%/-2%	+4%/-2%	+4%/-2%	+4%/-2%
● Cash Balance, Year end: Statewide Program (million)	\$186	\$153	\$120	\$120	\$120
● Cash Balance, Year end: Maricopa Program (million)	\$160	\$63	\$112	\$72	\$78
● Cash Balance, Year end: Aviation Program (million)	\$48	\$36	\$31	\$23	\$15
● Risk Management Premium (million)	\$10.3	\$9.1	\$9.9	\$9.0	\$9.0

- ◆ Goal 2 - To enhance financial options to maximize dollars for highway construction.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New funds (million) = SIBs [see below], interest on SIBs & funds from Right of Way leasing	\$1.4	\$5.6	\$6.1	\$7.8	\$10.2
● Federal Obligations Released (million)	\$11.4	\$11.8	\$11	\$8	\$5
● Redistribution of Obligation Authority (million)	\$5.7	\$7	\$8	\$10	\$10
● SIBs (HEELP) Loans (Highway Expansion Extension Loan Program)	0	2	5	7	10

- ◆ Goal 3 - To achieve excellence in customer service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Vendor payments processed within 5 days	62%	70%	80%	90%	95%
● Engineering and other payments processed within one day	48.5%	83.25%	88.75%	90%	93%

DTA.1.4 SUBPROGRAM SUMMARY

**ARIZONA HIGHWAYS MAGAZINE**

Contact: Nina LaFrance, Publisher  
Phone: 271-5959

A.R.S. 28-1881 - 28-1884

**Subprogram Mission:**

*To encourage travel to and throughout Arizona by providing information and products about the State and its people while achieving the highest level of quality in production and service and remaining financially self-sufficient.*

**Subprogram Description:**

The first issue of Arizona Highways was published in 1925. The current monthly circulation averages 352,000 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 generates revenue from two major sources: subscription and newsstand sales of the magazine, and product sales. Products, which include calendars, books, cards, prints, maps, clothing, and other "gift" items, provide 41 percent of the revenue generated by Arizona Highways. The magazine employs approximately 70 persons. 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,208.4	12,329.5	12,010.9
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>12,208.4</b>	<b>12,329.5</b>	<b>12,010.9</b>
<b>FTE Positions</b>	<b>87.0</b>	<b>87.0</b>	<b>83.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To encourage travel by providing information and products.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average paid circulation by issue	341,495	351,740	362,292	373,161	384,356

- ◆ Goal 2 - To achieve the highest level of quality in production and service.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Renewal rate by expire group	60.53%	63.53%	66.53%	69.53%	72.53%

- ◆ Goal 3 - To remain financially self-sufficient.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Revenue/expense comparison Net = surplus into the AHM fund	\$68,038	\$80,000	\$82,000	\$84,000	\$86,000

DTA.2 PROGRAM SUMMARY  
**INTERMODAL TRANSPORTATION**  
**ITD**  
 Contact: Tom Schmitt, State Engineer  
 Phone: 255-7391  
 Contact: Bob Gustafson  
 Phone: 255-7540  
 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 airports and road programs, serves the state's domestic and international markets. Plans developed within ITD must involve a broad based public participation process.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	68.1	578.0	579.6
Other Appropriated Funds	111,754.3	119,209.8	122,000.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	278,358.9	298,706.9	337,664.6
<b>Program Total</b>	<b>390,181.3</b>	<b>418,494.7</b>	<b>460,245.0</b>
FTE Positions	2,494.5	2,495.0	2,487.5

**This Program Contains the following Subprograms:**

- ▶ Administration
- ▶ Maintenance
- ▶ Statewide Construction

DTA.2.1 SUBPROGRAM SUMMARY  
**ADMINISTRATION**  
 Contact: Tom Schmitt, State Engineer  
 Phone: 255-7391  
 Contact: Bob Gustafson, Special Programs  
 Phone: 255-7540  
 A.R.S. 28-104

**Subprogram Mission:**

To provide leadership and support to all subprograms.

**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 Design Groups with meeting the short term needs and planning for the long term needs of the Division.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	68.1	578.0	579.6
Other Appropriated Funds	40,838.0	42,663.7	43,153.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,363.7	2,656.9	2,595.6
<b>Program Total</b>	<b>43,269.8</b>	<b>45,898.6</b>	<b>46,328.2</b>
FTE Positions	878.5	879.0	871.5

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To develop a high performing and successful work force.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Transportation industry employees participating in educational and skill development programs through the Local Technical Assistance Program (LTAP) - Courses/attendees - (tracked on calendar year)	50/2200	100/5000	100/5000	100/5000	100/5000
● Technical workshops completed through ADOT's Technical Training Program	153	218	261	287	301

- ◆ Goal 2 - To optimize the use of all resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hard dollar savings to total savings as a result of implementation Incentive Programs within ITD.	0	86%	87%	88%	89%

- ◆ Goal 3 - To improve public and political relationships to gain the support necessary to meet Arizona's Transportation needs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Focus Sessions and other special committee meetings (MoveIT/ Gatherings, Board meetings etc)	30	40	50	50	50

DTA.2.2 SUBPROGRAM SUMMARY  
**MAINTENANCE**  
 Contact: Tom Schmitt, State Engineer  
 Phone: 255-7391  
 Contact: Bob Gustafson, Special Programs  
 Phone: 255-7540  
 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 Highway maintenance portion is a multi-million dollar a year operation involving over 70+ organization units distributed throughout the state working in 9 maintenance engineering districts and a central maintenance office. It maintains approximately 26,000 surface area lane-miles of highway including the repair and maintenance of pavements, bridges, landscaping, drainage works, signals, lights, fences, signs and striping. Permits are issued for oversized vehicles, billboards, driveways etc.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	70,916.3	76,546.1	78,847.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>70,916.3</b>	<b>76,546.1</b>	<b>78,847.8</b>
<b>FTE Positions</b>	<b>951.0</b>	<b>951.0</b>	<b>951.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the quality, timeliness and cost - efficiency of our products and services.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customer satisfaction with the level of service (LOS)	N/A	N/A	Baseline	N/A	N/A
LOS A Highest					
LOS B					
LOS C Average					
LOS D					
LOS E Lowest					
At this time there is no customer focused data to complete this table. The maintenance LOS contract to be awarded by June 1998.					
● Incident Response Time (minutes) Phoenix metropolitan area only	16	15	15	14	13
● State highway system miles based on 85th percentile for speedlimits. (Re-establish speedlimits on all state highways, based on 85th percentile)	28%	96%	99%	100%	100%

**DTA.2.3 SUBPROGRAM SUMMARY STATEWIDE CONSTRUCTION**

Contact: Tom Schmitt, State Engineer  
Phone: 255-7391

Contact: Bob Gustafson, Special Programs  
Phone: 255-7540  
A.R.S. 28-104

**Subprogram Mission:**

To plan, develop and construct the highest quality multi-modal state transportation system in America.

**Subprogram Description:**

Responsible for the program development, design, project management and construction administration of new and improved transportation facilities on the Statewide system, inclusive of airports, public transit and other multimodal components. This subprogram guides and filters projects through a 20 year plan and finally into the Departments' "5 Year Transportation Construction Program" for Highways and Airports. Once a project has been constructed it becomes the responsibility of the maintenance subprogram.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	275,995.2	296,050.0	335,069.0
<b>Program Total</b>	<b>275,995.2</b>	<b>296,050.0</b>	<b>335,069.0</b>
<b>FTE Positions</b>	<b>665.0</b>	<b>665.0</b>	<b>665.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide a transportation system that improves the movement of people and products throughout the State of Arizona that meets customers requirements.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Statewide projects advertised vs. planned	81%	85%	90%	90%	90%
● Statewide project dollars committed vs. planned	71%	85%	90%	90%	90%
● Valley projects advertised vs. planned	73%	75%	80%	85%	85%
● Valley project dollars committed vs. planned	82%	85%	87%	90%	90%
● MAG projects advertised vs. planned	69%	70%	75%	80%	80%
● MAG project dollars committed vs planned	86%	87%	90%	90%	90%
● Aeronautics-registration turnaround time (days)	4	3	3	3	3
● Grand Canyon Airport: EMT (Emergency Medical Technician) calls (No)	120	130	130	130	130
● Grand Canyon Airport: Emergency response time (FAA mandate = 3 minutes)	3:00	2:50	2:50	2:50	2:50

**DTA.3 PROGRAM SUMMARY**

**MOTOR VEHICLE**

**Motor Vehicle Division**

Contact: Russell Pearce, Division Director  
Phone: 255-8152

Contact: Stacey Stanton, Deputy Division Director  
Phone: 255-8154  
A.R.S. Title 28

**Program Mission:**

MVD is dedicated to facilitating licensing, safety programs and compliance with motor vehicle laws.

**Program Description:**

The Motor Vehicle Division (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 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	223.1	0.0	0.0
Other Appropriated Funds	29,342.3	61,616.8	66,999.6
Other Non Appropriated Funds	38,973.9	1,861.6	1,811.1
Federal Funds	299.1	6.8	7.8
<b>Program Total</b>	<b>68,838.4</b>	<b>63,485.2</b>	<b>68,818.5</b>
<b>FTE Positions</b>	<b>1,394.0</b>	<b>1,394.0</b>	<b>1,389.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Motor Vehicle Support Services**
- ▶ **Customer Service**
- ▶ **Regulatory and Compliance Service**

DTA.3.1	SUBPROGRAM SUMMARY
<b>MOTOR VEHICLE SUPPORT SERVICES</b>	
Contact: Jim Douglas, Assistant Division Director	
Phone: 255-8867	
Contact: Ruth MacEachern, Assistant Division Director	
Phone: 255-8511	
A.R.S. Title 28	

**Subprogram Mission:**

*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 efforts 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,013.4	6,720.4	7,370.0
Other Non Appropriated Funds	4,057.5	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,070.9</b>	<b>6,720.4</b>	<b>7,370.0</b>
<b>FTE Positions</b>	<b>99.0</b>	<b>99.0</b>	<b>99.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To increase Vehicle License Tax (VLT) revenues.**

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in VLT revenue. (Due to a change in the recognition timing, November and December 1997 VLT totals have been reduced by up to \$30 million dollars for FY 1998.)	8.7%	3%	8%	8%	8%

- ◆ **Goal 2 - To increase Highway User Revenue Funds (HURF) revenues.**

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase in HURF revenue. (Due to a change in the recognition timing, November and December 1997 HURF totals have been reduced by up to \$10 million dollars for FY 1998.)	3.3%	1%	3%	3%	3%

- ◆ **Goal 3 - To assess employees for job classification competencies required\* and fill identified employee competency requirements.**

**Performance Measures**

	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees assessed	N/A	5%	25%	75%	100%
● Employees gaining all required competencies	N/A	N/A	2020%	75%	100%

DTA.3.2	SUBPROGRAM SUMMARY
<b>CUSTOMER SERVICE</b>	
Contact: Diane Minton, Assistant Division Director	
Phone: 255-8968	
Contact: Penny Martucci, Assistant Division Director	
Phone: 255-6558	
A.R.S. Title 28	

