



FISCAL YEARS 2007 - 2009

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

Janet Napolitano  
GOVERNOR





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**Janet Napolitano**  
**Governor**

**GOVERNOR'S OFFICE OF  
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**James J. Apperson**  
**Director**

June 16, 2008

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

Dear Mr. Stavneak:

I am pleased to transmit the *2007 - 2009 Master List of State Government Programs*, which provides an inventory of programs and subprograms from the Executive, Legislative, and Judicial branches of government. This information provides the foundation to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

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

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

Sincerely,

A handwritten signature in cursive script that reads "James J. Apperson".

James J. Apperson  
Director



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About the Master List



# Pending: finalization of program budgeting

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

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

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

## ■ MASTER LIST

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

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

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

## Program Definition

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

Each year in the spring, agencies are given the opportunity to change the program structure. The first Master List, compiled by the OSPB and presented to the Legislature and the Governor in January 1994, included a total of 1,267 programs and subprograms. Over the years it has become apparent that a standardized definition of programs and subprograms is necessary to ensure the information presented is useful and comprehensible to the citizenry and decision-makers in relation to the agency mission and function. The Master List publication is a very high level, but comprehensive, overview of the primary agency programs and the performance for all of the state agencies. By necessity, much greater detail exists in the individual internal agency operational plans. On request, detailed information from the internal agency plans

can be obtained. In the 2007-2009 Master List, the structure has been consolidated to 746 programs and subprograms. As the State of Arizona moves closer to the completion of the phase-in of program budgeting pursuant to A.R.S. § 35-113, the program structure in the Master List continues to evolve and be redefined.

Each year on June 1<sup>st</sup> the OSPB publishes the planning and budget forms that contain the program structures. As a precursor to compiling the current Master List, agencies were again afforded an opportunity to propose changes to the structure of programs and subprograms in the spring of 2007 prior to the publication of the software. In light of the requirements of program budgeting, agencies were encouraged to define the program hierarchies to reflect function and core mission, rather than organizational structure or funding source.

## Legislation Update

In Laws 2002, Chapter 210, *The Master List of State Government Programs* was revised once again. One of these revisions included an allowance for the performance target expectations to be presented in conjunction with the available resources in the budget cycle and no further into the future where resources remain unknown. Few goals and measures can be achieved without adequate resources available to accomplish the plan. Therefore, the periods published in the Master List will now adhere to the budget request cycles, and the FY2007-2009 Master List will reflect targets only through the requested budgets for FY2009. Additionally, the agencies have provided short explanations for situations where the budget cuts have affected the performance expectations in programs. Pursuant to these changes in 2002, A.R.S. § 35-122 also now requires

agencies to publish strategic issues in *The Master List of State Government Programs*. Strategic issues are key issues that merit special high-priority attention or are of critical importance to the agency as a whole. They can also be described as critical success factors.

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

#### **Published Elements**

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

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

**Description.** A description is a summary of major duties, responsibilities, and customers served. The description should be written so that someone unfamiliar with the agency, program, or subprogram will have a general understanding of what it does, whom it serves, why it is needed, and how it works.

**Strategic Issues.** Strategic issues are key issues that merit special high-priority attention or are of critical importance to the agency as a whole.

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

#### Arizona's Planning Model:

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

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

**Performance Measures.** Used to measure results and ensure accountability. Performance measures provide a basis for assessing the successful achievement of the agency, program, and subprogram goals and objectives. For internal purposes, agencies will need to ensure that an adequate, but manageable, number of performance measures be collected. However, agencies should choose only the *key* measures or family of measures for each goal included in the Master List.

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

Funding sources include: total

agency, program, and subprogram General Funds, Other Appropriated Funds, Non-Appropriated Funds, and Federal Funds. For the FY 2007 actual expenditures, the General and Other Appropriated Funds through the 13<sup>th</sup> month are tied to the General Accounting Office Annual Financial Report (AFR). For FY 2008 and 2009 they are tied to appropriations/requests. Capital funding is not included as part of the Master List financials. In addition, since the Master List includes Other Non-appropriated and Federal Funds, the funding estimates contained in the Master List may differ from those that appear in other documents.

Agencies also provide a summary of the FTE positions for all funding sources for the agency, programs, and subprograms for FY 2007, FY 2008, and FY 2009.

#### **Edits and Modifications**

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

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

#### **Single Program Agencies**

Single program agency information is interchangeable with program information, and each required element for these agencies are displayed only once. For example, the mission statement is displayed as Agency/Program Mission and goals as Agency/Program Goals.