**Subprogram Mission:**

*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 a public informational call center and a non-public call center, processes mailed vehicle registration renewals and processes out-of-state resident license applications. Included in CS 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, 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. \* MVD business that third parties are authorized to perform includes: registration renewals, title and registrations, class D & M and CDL testers, driver's license class A,B,C,D, I, M & endorsement processing, and level 1 vehicle inspections (excluding bond title applications). This does not include certain activities performed for MVD entirely by third parties such as traffic survival school, home study program and driving schools. There is an annual transaction growth rate trend of 13% in Arizona.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,884.9	45,178.6	48,909.7
Other Non Appropriated Funds	28,887.3	919.8	894.7
Federal Funds	299.1	6.8	7.8
<b>Program Total</b>	<b>50,071.3</b>	<b>46,105.2</b>	<b>49,812.2</b>
<b>FTE Positions</b>	<b>1,060.0</b>	<b>1,060.0</b>	<b>1,055.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To increase the overall percentage of MVD business performed by third parties.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● MVD business processed by third parties	2.3%	11%	15%	20%	25%

- ◆ Goal 2 - To reduce average telephone time per call.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Telephone wait time per call (min.)	10	4	3.5	3	2.5

- ◆ Goal 3 - To increase the percentage of renewals processed by alternative methods.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Renewals processed by mail, telephone, internet, third parties, or other methods; excludes RATs (Renew and Transfers).	N/A	65%	70%	75%	80%

- ◆ Goal 4 - To reduce customer office visit average time at all offices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average minutes in office	33.5	30	30	30	20

- ◆ Goal 5 - To improve customer satisfaction results recorded on surveys in field offices.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average customer satisfaction results (scale of 1-10)	8.5	8.7	9.0	9.3	9.3

- ◆ Goal 6 - To increase return on investment percentage of incentive measures (cost savings calculated based on reduced unplanned absences, transaction times, and close out times at participating offices).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Return on investment (ROI)	N/A	N/A	102%	105%	107%

**DTA.3.3 SUBPROGRAM SUMMARY**  
**REGULATORY AND COMPLIANCE SERVICE**  
 Contact: Michael Veucasovic, Assistant Division Director  
 Phone: 255-8780  
 Contact: George Bays, Special Border Project Coordinator  
 Phone: 520-459-7601  
 A.R.S. Title 28

**Subprogram Mission:**

*To discharge mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.*

**Subprogram Description:**

The RCS 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,444.0	9,717.8	10,719.9
Other Non Appropriated Funds	6,029.1	941.8	916.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>11,473.1</b>	<b>10,659.6</b>	<b>11,636.3</b>
<b>FTE Positions</b>	<b>235.0</b>	<b>235.0</b>	<b>235.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To reduce the number of motor carrier accidents.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Reduction in motor carrier accidents (5600 baseline average)      N/A      N/A      3%      5%      5%







Natural Resources



**AGENCY SUMMARY  
GAME AND FISH DEPARTMENT**

Duane Schroufe, Director GFA  
 Contact: Tom Spalding, Deputy Director 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 Game and Fish Department implements programs to achieve wildlife and watercraft management goals and objectives; provides planning and policy recommendations; provides informational services; and provides administrative services and the facilities necessary to function as a public governmental unit.

**Agency Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ WILDLIFE MANAGEMENT	33,376.3	42,060.6	40,513.1
➤ OFF-HIGHWAY VEHICLE/WATERCRAFT MANAGEMENT	2,781.8	3,665.8	3,454.0
➤ ADMINISTRATION	1,361.6	1,550.5	1,566.1
Capital Funds	0.0	0.0	0.0
Agency Total	37,519.7	47,276.9	45,533.2

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,009.7	20,713.6	20,910.2
Other Non Appropriated Funds	10,034.1	13,543.2	12,345.1
Federal Funds	10,475.9	13,020.1	12,277.9
Operating Funds Subtotal	37,519.7	47,276.9	45,533.2
Capital Funds	0.0	0.0	0.0
Agency Total	37,519.7	47,276.9	45,533.2
FTE Positions	573.8	573.8	573.8

**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, Department customers and stakeholders.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees trained in total quality leadership	N/A	100%	100%	100%	100%

- Public rating the Department as "good" or "excellent" 65.1% 60% 60% 60% 60%

- ◆ Goal 2 - To provide recreational, educational, economic, cultural, and scientific benefits derived from Arizona's diversity of wildlife.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hunter days per year (in thousands)	1,538	1,500	1,500	1,500	1,500
● Angler days per year (in thousands)	7,600	7,600	7,650	7,650	7,675
● Anglers rating their experience as a 9 on a scale of 10 (1 - 10, with 10 being best)	15.3%	17%	19%	20%	20%
● New projects or partnerships developed to enhance wildlife oriented recreation	50	52	52	52	52

- ◆ Goal 3 - To pursue additional funding alternatives and apply responsible management practices leading to conservation and maximization of results from existing funds.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Department revenue	1.9%	2.5%	5%	2.5%	2.5%

- ◆ Goal 4 - To protect wildlife resources and public safety by enforcing and regulating the operation of watercraft and off-highway vehicles.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Safe and responsible use of watercraft and OHV courses offered	58	40	40	40	40
● Person-days of OHV and watercraft enforcement conducted	3,543	3,200	3,250	3,250	3,250

**GFA.1 PROGRAM SUMMARY  
WILDLIFE MANAGEMENT  
Wildlife Management**

Contact: Tom Spalding, Deputy Director  
 Phone: 789-3276  
 Contact: Bruce Taubert, Assistant Director Wildlife Management  
 Phone: 789-3301  
 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

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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 and establishes the services necessary to carry out the provisions of A.R.S. Title 17. 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,276.5	17,567.6	17,730.0
Other Non Appropriated Funds	9,492.8	12,938.1	11,739.5
Federal Funds	9,607.0	11,554.9	11,043.6
<b>Program Total</b>	<b>33,376.3</b>	<b>42,060.6</b>	<b>40,513.1</b>
<b>FTE Positions</b>	<b>509.3</b>	<b>509.3</b>	<b>509.3</b>

**This Program Contains the following Subprograms:**

- ▶ **Game Management**
- ▶ **Nongame and Endangered Wildlife**
- ▶ **Sportfish Management**

**GFA.1.1 SUBPROGRAM SUMMARY**  
**GAME MANAGEMENT**  
 Contact: Tom Spalding, Deputy Director  
 Phone: 789-3276  
 Contact: Vashti Supplee, Game Branch Chief  
 Phone: 789-3350  
 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:**

Game-wildlife includes: game-law enforcement, game surveys, game research, game-habitat assessment, information and education, and game-related recreation.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,852.1	9,768.8	9,855.4
Other Non Appropriated Funds	1,943.3	2,271.5	2,035.9
Federal Funds	4,391.7	4,730.3	4,376.1
<b>Program Total</b>	<b>14,187.1</b>	<b>16,770.6</b>	<b>16,267.4</b>
<b>FTE Positions</b>	<b>226.8</b>	<b>226.8</b>	<b>226.8</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To maintain, enhance or restore populations of game wildlife to provide for recreational opportunities.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Chance of being drawn for a hunt permit/tag	30%	30%	31%	32%	33%
● Hunting licenses issued (all types)	187,080	170,000	170,000	170,000	170,000

- ◆ **Goal 2 - To minimize adverse impacts to wildlife and wildlife resources.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Proposed actions received for comment by the Department	3,050	3,500	4,000	4,100	4,500
● Customer satisfaction with habitat-management program	71%	70%	75%	75%	77%

- ◆ **Goal 3 - To increase the public awareness of Arizona's game wildlife and its management.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Wildlife-related newspaper clippings received per month	100	120	150	150	170
● Subscribers to Wildlife Views per month	19,000	20,000	20,000	20,000	20,000
● Customer satisfaction with game management efforts	N/A	65%	70%	72%	75%

**GFA.1.2 SUBPROGRAM SUMMARY**  
**NONGAME AND ENDANGERED WILDLIFE**  
 Contact: Tom Spalding, Deputy Director  
 Phone: 789-3276  
 Contact: Terry Johnson, Nongame & Endangered Wildlife Branch Chief  
 Phone: 789-3507  
 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:**

Nongame and endangered wildlife includes: nongame investigations, nongame research, nongame environmental conservation, nongame protection, nongame reintroduction, nongame information and education, and recreation.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	956.5	963.1	980.7
Other Non Appropriated Funds	5,043.2	7,794.9	7,167.1
Federal Funds	1,732.4	2,613.1	2,713.8
<b>Program Total</b>	<b>7,732.1</b>	<b>11,371.1</b>	<b>10,861.6</b>
<b>FTE Positions</b>	<b>96.5</b>	<b>96.5</b>	<b>96.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ **Goal 1 - To maintain, enhance or restore populations of nongame and endangered fish and wildlife to restore Arizona's natural diversity.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Nongame species actively monitored	95	100	100	100	100
● Species re-introduction proposals in process	5	3-5	3-5	3	3
● Species down-listed	0	2	2	1	1
● Customers rating Nongame management as good or excellent	67%	60%	65%	67%	69%

◆ Goal 2 - To minimize adverse impacts to fish and wildlife populations and their resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Proposed actions received for comment by the Department	3,026	3,500	4,000	4,100	4,500
● Proposed actions commented on by the Department	2,680	N/A	N/A	3,000	3,200

◆ Goal 3 - To increase the public awareness of Arizona's nongame and endangered fish and wildlife, and its management

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Nongame and endangered fish and wildlife information projects sponsored by the Department	N/A	20	20	20	20
● Arizona nongame and endangered fish and wildlife publications made available to citizens of the state	N/A	15	15	15	15
● Subscribers to Arizona nongame and endangered fish and wildlife newsletters	N/A	4,000	4,000	4,100	4,200
● Customer satisfaction rating with non-game information process	N/A	65%	70%	72%	75%

**GFA.1.3 SUBPROGRAM SUMMARY  
SPORTFISH MANAGEMENT**

Contact: Tom Spalding, Deputy Director  
Phone: 789-3276  
Contact: Joe Janisch, Fisheries Branch Chief  
Phone: 789-3258  
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:**

Statewide sportfish management includes: fish-law enforcement, fish surveys, fish research, aquatic-habitat enhancement, fish stocking, water quality, aquatic information and education, and angler access.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,567.9	6,835.7	6,893.9
Other Non Appropriated Funds	2,506.3	2,871.7	2,536.5
Federal Funds	3,482.9	4,211.5	3,953.7
<b>Program Total</b>	<b>11,557.1</b>	<b>13,918.9</b>	<b>13,384.1</b>
<b>FTE Positions</b>	<b>186.0</b>	<b>186.0</b>	<b>186.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To protect, maintain or enhance the distribution, abundance, availability and diversity of cold and warm water sportfishes and their habitats without jeopardizing recovery of native fish populations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fishing licenses sold	345,605	355,000	365,000	375,000	385,000
● Catch per unit effort angling (# of fish caught per hour of effort)	.49	.50	.52	.55	.60
● Angler use days (in millions)	7.4	7.6	7.7	7.8	7.9
● Revenue from licenses and stamps (in millions)	\$8.0	\$8.2	\$8.3	\$8.4	\$8.5
● Public rating Sportfish management actions as good or excellent	64%	68%	70%	72%	75%

◆ Goal 2 - To increase public awareness of Arizona's sportfishing resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Information products distributed	821,211	835,000	850,000	860,000	870,000
● Public awareness of Sportfish issues	72%	75%	77%	80%	82%
● Public satisfaction with information products and services	70%	72%	74%	77%	80%

◆ Goal 3 - To provide recreational fishing opportunities.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfaction with recreational services and facilities	68%	70%	72%	74%	76%
● Public satisfaction with fishing experience	63%	70%	75%	78%	80%

**GFA.2 PROGRAM SUMMARY  
OFF-HIGHWAY VEHICLE/WATERCRAFT  
MANAGEMENT  
Field Operations**

Contact: Tom Spalding, Deputy Director  
Phone: 789-3276  
Contact: Steve Ferrell, Assistant Director Field Operations  
Phone: 789-3292  
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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,371.6	1,595.5	1,614.1
Other Non Appropriated Funds	541.3	605.1	605.6
Federal Funds	868.9	1,465.2	1,234.3
<b>Program Total</b>	<b>2,781.8</b>	<b>3,665.8</b>	<b>3,454.0</b>
<b>FTE Positions</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Watercraft Management**
- ▶ **Off-Highway Vehicle Management**

**GFA.2.1 SUBPROGRAM SUMMARY**  
**WATERCRAFT MANAGEMENT**  
 Contact: Tom Spalding, Deputy Director  
 Phone: 789-3276  
 Contact: Steve Ferrell, Assistant Director Field Operations  
 Phone: 789-3292  
 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.

**Funding and FTE Amounts:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,371.6	1,595.5	1,614.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	868.9	1,465.2	1,234.3
<b>Program Total</b>	<b>2,240.5</b>	<b>3,060.7</b>	<b>2,848.4</b>
<b>FTE Positions</b>	<b>32.5</b>	<b>32.5</b>	<b>32.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hours spent enforcing watercraft laws on Arizona	11,700	11,600	11,600	11,600	11,600

waterways

● Boaters checked/boating enforcement hour	4	5	5	5	5
● Citations per boating enforcement hour	.11	.12	.12	.12	.12

- ◆ **Goal 2 - To provide the public with a federally approved watercraft-numbering system.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Boats registered in Arizona	147,000	155,000	155,000	157,000	160,000
● Errors per 100 boats registered	2	5	3	2	2
● Customers rating registration process as good or excellent	60%	60%	62%	64%	65%

- ◆ **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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Boating accidents reported	413	500	500	425	425
● Arizona boaters completing a Coast Guard approved boating safety course	536	500	500	520	520
● Accidents by boaters who successfully completed a Coast Guard approved boating safety course	8%	7%	5%	4%	4%

- ◆ **Goal 4 - To provide boating-safety officers statewide with comprehensive and timely training to assist them in effectively enforcing Arizona criminal statutes on the water.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Training courses offered in Arizona water-based enforcement	4	5	5	7	7
● Officers completing boating enforcement and safety education	90	100	100	110	120

- ◆ **Goal 5 - To provide for the safe use of the waterways of Arizona.**

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average unmarked hazards reported	3	20	20	25	25
● Hourly response time between receiving a report of an unmarked hazard to watercraft and that hazard being marked	33	18	18	17	16

**GFA.2.2 SUBPROGRAM SUMMARY**  
**OFF-HIGHWAY VEHICLE MANAGEMENT**  
 Contact: Tom Spalding, Deputy Director  
 Phone: 789-3276  
 Contact: Steve Ferrell, Assistant Director Field Operations  
 Phone: 789-3292  
 A.R.S. Title 17, 28

**Subprogram Mission:**

*To protect wildlife resources and enhance public safety through 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	541.3	605.1	605.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>541.3</b>	<b>605.1</b>	<b>605.6</b>
<b>FTE Positions</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Public rating the Department's information efforts as good or excellent	N/A	60%	61%	61%	62%

- ◆ Goal 2 - To provide OHV users with an OHV safety training and habitat-protection education program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● OHV users completing a AGFD approved or sponsored OHV safety course	0	100	110	120	130
● AGFD approved or sponsored OHV safety courses offered	0	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 proactive and reactive law-enforcement program.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hours of OHV law enforcement	16,640	12,750	12,750	12,750	12,750
● Citations per enforcement hour	.005	.10	.10	.12	.12
● OHV users contacted per enforcement hour	N/A	4	4	5	7

- ◆ Goal 4 - To provide enforcement officers statewide with comprehensive and timely training to assist them in effectively and consistently enforcing OHV rules and statutes.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Officers completing an AGFD approved or sponsored OHV-enforcement training course	0	40	40	40	40

- ◆ Goal 5 - To prevent, detect, and assess any habitat which may be damaged by OHVs and enforce applicable laws and regulations.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● OHV damage areas identified	N/A	25	25	15	15

**GFA.3 PROGRAM SUMMARY ADMINISTRATION**

Contact: Thomas Spalding, Deputy Director  
Phone: 789-3276  
Contact: Thomas Spalding, Deputy Director  
Phone: 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.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,361.6	1,550.5	1,566.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,361.6</b>	<b>1,550.5</b>	<b>1,566.1</b>
<b>FTE Positions</b>	<b>22.5</b>	<b>22.5</b>	<b>22.5</b>

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To provide innovative and effective leadership for the Department's management actions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees rating leadership as effective or very effective	65%	90%	N/A	N/A	N/A
● Random sample of public rating the Department's management actions as effective or very effective	80%	80%	80%	80%	80%

- ◆ Goal 2 - To ensure accountability for all Department actions.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Random sample of jobs rated as good during the Department's annual evaluation cycle	98%	90%	90%	90%	90%
● Department's independent audit results	Pass	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. 35-113

**Agency/Program Mission:**

*To provide objective information to enhance the public's understanding of geologic processes, materials, and resources in Arizona and to assist citizens, businesses, governmental agencies, and legislators in making informed decisions relative to the management of land, water, mineral, and energy resources.*

**Agency/Program Description:**

Arizona Geological Survey (AZGS) staff map and describe rock and its weathering products; metallic, nonmetallic, and energy resources; and geologic processes that can be hazardous to the public or limiting to land and resource management such as earthquakes, land subsidence, earth fissures, and flooding. Geologic mapping priorities are based on recommendations made by a state geologic mapping advisory committee. AZGS staff maintain data files, computer databases, a geology library, and a repository for rock cuttings and cores, all of which are accessible to the public. The AZGS, in cooperation with the Department of Library, Archives, and Public Records, maintains a network of repository libraries for AZGS publications. The AZGS operates an Earth Science Information Center, in partnership with the U.S. Geological Survey (USGS), which enables the public to obtain USGS topographic and geologic maps and AZGS publications from a single location. The AZGS is a technical resource for local, state, and federal land- and resource-management agencies (State: Water Resources, Environmental Quality, Emergency Management, Transportation, Land, Parks, et. al.; Federal: Bureau of Land Management, Forest Service, Bureau of Reclamation, et. al.) Because these agencies can readily obtain geologic information from the AZGS, it is not necessary for them to employ staff with similar expertise or to maintain comprehensive geologic libraries or databases. The AZGS commonly works under contract to conduct investigations and provide information that other governmental agencies require to complete specific projects or tasks. The AZGS provides administrative and staff support for the Arizona Oil and Gas Conservation Commission, appointed by the Governor, which regulates the drilling for and production of oil, gas, helium, and geothermal resources.

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	741.7	780.3	796.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	100.0	89.7	92.4
Federal Funds	161.8	289.1	151.0
Operating Funds Subtotal	1,003.5	1,159.1	1,039.9
Capital Funds	0.0	0.0	0.0
Agency Total	1,003.5	1,159.1	1,039.9
FTE Positions	13.3	13.3	13.3

**Agency/Program Goals and Performance Measures:**

◆ Goal 1 - Provide objective information about Arizona's geologic setting to citizens, businesses, governmental agencies, and legislators in a timely, courteous manner.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Maps and reports sold	11,480	12,000	12,500	13,000	13,500
● Average days turn-around time on mail orders	1.5	1.4	1.4	1.4	1.4
● Satisfaction with service 1-5 (highest) scale	4.80	4.80	4.85	4.85	4.85
● Satisfaction with quality of products 1-5 (highest) scale	4.59	4.60	4.65	4.65	4.65
● New nontechnical reports released	1	2	3	3	3
● Purchase and install CD mastering system	-	-	1	-	-
● CDs (data base and maps) released	-	-	1	1	1
● Purchase and install internet server system	-	-	-	1	-

◆ Goal 2 - Map and describe the bedrock and surficial geology of Arizona with emphasis on the Phoenix-Tucson urban corridor, which contains 80% of the State's population and is experiencing rapid development.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● 1:24,000 quadrangles released	7	6	11	8	8
● Digital maps released	3	2	3	3	3

◆ Goal 3 - Conduct investigations and provide information to local, state, and federal governmental agencies which are responsible for prudently managing Arizona's land, water, mineral, and energy resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fault studies released	-	-	2	-	-
● Subsidence studies released	-	-	1	1	-
● Other maps or reports released	-	-	2	-	2

◆ Goal 4 - Administer the rules, regulations, and policies established by the Oil and Gas Conservation Commission to govern the drilling for and production of oil, gas, helium, and geothermal resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Drilling permits issued	10	2	12	32	32
● Average days turn-around in issuing permits	6	5	5	5	5
● Compliance and safety inspections made	39	29	40	60	60



<b>AGENCY SUMMARY</b>	
<b>STATE LAND DEPARTMENT</b>	
Dennis Wells, Land Commissioner	LDA
Contact: Mike Anable, Deputy Commissioner	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 9.4 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 these beneficiaries. Revenues derived from land and natural product sales are deposited into a permanent fund and invested by the State Treasurer in government bonds, with the interest from the bonds subsequently transferred to an expendable account for use by the appropriate beneficiary. Lease revenues are deposited into the expendable account also for use by the appropriate beneficiary. 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 State's 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)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate

➤ STATE TRUST LANDS	17,613.6	16,777.9	15,570.9
➤ ADMINISTRATION	1,447.9	1,507.4	1,516.2
➤ AZ CENTER FOR GEOGRAPHIC INFORMATION COORDINATION AND SERVICES	641.6	646.2	665.7
➤ NATURAL RESOURCE CONSERVATION DISTRICTS	339.7	490.0	490.0
➤ ENVIRONMENTAL PLATE ADVISORY COUNCIL	0.0	900.0	901.6
Capital Funds	0.0	0.0	0.0
Agency Total	20,042.8	20,321.5	19,144.4

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	12,920.6	13,880.9	14,644.3
Other Appropriated Funds	0.0	900.0	901.6
Other Non Appropriated Funds	6,322.3	4,617.5	3,598.5
Federal Funds	799.9	923.1	0.0
Operating Funds Subtotal	20,042.8	20,321.5	19,144.4
Capital Funds	0.0	0.0	0.0
Agency Total	20,042.8	20,321.5	19,144.4
FTE Positions	190.5	194.5	199.5

**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, increasing the future potential of revenue generation.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Department initiated transactions	0	1	3	8	12
● Sales, right-of-way and commercial leasing application denial orders (includes SLUPS & homesites)	62	60	60	54	45
● Disposition related denials appealed	17	16	15	14	10
● Processing time for sales and long-term leasing (time of application-to-date of auction (mos))	20	18	16	12	9