#### **Conclusion**

Planning and developing performance measures are disciplines that require years to fully mature. The budget reform process is an evolutionary one that will continue to improve as agencies gain more experience. However, the stakes are getting higher as we migrate into program budgeting where the use of performance measurement will be more systematic.■



Individual Agency  
Master List Entries



ABA 0.0	<b>Agency Summary</b>
	BOARD OF ACCOUNTANCY
Valerie Elliott, Executive Director	
Phone: (602) 364-0804	
A.R.S. §§ 32-701	

**Mission:**

To protect the public's economic welfare by establishing and enforcing qualifications and accounting standards for certified public accountants, public accountants and accounting firms registered by the Arizona State Board of Accountancy.

**Description:**

The State Board of Accountancy examines and certifies individuals to practice as certified public accountants (CPAs) and registers accounting firms owned by CPAs. The Board biennially renews certificates for CPAs and registered accounting firms. The Board investigates complaints concerning CPAs and accounting firms to ensure compliance with Board statute and rules and takes appropriate disciplinary action if there has been a violation. The Board responds and provides information to members of the public regarding CPAs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,003.9	2,356.9	2,290.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,003.9</b>	<b>2,356.9</b>	<b>2,290.2</b>
FTE Positions	13.0	13.0	13.0

**Strategic Issues:**

**Issue 1 Information Technology - Web based Services**

In the age of e-government and e-commerce, the Board is developing web based services for CPAs, accounting firms, exam candidates, certification applicants, and members of the public. The Board has been working with the Government Information Technology Agency regarding the best way to implement these services. The work necessary to implement these services includes, but is not limited to, attaining the proper hardware and software, establishing processes for electronic transactions, and consulting with the Board's legal counsel and the General Accounting Office to ensure the transactions meet statutory requirements.

**Issue 2 Regulation of the Profession**

Per A.R.S. § 32-703, the Accountancy Board is responsible for the establishment and maintenance of high standards of competence, independence and integrity of the practice of accounting by PAs and CPAs. To fulfill this responsibility, the Accountancy Board has dedicated resources to the investigation of complaints on a consistent basis since FY 1992. Many of these investigations involve allegations of major proportions filed with the agency against a CPA or a CPA firm, normally large international accounting firms. The Board contracts with about six investigative reviewers with different areas of expertise. Due to the intricacies of some investigations, the Board has two dedicated assistant attorneys general and paralegal to handle these investigations to ensure effectiveness and timeliness of prosecution. The appropriation for the investigation of complaints allows the Board to treat all registrants in the same manner, regardless of the complexity of the allegations.

In addition, the Board's Peer Review rules requires accounting firms performing attest services to undergo a peer review every three years. The requirements are designed to improve CPAs competency in financial statements that are provided to their clients and members of the public.

**Issue 3 Business Continuity Planning**

The Board continues to evaluate its operations to ensure that it could fulfill its statutory mandates during a disaster. The Board is in the process of

making electronic copies of its paper files, primarily complaint and investigation files. In addition, the web based services as discussed in strategic issue #1 enhance the Board's business continuity planning. The Board has agreed to be part of a pilot program to evaluate and test ways to have agencies function if their offices/buildings became inaccessible.

- ◆ **Goal 1** To administer the qualifying AICPA Uniform CPA examination to persons who meet the requirements of A.R.S. Ch., Art., 32-723.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of exam applications received	1129	1000	1000
Number of grade release packets sent	2160	2000	2000
Number of successful candidates	220	150	150

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications for certification	409	405	405
Number of certificates issued	401	400	400
Biennial renewal of certificates	5124	5000	5000
Number of firms registered	126	100	100
Number of firm renewals annually	530	450	450
Percent of applicants reporting very good or excellent service	89	82	85
Average calendar days from receipt of completed application to issuance or denial of certificate	60	60	60
Number of new and existing licenses	13047	12500	12500

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints and violations processed annually	407	400	400
Number of revocations annually	3	7	7
Average number of calendar days from opening an investigation file to adjudication	180	160	160

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

ANA 0.0	<b>Agency Summary</b>
	ACUPUNCTURE BOARD OF EXAMINERS
	Pete Gonzalez, Executive Director
	Phone: (602) 364-0145
	A.R.S. § 32-3901

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	96.6	130.5	125.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>96.6</b>	<b>130.5</b>	<b>125.5</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Strategic Issues:**

**Issue 1** *Investigation of complaints. Currently there are no funds to investigate higher than anticipated complaints for licensed and unlicensed persons and training programs.*

To protect the health and welfare of the public is our number one concern. Unprofessional conduct of licensees requires substantial time and money to investigate. Disciplinary procedures need to be identified and implemented. Board members need to be trained in the process of those procedures and subsequent administrative law proceedings.

**Issue 2** *Consideration of including the practice of oriental medicine (herbs) in the scope of practice for licensed acupuncturists.*

The practice of oriental medicine (herbs) is commonly included with acupuncture treatments. National certification for the practice of herbs is available to practitioners. There is great interest in oriental medicine (herbs). Determining whether or not this should be under the scope of practice and the impact of such a change needs to be explored in detail.