- ◆ Goal 2 - To enhance the revenue production function.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Revenue received (millions)	\$130.5	\$133.3	\$140.3	\$148.0	\$155.4
● Balance in Permanent Fund (millions)	\$820.9	\$874.9	\$927.4	\$981.4	\$1,041.4
● Increase in value per acre of land sold	\$5,276	\$5,500	\$6,000	\$7,000	\$8,000

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

● Increase in long-term lease revenue relative to total leasing revenue 14% 23% 28% 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Acres of forest and range land treatments including prescribed burning	4,375	3,000	3,600	3,600	3,700
● Fires controlled with initial suppression response	95%	95%	96%	96%	97%
● Fire departments under cooperative agreement	90%	90%	92%	92%	95%
● Private landowners with Division prepared management plans	431	464	490	520	540

◆ Goal 4 - To incorporate environmental risk reduction, environmental and cultural 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Environmental compliance actions	235	240	260	270	280
● Cultural compliance actions.	650	700	750	800	850
● Coordinated Resource Management Plans	10	20	30	40	40

◆ Goal 5 - To improve information and analytical capabilities of the agency.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Increase staff accessibility to business and GIS systems	45%	50%	95%	100%	100%
● Reduce response time to user computer and software problems	0	0	0	30%	40%
● Automated document processing system designed and approved	N/A	N/A	N/A	N/A	Y/N
● Acres researched involving lease or contract development (millions)	6.8	7.0	7.2	7.4	7.6

LDA.1 PROGRAM SUMMARY  
**STATE TRUST LANDS**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	10,542.8	11,283.6	12,021.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,270.9	4,571.2	3,549.9
Federal Funds	799.9	923.1	0.0
<b>Program Total</b>	<b>17,613.6</b>	<b>16,777.9</b>	<b>15,570.9</b>
FTE Positions	146.5	148.5	153.5

**This Program Contains the following Subprograms:**

- ▶ Trust Management and Revenue Generation
- ▶ Fire and Forestry Management

LDA.1.1 SUBPROGRAM SUMMARY  
**TRUST MANAGEMENT AND REVENUE GENERATION**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. 37-201 to 37-611

**Subprogram Mission:**

*To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries.*

**Subprogram Description:**

The Natural Resources function administers natural resources-related leases and issues affecting Trust land; the Planning and Disposition function manages land-use planning and zoning of Trust lands in and around urban areas prior to leasing and selling; administers all land sales, commercial leases and rights-of-way for roads and utilities, and coordinates the Department's Asset Management Program; the Operations function is responsible for ensuring the integrity of the State's land title, managing public records, conducting land appraisals, and coordinating preparation of leases, permits, and contracts associated with the surface use of Trust land and its resources; the Arizona Preserve Initiative Program manages reclassification, sale, and leasing of eligible land for conservation purposes; the Board of Appeals approves all land sales and commercial leases.

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	9,531.2	10,212.1	10,913.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	486.1	331.9	288.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>10,017.3</b>	<b>10,544.0</b>	<b>11,201.5</b>
<b>FTE Positions</b>	<b>108.0</b>	<b>110.0</b>	<b>115.0</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To administer Trust resources to generate revenue over time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Amount of revenue (in millions)	130.5	133.3	140.3	148.5	155.4
● Bid amount for land sold (in millions)	21.3	22.0	26.0	28.0	30.0
● Balance in Permanent Fund (in millions)	820.9	874.9	927.4	981.4	1,041.5
● Increase in commercial leasing revenue	7.6%	9.0%	9.9%	10.9%	12.0%
● New long-term leases	3	3	6	9	12

- ◆ Goal 2 - To improve the quality of the Department's decision making through a more systematic strategy that enhances the long-term value of the assets, land and resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Cumulative acres inventoried under Asset Management Process.	7,930	21,930	110,000	200,000	325,000
● Cumulative acres classified under the Asset Management Process	0	0	7,930	21,930	85,000
● Disposition plans prepared (acres)	7,930	2,112	3,000	3,300	3,500
● Acres leased or sold in conformance with disposition plans	3.9	12.4	600.0	900.0	950.0
● Mineral acres inventoried and classified	0	0	0	319,000	1,533,000

- ◆ Goal 3 - To protect unique Trust resources to maintain the long-term value of the asset.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Acres reclassified as suitable for conservation purposes	0	4,500	7,000	10,000	10,000
● Cultural resource projects administered in support of sales and leases	265	330	395	450	505
● Environmental sites remediated	10	10	12	12	14

- ◆ Goal 4 - To improve the Department's efficiency in application or transaction processing time.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Long-term lease processing time (application to auction, mos)	18	16	13	11	9
● New short-term lease processing time (mos)	9	8	6	5	4
● Land sales processing time	24.5	32.5	18.0	12.0	9.0

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate	FY2000 Expected	FY2001 Expected
(application to auction, mos)					
● Disposition related denials appealed (excluding appraisal appeals)	17	17	17	14	10
● Appraisal review processing time (days/appraisal)	60	60	45	30	30
● Contract appraisals turnaround time	30	30	30	30	30
● In-house appraisals turnaround time	45	45	45	30	30

LDA.1.2 SUBPROGRAM SUMMARY  
**FIRE AND FORESTRY MANAGEMENT**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. 37-621 to 37-623

**Subprogram Mission:**

To prevent and suppress wildfires on State Trust and private lands located outside incorporated municipalities, to promote healthy forest ecosystems that provide sustainable natural resources and economics, with emphasis on 3,162,000 acres of State Trust and private forest lands in Arizona, and to provide technical advice to the people of the State on fire and forestry matters.

**Subprogram Description:**

The mission is accomplished by management and sale of natural products on State Trust land, providing technical urban forestry assistance and grants to Arizona cities and towns, and providing technical forest health, forestry management, and tree planting assistance to private landowners. The Department provides assistance in fire prevention, training, equipping and dispatching to rural fire departments. The Land Department also provides direct incident and fire business management oversight for wildfires on 22.4 million acres of State Trust and private lands, coordinating the activities of 200 local rural fire departments and 7 federal agencies under cooperative suppression agreements.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,011.6	1,071.5	1,107.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,784.8	4,239.3	3,261.9
Federal Funds	799.9	923.1	0.0
<b>Program Total</b>	<b>7,596.3</b>	<b>6,233.9</b>	<b>4,369.4</b>
<b>FTE Positions</b>	<b>38.5</b>	<b>38.5</b>	<b>38.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To manage and sell natural products on State Trust land.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Timber harvested to thin forests, to reduce wildland fire danger and maintain healthier forests - Thousand Board Feet (MBF)	2888	552	750	600	900
● Timber harvested to thin forest, to reduce wildland fire danger and maintain healthier forests (Cords)	3,320	2,700	1,200	1,500	2,000
● Acres of forest land treatment	2955	2,525	2,640	2,100	2,200

◆ Goal 2 - To provide technical fire, forest health and forestry management assistance to private land owners.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Private forest landowners with Division prepared management plans	431	464	494	520	540
● Total acres of private forest land under management (1,000 acres)	927	929	932	935	938
● Forest land treatment on private forest lands (acres)	2,375	1,000	1,500	1,500	1,500

◆ Goal 3 - To prevent and suppress wildfires on Trust and private lands safely, effectively and efficiently.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Fires controlled with initial suppression response	95%	95%	96%	96%	97%
● Rural firefighters trained	1,000	1,000	1,050	1,050	1,100
● Fire departments under cooperative agreement	90%	90%	92%	92%	95%
● Fire bills processed for payment within 45 days	90%	90%	92%	92%	95%
● Trust land treated with prescribed fire to reduce wildland fire danger	2,000	2,000	2,100	2,100	2,200

**LDA.2 PROGRAM SUMMARY**  
**ADMINISTRATION**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. Title 37

**Program Mission:**

To provide administrative direction, coordination, assistance and services to the Land Department to enable the Divisions to carry out their program mission, to provide timely billings and information to agency lessees, and to maintain the integrity of the Department's business and financial systems.

**Program Description:**

The Division is responsible for the administrative functions of the Department, including budget development and implementation, personnel, fiscal monitoring and reporting, accounting, purchasing, risk management and space management. The Division manages the Department's computerized business and administrative systems which are designed to provide automated capabilities for processing data related to titles, sales and lease transactions, as well as financial operations and internal accounting for the Department. The Division also manages the state-wide Geographic Information System (GIS) program named Arizona Land Resource Information System (ALRIS) and the State Cartographer's Program.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,447.9	1,507.4	1,516.2
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
<b>Program Total</b>	<b>1,447.9</b>	<b>1,507.4</b>	<b>1,516.2</b>
<b>FTE Positions</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To provide efficient internal support and coordination to enable the Department to accomplish its mission.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfactory annual financial audits	N/A	N/A	Y/N	Y/N	Y/N
● Employees satisfied with training on new information systems	N/A	N/A	50%	75%	85%
● Response time to user calls for computer equipment problems	N/A	N/A	N/A	30%	20%

◆ Goal 2 - To improve agency productivity and minimize costs through increased efficiency and risk reduction.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Administrative policies updated	Y	Y/N	Y/N	Y/N	Y/N
● Employees using PALMS GIS system	7%	10%	40%	60%	70%

**LDA.3 PROGRAM SUMMARY**  
**AZ CENTER FOR GEOGRAPHIC**  
**INFORMATION COORDINATION AND**  
**SERVICES**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. 37-171 to 37-176

**Program Mission:**

To provide assistance to public agencies in Arizona in the effective utilization of 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.

**Program 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) (Executive Order 92-17) and 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 digital spatial databases for use by public agencies and provides GIS training to public agency staff. The SCO develops cooperative relationships among public agencies to reduce redundant investments in GIS resources and assure such resources can be maximized. The SCO develops GIS standards and provides access and utilization of GIS databases.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	590.2	599.9	617.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51.4	46.3	48.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>641.6</b>	<b>646.2</b>	<b>665.7</b>

FTE Positions 13.0 13.0 13.0

**Program 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Datasets transferred	760	900	1000	1100	1250
● Estimated savings to taxpayers (in thousands)	593	702	780	858	975
● Geospatial datasets under development or revision	3	4	4	4	3

- ◆ Goal 2 - To create and implement cost-effective and results-effective GIS training and information programs for public agencies in Arizona.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Government employees trained	31	35	35	50	50
● Students rating training good or excellent	100%	90%	90%	90%	90%

- ◆ Goal 3 - 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Users accessing AGIC, ALRIS or SCO websites for information or data	700	1,000	1,300	1,600	2,000
● Agencies partnering in AGIC compliant data and database development, maintenance and access	21	20	22	25	27
● Datasets accessible through AGIC, ALRIS or SCO websites	57	75	120	150	180
● Metadata references to Arizona geospatial datasets accessible through the Internet	12	60	80	120	140

LDA.4 PROGRAM SUMMARY  
**NATURAL RESOURCE CONSERVATION DISTRICTS**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. 37-1001 to 37-1057

**Program Mission:**

To promote, coordinate and carry out activities that conserve soil, water and other natural resources utilizing the expertise of the Natural Resource Conservation Service (NRCS) and numerous other local, county, state and federal agencies.

**Program Description:**

Arizona's 31 Natural Resource Conservation Districts (NRCDs) are legal subdivisions of State government, organized under State law and administered by the Land Department. The federal government is an integral part of the NRCDs through involvement of the U.S. Department of Agriculture Natural Resource Conservation Service (NRCS), which provides technical assistance to the districts. The districts involve private landowners or cooperators, State government--through the voluntary leadership of three elected and

two appointed supervisors--and federal government working together in a cooperative relationship. As subdivisions of State government, NRCDs provide a link that enables the NRCS to provide technical assistance to private landowners. The NRCDs are the primary sponsors of the Conservation Education Centers.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	339.7	490.0	490.0
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
<b>Program Total</b>	<b>339.7</b>	<b>490.0</b>	<b>490.0</b>
FTE Positions	0.0	0.0	0.0

**Program 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● District meetings attended	80	80	80	80	80
● Interagency meetings attended	40	40	40	40	40
● NRCDs rating Department assistance as satisfactory	85%	90%	90%	90%	90%

LDA.5 PROGRAM SUMMARY  
**ENVIRONMENTAL PLATE ADVISORY COUNCIL**  
 Contact: Lynn Larson, Director of Administration  
 Phone: 542-4621  
 A.R.S. Title 37

**Program Mission:**

To provide a forum for the facilitation, coordination, and planning of the State's environmental education goals with public and private agencies and educational institutions.

**Program Description:**

A ten member council appointed by the Governor, President of the Senate and Speaker of the House has been established to provide leadership and coordination for the State's environmental education programs. The Council is responsible for developing and administering the Environmental Special Plate Fund established by Section 37-1015.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	900.0	901.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>900.0</b>	<b>901.6</b>

FTE Positions 0.0 2.0 2.0

**Program 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Grant applications processed.	N/A	243	350	400	400
● Grant contracts administered.	N/A	71	100	125	125
● Grant program public outreach (newsletters, press releases, etc.).	N/A	2	7	10	10





**AGENCY/PROGRAM SUMMARY**  
**DEPARTMENT OF MINES AND MINERAL RESOURCES**  
 H. Mason Coggin, Director MNA  
 Contact: Ann Turney, Agency Coordinator 255-3795  
A.R.S. 27-101 - 102

**Agency/Program Mission:**

*To promote the development of the mineral resources of the state through technical and educational processes, including field investigations, public seminars, publications, conferences, mineral displays, and by providing mining, metallurgical and other technical information to prospectors, operators of small mines, the mineral industry and all others interested in the mineral resources of Arizona.*

**Agency/Program Description:**

The Department promotes Arizona's mineral resources by providing mineral related information to prospectors, mining companies, rock hounds, mineral collectors, educators and the public in their efforts to locate and utilize Arizona's minerals and mineral products. The Department's Mineral Resource Information Center staff maintains a comprehensive set of files and library information, makes field visits to mines, performs market studies, and uses technology to encourage private sector investment in prospecting, exploration, development and production of mineral deposits. The Department acts as an advocate for mineral development and may give testimony and expertise supporting such interests.

The Arizona Mining and Mineral Museum acts as the state's repository for collecting, cataloging, and displaying mineral specimens, gemstones and lapidary material. It promotes Arizona's mineral resources and educates Arizona's citizens so they can make informed choices concerning minerals and mining by providing classes, tours, minerals and educational material for students, teachers and the public.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	704.6	732.4	760.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	100.9	72.7	72.7
Federal Funds	0.0	0.0	0.0
Operating Funds Subtotal	805.5	805.1	832.7
Capital Funds	0.0	0.0	0.0
Agency Total	805.5	805.1	832.7
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Files, books, specimens collected or donated	700	300	300	300	300
● Files, books, specimens integrated into collections and made available	100	100	100	500	500

- ◆ Goal 2 - To provide accurate information to patrons and stakeholders on Arizona's mines and mineral resources.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers & stakeholders satisfied with information received	N/A	Baseline	98%	98%	98%
● Information received integrated into system and available	N/A	Baseline	98%	98%	98%
● People requesting information on mines and minerals in office	525	550	550	550	550
● Telephone calls requesting information	15,800	15,500	15,500	15,500	15,500

- ◆ Goal 3 - To provide public education and school curriculum designed to enable Arizona's citizens to make informed choices concerning minerals and mining.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Teachers using mining & minerals unit in classroom	2	14	8	8	8
● Teachers expressing satisfaction with mining & minerals unit	98%	98%	98%	98%	98%
● Students visiting Museum	18,500	18,500	18,500	18,500	18,500
● Total museum visitors	39,000	35,000	35,000	35,000	35,000



<b>AGENCY/PROGRAM SUMMARY</b>	
<b>NAVIGABLE STREAM ADJUDICATION COMMISSION</b>	
Vacant, Executive Director	NSA
Contact: Tom Vogt, Analyst	542-9214
A.R.S. 37-1101 to 37-1154	

**Agency/Program Mission:**

*To make findings and recommendations to the Legislature regarding navigability of streams (approximately 1400) at statehood and associated public values of said land.*

**Agency/Program Description:**

Under Common Law and the Equal Footing Doctrine, a state owns the streambeds that were navigable at Statehood. In order to perfect title to navigable stream, the state must claim ownership following a determination of navigability in a process that reviews all available information relative to navigability and provides for Judicial Review. Streambed land that has been claimed must be managed to protect the public values associated with navigable streams in perpetuity for the public. The program assigns final responsibility for determination of navigability to the Legislature. The Arizona Navigable Stream Adjudication Commission was created as a separate agency by Laws 1994, Chapter 277 to conduct studies and formal hearings and make recommendations regarding navigability to the Legislature.

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	110.7	209.7	144.7
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	110.7	209.7	144.7
Capital Funds	0.0	0.0	0.0
Agency Total	110.7	209.7	144.7
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 streams in the State as of February 14, 1912.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Identification of watercourses to study	5	1	90	270	270
● Studies and records	6	3	80	250	250
● Initial classification of watercourses	7	6	60	210	210
● Public hearings	11	20	50	200	200
● Recommendations to the Legislature	3	5	50	100	100
● Cost per watercourse through the process	9,000	8,500	5,000	1,000	500

◆ Goal 2 - To formulate recommendations to the Legislature as to what public values are associated with any streams that are determined to be navigable (only if a watercourse or portion is determined to be navigable at the time of statehood).

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Recommendations to the Legislature	0	0	0	N/A	N/A
● Public hearing on Public Trust Values	0	0	0	N/A	N/A
◆ Goal 3 - Plan process for all minor watercourses (1400) in the state.					

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Database by county	0	0	1	0	0
● Identification of county/water basin	0	0	6	6	3
● Each county's watercourses through Goal 1	0	0	2	4	5



<b>AGENCY SUMMARY</b>	
<b>STATE PARKS BOARD</b>	
Ken Travous, Executive Director	PRA
Contact: Leslie Schwalbe, Assistant Director	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 financial incentives to government and non-government entities through several grant programs. 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ PARKS	7,726.8	8,935.0	8,628.2
➤ PARTNERSHIPS	10,107.4	13,732.0	13,029.6
➤ PROGRAM SUPPORT	3,256.3	4,290.1	4,062.3
Capital Funds	8,618.0	7,639.3	14,770.6
Agency Total	29,708.5	34,596.4	40,490.7

**Funding and FTE Summary:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	6,011.9	6,631.6	7,187.8
Other Appropriated Funds	3,811.3	3,645.0	3,350.8
Other Non Appropriated Funds	10,764.8	15,380.8	14,630.8
Federal Funds	502.5	1,299.7	550.7
Operating Funds Subtotal	21,090.5	26,957.1	25,720.1
Capital Funds	8,618.0	7,639.3	14,770.6
Agency Total	29,708.5	34,596.4	40,490.7
FTE Positions	246.5	269.1	294.0

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To consistently provide a safe and enjoyable system of State Parks and natural areas for public use.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual park attendance (in thousands)	2,245	2,223	2,260	2,306	2,352
● AZ Resident Satisfaction Rating	72%	80%	80%	80%	80%

● Park visitor Satisfaction Rating	96%	96%	96%	96%	96%
● Average cost per state park visitor	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47
● Graphic master plans completed	18%	40%	100%	NA	NA
● Interpretive program participants	NA	778,028	791,153	806,976	823,116
● Park Rangers trained-CPR	73%	85%	90%	90%	90%
● Park Rangers trained-First Responder/First Aid	65%	65%	65%	70%	75%
● Park Rangers trained-Law Enforcement Certified	35%	37%	42%	42%	40%
● Park Rangers trained-Fire Fighting	2.4%	13%	30%	35%	40%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grant projects funded as high priority-Trails	50%	60%	60%	60%	70%
● Grant projects funded as high priority-OHVs	40%	50%	50%	50%	65%
● Grant projects funded as high priority-LRSP (Pks/Rec)	54%	70%	70%	70%	75%
● Grant projects funded as high priority-SLIF (Lakes)	32%	50%	50%	50%	60%
● Grant projects funded as high priority-Historic Preservation	71%	87%	87%	87%	87%
● AZ Resident Satisfaction Ratings with resource opportunities statewide-recreation parks	NA	60%	60%	60%	65%
● AZ Resident Satisfaction Ratings with resource opportunities statewide-historic sites	NA	60%	60%	60%	65%
● AZ Resident Satisfaction Ratings with resource opportunities statewide-archaeology sites	NA	50%	50%	50%	55%
● AZ Resident Satisfaction Ratings with resource opportunities statewide-natural areas	NA	63%	63%	63%	70%

- ◆ Goal 3 - To maximize agency resources and enhance information sharing.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Souvenir revenue collected	\$226,140	\$293,500	\$TBD	\$TBD	\$TBD
● Employee satisfaction rating	91%	90%	90%	90%	90%
● New hires attending training in 60 days	88%	90%	90%	95%	95%
● Employee turnover rate	10%	10%	8%	8%	8%
● Computers transitioned from Mac to PC	NA	15%	30%	50%	70%

**PRA.1 PROGRAM SUMMARY**  
**PARKS**  
 Contact: Charles Eatherly, Deputy Director  
 Phone: 542-7103  
 Contact: Leslie Schwalbe, Assistant Director  
 Phone: 542-6920  
 ARS 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 and manages park programs, activities, maintenance, visitor services and visitor safety. The Development Section is responsible for the administration of the capital improvement budget, pursuing grant opportunities, acquisition and master planning of Arizona State Parks properties. Other responsibilities also include the preservation, stabilization and rehabilitation of natural and cultural sites, and the planning, design and construction of recreational, interpretive and educational facilities.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	4,471.9	5,015.1	5,508.3
Other Appropriated Funds	2,462.2	2,510.1	2,164.2
Other Non Appropriated Funds	792.7	1,013.6	955.7
Federal Funds	0.0	396.2	0.0
<b>Program Total</b>	<b>7,726.8</b>	<b>8,935.0</b>	<b>8,628.2</b>
FTE Positions	181.5	201.8	223.8

**Program Goals and Performance Measures:**

- ◆ Goal 1 - To consistently provide a safe and enjoyable system of State Parks and natural areas for public use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual park attendance	2,245,393	2,222,939	2,260,439	2,305,647	2,351,760
● AZ Resident Satisfaction Rating	72%	80%	80%	80%	80%
● Park Visitor Satisfaction Rating	96%	96%	96%	96%	96%
● Average cost per state park visitor	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47
● Graphic master plans completed	18%	40%	100%	NA	NA
● Interpretive program participants	NA	778,028	791,153	806,976	823,116
● Park Rangers trained - CPR	73%	85%	90%	90%	90
● Park Rangers trained - First Responder/First Aid	65%	65%	65%	70%	75%
● Park Rangers trained - Law Enforcement Certified	35%	37%	42%	42%	40%
● Park Rangers trained - Fire Fighting	2.4%	13%	30%	35%	40%
● Parks in compliance with internal component of Facility Standard Appraisal Checklist	75%	85%	95%	95%	95%
● Funded capital projects completed within 3 years	78%	80%	85%	90%	95%

- ◆ Goal 2 - To maximize agency resources and enhance information

sharing.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Amount of souvenir revenue collected	\$226,140	\$293,500	TBD	TBD	TBD

**PRA.2 PROGRAM SUMMARY**  
**PARTNERSHIPS**  
 Contact: Renee Bahl, Assistant. Director  
 Phone: 542-7825  
 Contact: Leslie Schwalbe, Assistant Director  
 Phone: 542-6920  
 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:**

The Partnerships Division is composed of the State Historic Preservation Office (SHPO) and the Grants and Recreation Programs, and Planning Sections which cooperate and coordinate with our advisory committees and other partners to inventory, plan, manage, and interpret Arizona's natural, cultural, and recreational resources for the education and enjoyment of the public. Specifically, the 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 Grants and Recreation Programs Section is responsible for the management of a multi-million dollar grants program that benefits Arizona's communities, property owners, businesses and agencies and coordinates the State Trails and Off-Highway Vehicle programs. The Planning Section is responsible for comprehensive statewide recreational and cultural plans, the public's involvement in those plans, and for facilitating the strategic planning efforts of the agency.

**Funding and FTE Amounts:** (\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	132.8	143.0	150.3
Other Appropriated Funds	1,148.7	850.0	894.6
Other Non Appropriated Funds	8,420.2	11,972.7	11,537.0
Federal Funds	405.7	766.3	447.7
<b>Program Total</b>	<b>10,107.4</b>	<b>13,732.0</b>	<b>13,029.6</b>
FTE Positions	25.5	25.5	25.5

**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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grants funded as high priority projects: Trails	50%	60%	60%	60%	70%
● Grants funded as high priority projects: Off-Highway Vehicles	40%	50%	50%	50%	65%
● Grants funded as high priority projects: LRSP (Parks/Recreation)	54%	70%	70%	75%	75%
● Grants funded as high priority projects: SLIF (Lakes)	32%	50%	50%	50%	60%

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Grants funded as high priority projects: Historic Preservation	71%	87%	87%	87%	87%
● AZ resident satisfaction ratings with resource opportunities-recreation parks	NA	60%	60%	60%	65%
● AZ resident satisfaction ratings with resource opportunities statewide-historic sites	NA	60%	60%	60%	65%
● AZ resident satisfaction ratings with resource opportunities statewide-archaeology sites	NA	50%	50%	50%	55%
● AZ resident satisfaction ratings with resource opportunities statewide-natural areas	NA	63%	63%	63%	70%
● Grants requested annually	124	164	157	157	157
● Grants requested annually (in thousands \$)	30,040	27,400	25,100	25,100	25,100
● Grants awarded annually	74	72	72	73	73
● Grants awarded annually (1 thousands \$)	15,379	10,775	10,975	11,475	11,475

◆ Goal 2 - To improve the efficiency of grant administration.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Average months to complete grant projects - Trails	34	36	36	35	35
● Average months to complete grant projects - OHV	13	36	36	35	35
● Average months to complete grant projects - LRSP (Parks/Rec)	30	35	34	34	33
● Average months to complete grant projects - SLIF (Lakes)	27	36	36	36	35
● Average months to complete grant projects - Historic Preservation	20	23	23	23	22
● Grant projects completed without a time extension	73%	75%	75%	77%	80%
● Grant applications received that were eligible	93%	88%	90%	90%	92%

◆ 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.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Division customer satisfaction ratings	NA	80%	85%	87%	90%

<p><b>PRA.3</b>                      <b>PROGRAM SUMMARY</b></p> <p><b>PROGRAM SUPPORT</b></p> <p><b>Admin, Director, External Affairs</b></p> <p>Contact: Leslie Schwalbe, Assistant Director Phone: 542-6920</p> <p>A.R.S. 41-511 et seq.</p>
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**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 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.

<b>Funding and FTE Amounts:</b>	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,407.2	1,473.5	1,529.2
Other Appropriated Funds	200.4	284.9	292.0
Other Non Appropriated Funds	1,551.9	2,394.5	2,138.1
Federal Funds	96.8	137.2	103.0
<b>Program Total</b>	<b>3,256.3</b>	<b>4,290.1</b>	<b>4,062.3</b>
<b>FTE Positions</b>	<b>39.5</b>	<b>41.8</b>	<b>44.7</b>

**Program Goals and Performance Measures:**

◆ Goal 1 - To consistently provide a safe and enjoyable system of State Parks and natural areas for public use.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual park attendance (in thousands)	2,245	2,223	2,260	2,306	2,352
● AZ resident satisfaction rating	72%	80%	80%	80%	80%
● Park visitor satisfaction rating	96%	96%	96%	96%	96%
● Average cost per state park visitor	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47

◆ Goal 2 - To effectively provide planning coordination, technical assistance, educational opportunities, grants and other financial incentives to our partners and customers.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● AZ resident satisfaction ratings with resource opportunities statewide - recreation parks	NA	60%	60%	60%	65%
● AZ resident satisfaction ratings with resource opportunities statewide - historic sites	NA	60%	60%	60%	65%
● AZ resident satisfaction ratings with resource opportunities statewide - archaeology sites	NA	50%	50%	50%	55%
● AZ resident satisfaction ratings with resource opportunities statewide - natural areas	NA	63%	63%	63%	70%

◆ Goal 3 - To maximize agency resources and enhance information sharing.

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Souvenir revenue collected	\$226,140	\$293,500	TBD	TBD	TBD
● Employee satisfaction rating	91%	90%	90%	90%	90%
● New hires attending orientation training in 60 days	88%	90%	90%	95%	95%
● Employee turnover rate	10%	10%	8%	8%	8%
● Computers transitioned from Mac to PC	NA	15%	30%	50%	70%

◆ Goal 4 - To effectively communicate to our target markets

<u>Performance Measures</u>	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Customers aware of parks and programs-parks	NA	68.5%	NA	NA	NA
● Customers aware of parks and programs - historic preservation	NA	61.6%	NA	NA	NA
● Customers aware of parks and programs-natural areas	NA	71.5%	NA	NA	NA
● Customers aware of parks and programs-LRSP grants	NA	40.6%	NA	NA	NA
● Customers aware of parks and programs-boating grants	NA	46.1%	NA	NA	NA

1998 - 1999 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Customers aware of parks and programs-OHV program	NA	29.3%	NA	NA	NA
● Customers aware of parks and programs-trails program	NA	58.1%	NA	NA	NA
◆ Goal 5 - To provide accurate and timely financial information to internal customers and stakeholders upon which to make management decisions.					

<u>Performance Measures</u>	<u>FY 1997 Actual</u>	<u>FY 1998 Expected</u>	<u>FY 1999 Expected</u>	<u>FY 2000 Expected</u>	<u>FY 2001 Expected</u>
● Internal customers (ASP Staff) satisfied with financial services	NA	85%	90%	95%	95%



**AGENCY SUMMARY**  
**DEPARTMENT OF WATER RESOURCES**

Rita Pearson, Director WCA  
 Contact: Joseph C. Smith, Deputy Director 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
➤ GENERAL SERVICES	5,502.1	5,870.1	5,840.7
➤ WATER RESOURCE MANAGEMENT AND PLANNING	28,034.9	19,929.2	26,528.1
➤ SAFETY OF DAMS AND FLOOD CONTROL	1,408.9	1,396.0	1,555.3
Capital Funds	0.0	0.0	0.0
Agency Total	34,945.9	27,195.3	33,924.1

**Funding and FTE Summary:**

(\$ Thousands)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	19,692.9	16,750.9	19,994.5
Other Appropriated Funds	0.0	75.0	80.0
Other Non Appropriated Funds	14,863.1	10,128.4	13,670.4
Federal Funds	389.9	241.0	179.2
Operating Funds Subtotal	34,945.9	27,195.3	33,924.1
Capital Funds	0.0	0.0	0.0
Agency Total	34,945.9	27,195.3	33,924.1
FTE Positions	233.2	253.2	252.2

**Agency Goals and Key Performance Measures:**

- ◆ Goal 1 - To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Unused entitlement recharged	80%	82%	84%	86%	88%

- ◆ Goal 2 - To assure that dam design, construction, operation and maintenance are in compliance with State laws and current dam safety guidelines.

Key Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dams within State jurisdiction	216	217	223	229	235

**WCA.1 PROGRAM SUMMARY**  
**GENERAL SERVICES**

Contact: Joseph C. Smith, Deputy Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,411.1	5,659.7	5,626.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91.0	210.4	214.4
Federal Funds	0.0	0.0	0.0
Program Total	5,502.1	5,870.1	5,840.7
FTE Positions	59.4	59.4	59.4

**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: 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	1,011.8	1,192.7	1,227.6
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
<b>Program Total</b>	<b>1,011.8</b>	<b>1,192.7</b>	<b>1,227.6</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>

**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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Time servers are available during normal business hours	98%	100%	100%	100%	100%
● Users satisfied with Help Desk service and operation	88%	90%	95%	100%	100%
● Help Desk calls closed	94%	96%	98%	100%	100%
● Users satisfied with telephone/voice mail system and internet/mail operation and access	94%	96%	98%	100%	100%

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Users satisfied with new Relational Database Management System (RDBMS) client-server applications	86%	95%	100%	100%	100%
● Users satisfied with in-house mainframe application support	90%	95%	100%	100%	100%
● Major legacy systems successfully migrated to the RDBMS client-server environment	80%	100%	100%	100%	100%
● Year 2000 requirements met	80%	100%	100%	100%	100%

- ◆ 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 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Users satisfied with use of map products	91%	100%	100%	100%	100%
● Users satisfied with geographical information systems (GIS) training classes	98%	100%	100%	100%	100%
● Users satisfied with desktop GIS tools support	97%	100%	100%	100%	100%

**WCA.1.2 SUBPROGRAM SUMMARY  
MANAGEMENT SERVICES**

Contact: Joseph C. Smith, Deputy Director  
Phone: 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.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997	FY1998	FY1999
	Actual	Estimate	Estimate
General Funds	4,399.2	4,467.8	4,398.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	91.0	210.4	214.4
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,490.2</b>	<b>4,678.2</b>	<b>4,613.0</b>
<b>FTE Positions</b>	<b>39.4</b>	<b>39.4</b>	<b>39.4</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To provide employees with direction in recruitment, training, grievance avoidance, grievance corrective action and employee relations counseling.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Employees indicating satisfaction with the services provided	80%	90%	95%	97%	98%

- ◆ Goal 2 - To provide all Agency managers and supervisors with human resources support in the areas of personnel recruiting, training and employee relations.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Managers and supervisors indicating satisfaction with the services provided	90%	95%	95%	97%	98%

- ◆ Goal 3 - To provide the Agency with timely financial reports that comply with State and federal regulations.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Financial reports distributed to users within seven days after month-end cut-off	0	30%	70%	80%	85%

- ◆ Goal 4 - To assure that vendors and employees receive proper payments in a timely manner.

Performance Measures	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
	Actual	Expected	Expected	Expected	Expected
● Vendors indicating satisfaction with the accuracy and timeliness of payments processed	70%	75%	80%	85%	90%



- Employees indicating satisfaction with the accuracy and timeliness of payments processed 98% 98% 98% 98% 98%

◆ Goal 5 - To provide timely, accurate and courteous ancillary management services to all customers.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Employees compliant with OSHA training and State loss control guideline requirements	N/A	95%	100%	100%	100%
● Agency staff indicating satisfaction with the availability and condition of supplies, inventory and motor pool equipment	90%	95%	98%	100%	100%

**WCA.2 PROGRAM SUMMARY**  
**WATER RESOURCE MANAGEMENT AND PLANNING**  
 Contact: Joseph C. Smith, Deputy Director  
 Phone: 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.

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	13,331.8	10,278.3	13,344.0
Other Appropriated Funds	0.0	75.0	80.0
Other Non Appropriated Funds	14,387.3	9,423.6	13,013.6
Federal Funds	315.8	152.3	90.5
<b>Program Total</b>	<b>28,034.9</b>	<b>19,929.2</b>	<b>26,528.1</b>
FTE Positions	157.8	175.8	174.8

**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: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	2,442.9	2,573.6	2,633.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,696.6	525.0	505.0
Federal Funds	0.0	152.3	90.5
<b>Program Total</b>	<b>9,139.5</b>	<b>3,250.9</b>	<b>3,229.3</b>
FTE Positions	67.5	70.0	69.0

**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, and by doing so, make progress toward the goals of the AMAs.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Reduction in the per capita use of water	1%	1%	1%	1%	1%
● Acre-feet of groundwater used	N/A	1,855,000	1,990,000	2,000,000	2,050,000
● Acre-feet of groundwater recharged	N/A	150,000	175,000	200,000	250,000
● Cumulative capacity of recharge projects permitted	2,400,000	2,450,000	2,500,000	2,600,000	2,600,000
● Water supply from renewable resources	N/A	45%	50%	55%	57%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Annual withdrawal reports voluntarily returned	95%	95%	95%	96%	96%
● Requests for new production wells (Notices of Intent) granted	N/A	3,900	4,100	4,200	4,250

**WCA.2.2 SUBPROGRAM SUMMARY**  
**SURFACE WATER MANAGEMENT AND ADJUDICATION RESEARCH**  
 Contact: Darrell Jordan, Assistant Director  
 Phone: 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, 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,059.1	1,018.0	1,044.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20.4	5.0	5.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,079.5</b>	<b>1,023.0</b>	<b>1,049.0</b>
FTE Positions	23.0	24.0	24.0

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agency time lines met regarding processing of applications	N/A	95%	95%	95%	95%
● Pending water rights protests resolved administratively	5	5	4	4	4
● Public and intra-agency information requests met within Agency time frames	95%	95%	95%	95%	95%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Agency assigned studies completed by established deadlines	90%	95%	95%	95%	95%
● Adjudication court assigned studies completed by established deadlines	90%	95%	95%	95%	95%

**WCA.2.3 SUBPROGRAM SUMMARY**  
**COLORADO RIVER MANAGEMENT**  
 Contact: Darrell Jordan, Assistant Director  
 Phone: 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)

	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	340.2	434.6	443.0
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
<b>Program Total</b>	<b>340.2</b>	<b>434.6</b>	<b>443.0</b>
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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Recommendations for water allocations presented to and accepted by the DOI	100%	100%	100%	100%	100%

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Satisfaction by the Agency's internal and external clients with regard to the quality and success of water management policies advocated by the State	85%	90%	92%	95%	95%

**WCA.2.4 SUBPROGRAM SUMMARY**  
**STATEWIDE PLANNING**  
 Contact: Herb Dishlip, Assistant Director  
 Phone: 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 Assurance Revolving Fund (WQARF).

**Funding and FTE Amounts:**

	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	5,514.3	2,141.2	5,070.2
Other Appropriated Funds	0.0	75.0	80.0
Other Non Appropriated Funds	1,336.6	1,325.0	1,305.0
Federal Funds	315.8	0.0	0.0
<b>Program Total</b>	<b>7,166.7</b>	<b>3,541.2</b>	<b>6,455.2</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>28.5</b>	<b>28.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To assess and report information on statewide water resource demands and supplies.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	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	5	20	20	20	20

- ◆ Goal 2 - To develop strategies that address water resource issues statewide.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	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	4	4	4	4

- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● New projects funded and contracts written	N/A	20	20	20	20
● Grants that achieve the stated objectives of the Water Protection Fund Commission	100%	100%	100%	100%	100%
● Miles of stream benefitted by capital improvements	N/A	53	58	60	60
● Community-based plans developed	N/A	3	4	4	4

- Research projects funded N/A 2 2 2 2
- Ongoing contracts monitored through site visits N/A 20 20 20 20

- ◆ Goal 4 - To manage contaminated water at groundwater contamination sites in Arizona.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Permit applications reviewed	N/A	100	100	100	100
● Draft and final well inspection rule packages submitted	N/A	1	1	1	1

WCA.2.5 SUBPROGRAM SUMMARY

**HYDROLOGY**

Contact: Greg Wallace, Assistant Director  
Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	1,975.4	2,110.9	2,153.0
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
<b>Program Total</b>	<b>1,975.4</b>	<b>2,110.9</b>	<b>2,153.0</b>
<b>FTE Positions</b>	<b>40.8</b>	<b>41.8</b>	<b>41.8</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Hydrologic Map Series (HMS), data and modeling reports generated with accurate and timely dissemination	N/A	10	12	15	15

- ◆ Goal 2 - To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Permits reviewed and issued for assured and adequate water supply within statutory deadlines	N/A	71	75	75	75

**WCA.2.6 SUBPROGRAM SUMMARY**  
**WATER BANKING AUTHORITY**  
 Contact: Tim Henley, Manager  
 Phone: 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 submitted its first annual report August 1996 and will submit its annual report for 1997 by July 1998. The Authority must also adopt a Plan of Operation each calendar year.

Funding and FTE Amounts:	(\$ Thousands)		
	FY1997 Actual	FY1998 Estimate	FY1999 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	6,333.7	7,568.6	11,198.6
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>8,333.7</b>	<b>9,568.6</b>	<b>13,198.6</b>
<b>FTE Positions</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

**Subprogram Goals and Performance Measures:**

- ◆ Goal 1 - To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
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● Unused entitlement recharged	80%	82%	84%	86%	88%
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- ◆ 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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Funds expended	75%	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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Authority members expressing satisfaction with staff activity	100%	100%	100%	100%	100%

**WCA.3 PROGRAM SUMMARY**  
**SAFETY OF DAMS AND FLOOD CONTROL**  
 Contact: Darrell Jordan, Assistant Director  
 Phone: 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 the safety of all non-federal jurisdictional dams, 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	950.0	812.9	1,024.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	384.8	494.4	442.4
Federal Funds	74.1	88.7	88.7
<b>Program Total</b>	<b>1,408.9</b>	<b>1,396.0</b>	<b>1,555.3</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>18.0</b>	<b>18.0</b>

**This Program Contains the following Subprograms:**

- ▶ **Dam Safety**
- ▶ **Flood Mitigation**

**WCA.3.1 SUBPROGRAM SUMMARY**  
**DAM SAFETY**  
 Contact: Darrell Jordan, Assistant Director  
 Phone: 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 the safety of all non-federal jurisdictional dams in Arizona 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	422.1	499.0	509.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	171.4	225.0	175.0
Federal Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>593.5</b>	<b>724.0</b>	<b>684.9</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**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 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Dams within State jurisdiction	216	217	223	229	235
● Jurisdictional dams in compliance	165	171	180	189	198
● Construction inspections made at new or modified dams	77	40	50	60	65

◆ Goal 2 - To bring dams into compliance with State laws and dam safety guidelines.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Unsafe registered dams brought into compliance with dam safety guidelines	2	3	3	3	3
● Unregistered dams brought into compliance with State law	5	6	6	6	6
● Registered dams having significant deficiencies brought into compliance with dam safety guidelines	3	3	3	3	3

WCA.3.2 SUBPROGRAM SUMMARY  
**FLOOD MITIGATION**  
 Contact: Darrell Jordan, Assistant Director  
 Phone: 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)		
	FY1997 Actual	FY1998 Estimate	FY1999 Estimate
General Funds	527.9	313.8	514.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	213.4	269.4	267.4
Federal Funds	74.1	88.7	88.7
<b>Program Total</b>	<b>815.4</b>	<b>671.9</b>	<b>870.4</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>9.0</b>	<b>9.0</b>

**Subprogram Goals and Performance Measures:**

◆ Goal 1 - To design and construct a statewide high-speed data collection and dissemination network.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● Complete of the construction (and/or operational status) of the communications network	0	60%	100%	100%	100%
● New flood warning gauges installed and operational	6	8	44	36	18

◆ Goal 2 - To promote appropriate management of floodplains.

Performance Measures	FY 1997 Actual	FY 1998 Expected	FY 1999 Expected	FY 2000 Expected	FY 2001 Expected
● At least once each five years, evaluate the compliance with NFIP and State statutes of the 105 subscribing communities and provide technical assistance as requested	31	28	27	27	27







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 Program Authorization 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 100 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. In 1997, the submittal date changed from every October to April of every even-numbered 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.

In 1997, the submittal date for the Agency Strategic Plan was changed to April 1 of every even-numbered year, which coincides with the submittal for the Master List information. To eliminate the redundancy in the required elements, the two documents have been combined. Including the agency strategic plan in the Master List also allows policymakers to view the agencies' long-term goals and expected outcomes in context with program goals and expected results.

## 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. Thus, the *key* performance measures in the FY 2000 and FY 2001 biennial budget request, submitted by agencies in September 1998, **must** be linked to the agency goals included in the 1998 agency strategic plan.

**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. The transition to program budgeting will also entail the

implementation of an automated budget development system.

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 staffs of the two budget offices met in November 1997 and again in January 1998 to discuss the definition of program budgeting and the schedule. 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 will submit their FY 2000 - FY 2001 biennial budget by program; Phase II agencies their FY 2002 - FY 2003 biennial budget by program; and Phase III 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. Additionally, significant operation

and financial reporting issues must be addressed to insure 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.

A final challenge is the timing of the information provided. Currently, the Master List and Strategic Plan information is submitted at a point that makes data collection difficult. OSPB would prefer to have a Fall submittal for the budget, strategic plans and the Master List.

### **Program Authorization Review**

In 1995, the State began implementing the program authorization review (PAR) process. These program evaluations are part of the annual budget process and result in decisions to retain, eliminate or modify (REM) particular programs. In three legislative sessions, a total of 88 programs and subprograms have been reviewed.

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 has left the current process in limbo for the future.

### **Continuous Improvement**

**Training.** In 1997, OSPB revised the strategic planning and performance measurement workshops to incorporate changes in budget reform and to reflect a growing understanding of the development of results-oriented performance measures. A total of 411 State agency personnel attended one or more of the 14 workshops, bringing the total number of participants trained since the onset of budget reform to nearly 2,000.

**Strategic Planning and Performance Measurement Handbook.** The State's strategic planning guide was updated in 1998, as well. The Handbook has a new look and an expanded performance measurement section, which reflects the State's growing sophistication in the development and use of performance measures. The Handbook continues to be requested by other local agencies and other states.

**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*, the State's Strategic Planning and Performance Measurement Handbook and all budget forms are available via the OSPB home page: <http://www.state.az.us/ospb>.

### **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.

### **Challenges**

**Performance Measurement.** A standardized list of performance measures has been developed for the Inspection and Regulation agencies. That list focuses on comparable key performance measurement data for licensing and regulation agencies.

Opportunities also exist to enhance agency accountability for achieving key results. Although there has been some movement toward results-oriented measures, many agencies continue to collect and report only inputs and outputs. Further, the availability of performance data remains generally limited — a common problem among states that have instituted performance measurement. In an effort to strengthen performance measures, OSPB and the JLBC Staff will work with the agencies in 1998 to refine and develop comparative, results-oriented performance measures as well as key indicators. ■

**PROGRAM BUDGETING MIGRATION SCHEDULE****PHASE ONE**

<b>AGENCY</b>	<b>AGENCY</b>
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
ACJC-AZ 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
COLISEUM AND EXPOSITION CENTER	PUBLIC SAFETY
COMMUNITY COLL	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	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 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 April 1 of each even-numbered 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 program authorization 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 April 1 of each even-numbered 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 by July 1 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.

Section 41-1275, Arizona Revised Statutes, is amended to read:

41-1275. Program authorization review; procedures

- A. In consultation with the governor's office of strategic planning and budgeting, the staff of the joint legislative budget committee shall meet with the joint legislative budget committee before December 31 of each odd-numbered year to develop and prepare legislation for introduction in even-numbered years to subject programs developed under section 35-122 to a program authorization review (PAR). Consistent with instructions issued by the governor's office of strategic planning and budgeting and the staff of the joint legislative budget committee, each budget unit may submit suggestions for which of its programs should be subject to program authorization reviews. These suggestions shall be submitted by October 1 of each odd-numbered year. In developing legislation, the joint legislative budget committee may designate portions of particular programs to be subject to a PAR. It is the intent of the legislature not to conduct a PAR on a program for which funding is already eliminated.
- B. The budget unit responsible for a program that is subject to PAR shall prepare a self-assessment of its program by April 1 of the odd-numbered year following the enactment of legislation described in subsection A of this section. 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. Budget units may be required to develop joint self-assessments if their programs are of a similar nature.
- C. The staff of the joint legislative budget committee and the governor's office of strategic planning and budgeting shall review the program authorization self-assessment submitted by each budget unit. The two offices shall evaluate the program according to agreed upon factors and shall jointly produce a report of their findings no later than October 15 of each odd-numbered year. The findings shall address the views of the two offices on the program's efficiency and effectiveness. Before the public hearing required in subsection D of this section is held, each office may independently recommend whether to retain, eliminate or modify funding and related statutory references for the programs that are subject to PAR.
- D. The speaker of the house of representatives and the president of the senate shall appoint sufficient joint program authorization review committees to evaluate the PAR findings and any recommendations made pursuant to subsection C of this section. Each joint PAR committee shall have representation from members of both parties in a proportion equal to that of the political makeup of each house. In addition to the legislative members, for each committee, the governor shall appoint a private citizen with experience in cost benefit analysis, the president of the senate shall appoint a private citizen with a general business background and the speaker of the house of representatives shall appoint a private citizen. Each joint PAR committee may be responsible for more than one program authorization review. After receipt of the PAR review findings, the joint PAR committee shall hold at least one public hearing for the purpose of recommending whether to retain, eliminate or modify funding and related statutory references for the programs subject to review. The joint PAR committee shall make its recommendations to the governor, the president of the senate and the speaker of the house of representatives by December 15 of each odd-numbered year. The PAR committee shall oversee the

preparation of any proposed legislation to implement its recommendations and is responsible for the introduction of this legislation. Each joint PAR committee has the power of legislative subpoena pursuant to article 4 of this chapter.

- E. For purposes of this section, a program may include a subprogram as determined by the governor's office of strategic planning and budgeting or the joint legislative budget committee staff. ■

## 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, track. ■  
compile management information and keep goals on

## FREQUENTLY USED ACRONYMS

<b>AAC</b> Arizona Administrative Code	<b>CPS</b> Child Protective Services
<b>ABOR</b> Arizona Board of Regents	<b>CRS</b> Children's Rehabilitative Services
<b>ACERP</b> Arizona Comparative Environmental Risk Project	<b>CSMS</b> Combined Support Maintenance Shop
<b>ACJIS</b> Arizona Criminal Justice Information System	<b>CSO</b> Correctional Service Officer
<b>ADA</b> Americans with Disabilities Act	<b>DACS</b> Division of Aging and Community Services
<b>ADE</b> Arizona Department of Education	<b>DBME</b> Division of Benefits and Medical Eligibility
<b>ADC</b> Arizona Department of Corrections	<b>DCFS</b> Division of Children and Family Services
<b>ADJC</b> Arizona Department of Juvenile Corrections	<b>DD</b> Dually Diagnosed or Developmentally Disabled
<b>ADM</b> Average Daily Membership	<b>DDD</b> Division of Developmental Disabilities
<b>ADMIN</b> Administration	<b>DDSA</b> Disability Determination Services Administration
<b>ADOA</b> Arizona Department of Administration	<b>DEA</b> Drug Enforcement Account
<b>ADOT</b> Arizona Department of Transportation	<b>DEMA</b> Department of Emergency and Military Affairs
<b>ADP</b> Average Daily Population	<b>DEQ</b> Department of Environmental Quality
<b>AFDC</b> Aid for Families with Dependent Children	<b>DERS</b> Division of Employment and Rehabilitative Services
<b>AFIN</b> Arizona Fingerprint Identification Network	<b>DES</b> Department of Economic Security
<b>AFIS</b> Arizona Financial Information System	<b>DHS</b> Department of Health Services
<b>AG</b> Attorney General	<b>DPS</b> Department of Public Safety
<b>AHCCCS</b> Arizona Health Care Cost Containment System	<b>DSH</b> Disproportionate Share Hospital
<b>AHS</b> Arizona Historical Society	<b>DWI</b> Driving While Intoxicated
<b>ALA</b> Arizona Leadership Academy	<b>DWR</b> Department of Water Resources
<b>ALTCS</b> Arizona Long-Term Care System	<b>EAC</b> Eligible Assistance Children
<b>APP</b> Aquifer Protection Permit	<b>EDP</b> Electronic Data Processing
<b>APS</b> Adult Protective Services	<b>EEO</b> Equal Employment Opportunity
<b>ARF</b> Automation Revolving Fund	<b>ELIC</b> Eligible Low-Income Children
<b>ARRT</b> American Registry of Radiological Technologists	<b>EMPOWER</b> Employing and Moving People off Welfare and Encouraging Responsibility
<b>A.R.S.</b> Arizona Revised Statutes	<b>EMS</b> Emergency Medical Services
<b>ASDB</b> Arizona School for the Deaf and the Blind	<b>EMSCOM</b> Emergency Medical Services Communications
<b>ASH</b> Arizona State Hospital	<b>EMSOF</b> Emergency Medical Services Operating Fund
<b>ASPC</b> Arizona State Prison Complex	<b>EPSDT</b> Early Periodic Screening, Diagnostic, and Testing
<b>ASRS</b> Arizona State Retirement System	<b>ERE</b> Employee-Related Expenditures
<b>ASU</b> Arizona State University	<b>FES</b> Federal Emergency Services
<b>ASUMC</b> Arizona State University Main Campus	<b>FHAMIS</b> Family Health Administration Management Information System
<b>ASUE</b> Arizona State University East	<b>FICA</b> Federal Insurance Contribution Act
<b>AZAFIS</b> Arizona Automated Fingerprint Identification System	<b>FMAP</b> Federal Matching Assistance Payments
<b>BECC</b> Border Environmental Cooperation Commission	<b>FMCS</b> Financial Management Control System
<b>BIFO</b> Border Infrastructure Finance Office	<b>FTE</b> Full-Time Equivalent Position
<b>CAE</b> Commission on the Arizona Environment	<b>GAAP</b> Generally Accepted Accounting Principles
<b>CAP</b> Child Abuse Prevention	<b>GAO</b> General Accounting Office
<b>CBHS</b> Children's Behavioral Health Services	<b>GITA</b> Government Information Technology Agency
<b>CDFR</b> Code of Domestic Federal Regulations	<b>GITEM</b> Gang Intelligence Team Enforcement Mission
<b>CEDC</b> Commerce and Economic Development Commission	<b>HB</b> House Bill
<b>CERF</b> Collection Enforcement Revolving Fund	<b>HMO</b> Health Maintenance Organization
<b>CFR</b> Code of Federal Regulations	<b>HCBS</b> Home and Community Based Services
<b>CHC</b> Community Health Center	<b>HRMS</b> Human Resource Management System
<b>CHILDS</b> Children's Information Library and Data Source	<b>HURF</b> Highway User Revenue Fund
<b>CIS</b> Client Information System	<b>IGA</b> Intergovernmental Agreement
<b>CJEF</b> Criminal Justice Enhancement Fund	<b>IHS</b> Indian Health Service
<b>CLIA</b> Clinical Lab Inspections Act	<b>IOCC</b> Interstate Oil Compact Commission
<b>CMDP</b> Comprehensive Medical and Dental Plan	<b>ISD</b> Information Services Division
<b>CMR</b> Classification Maintenance Review	<b>ISP</b> Institutional Support Payments
<b>COP</b> Certificate of Participation	

**IT** Information Technology  
**ITAC** Information Technology Authorization Committee  
**JCCR** Joint Committee on Capital Review  
**JCEF** Judicial Collection Enhancement Fund  
**JLBC** Joint Legislative Budget Committee  
**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  
**NRCD** 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  
**PDSB** 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  
**REMF** 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 **1998 – 1999 Master List of State Government Programs, strategic planning and performance measures**, contact:

Rebecka Derr, OSPB  
Phone: 602-542-5392 or E-Mail at: [bderr@gv.state.az.us](mailto:bderr@gv.state.az.us).

Or

Glen Dickens, OSPB  
Phone: 602-542-5803 or E-Mail at: [gdickens@gv.state.az.us](mailto:gdickens@gv.state.az.us).



The following **strategic planning resources** are available on the Governor's Office of Strategic Planning and Budgeting Home Page on the World Wide Web:

*1998 – 1999 Master List of State Government Programs.*

*1998 Managing for Results*, the State's strategic planning handbook.

*1998 Guidelines, Strategic Plans and Master List*, defines the required elements and includes instructions for installing and using the 1998 Master List Application.

*1998 Master List Application*, including: the disks used to set up the Application database, a sample data disk (for a nonexistent agency), and installation instructions.

<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 2000 & FY 2001 Executive Budget Instructions.*

*FY 2000 & FY 2001 Executive Budget Forms and spreadsheets.*

*FY 1999 Federal Funds Report.*

*BUDDIES*, the State's automated budget development system, including: the disks to set up the application and the user manual.

<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.