**Issue 3**

Short-range plan - identify existing programs and bring into compliance; formulate regulatory procedures. Long-range plan - monitor and regulate programs for compliance, identify viability of programs compared to national standards and future needs. Determine funding needs required to monitor programs.

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints received	7	10	10
Average time from receipt of complaint until resolution	76	90	90

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Licensees with one or more disciplinary actions	0	1	1
Licenses revoked, suspended or surrendered	1	2	2

Disciplinary or enforcement actions	1	2	2
Appeals (OAH)	0	1	1

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of investigations conducted	7	10	10
Licensees with greater than one investigation	0	2	2
Percent of unlicensed practitioners brought into compliance	100	100	100
Percent of investigations resulting in disciplinary enforcement	14	20	20

◆ **Goal 4** To ensure that applications are handled in an efficient and effective manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications received	448	535	620
Number of renewals issued	363	375	375
Auricular Acupuncture Certificates Issued	20	25	25



ADA 0.0	<b>Agency Summary</b>
DEPARTMENT OF ADMINISTRATION	
William Bell, Director	
Phone: (602) 542-1500	
A.R.S. §§ 41-701,41-1051,41-2501	

**Mission:**

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

**Description:**

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

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	2,312.3	2,385.0	2,350.6
➤ FINANCIAL SERVICES	65,567.1	69,155.6	64,268.0
➤ FACILITIES MANAGEMENT	52,039.5	55,318.2	39,264.5
➤ HUMAN RESOURCES	656,208.9	684,134.4	803,008.9
➤ INFORMATION TECHNOLOGY SERVICES	43,245.9	57,615.6	59,643.6
➤ SUPPORT SERVICES	19,781.1	23,063.2	24,254.1
➤ CAPITOL POLICE	4,170.2	4,333.9	4,997.0
➤ RISK MANAGEMENT	78,183.2	91,854.8	95,357.1
<b>Agency Total:</b>	<b>921,508.2</b>	<b>987,860.7</b>	<b>1,093,143.8</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	29,474.7	33,312.2	34,976.8
Other Appropriated Funds	147,459.8	177,642.1	183,654.7
Other Non Appropriated Funds	744,573.7	776,906.4	874,512.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>921,508.2</b>	<b>987,860.7</b>	<b>1,093,143.8</b>
<b>FTE Positions</b>	<b>956.8</b>	<b>964.1</b>	<b>1,005.1</b>

**Strategic Issues:**

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

Last year Arizona State Government experienced an overall separation rate of 17.3% of covered employees. Furthermore, 85% of those separations were voluntary. Of the covered employees voluntarily leaving state service, nearly 29% leave within one year, and another 27% leave within three years. This revolving door of separating employees can be attributed to low starting salaries, insufficient and sporadic pay increases, lack of development and education opportunities, an antiquated position

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

**Issue 2 Information Technology Efficiencies**

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

**Issue 3 Cost-Efficient and Effective Public Facilities**

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

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

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

The mission of the Arizona Department of Administration (ADOA) compels it to provide support services to state agencies, state employees, and the public, enabling them to achieve their goals. Simply put, ADOA is the hub of state government. ADOA currently offers over 68 diverse services to a customer base that includes approximately 120 state agencies and 61,000 state employees. Services include statewide financial services, facilities management, human resources management, information services, fleet management, administrative management services, and police services for the Capitol Mall in Phoenix and the state mall complex in Tucson. The value of each service provided by ADOA should meet or exceed the value of a comparable service from any other source. Because this issue is of strategic importance to the mission of ADOA, and of critical importance to state government overall, it is essential for ADOA to maximize the productivity and cost effectiveness of its services while achieving the highest possible level of customer satisfaction.

**Issue 5 Security and Safety**

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

is an industry best practice. A by-product of this will be an increase in customer satisfaction and a consistent application of security policy. (FY2008: note that because legislation now in effect gives GITA the role of establishing policy, there may remain value in a more centralized security administration.)

ADA 1.0  William Bell, Director Phone: (602) 542-1500 A.R.S. §§ 41-701, 41-1051, 41-2501	<b>Program Summary</b>  ADMINISTRATION
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**Mission:**

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

**Description:**

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

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,937.0	1,983.0	1,983.0
Other Appropriated Funds	40.3	52.6	52.6
Other Non Appropriated Funds	335.0	349.4	315.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,312.3</b>	<b>2,385.0</b>	<b>2,350.6</b>
FTE Positions	22.6	22.6	22.6

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0, based on annual survey (scale 1-8)	83	80	85
Customer satisfaction with fixed assets accounting (Internal)	6.4	6.5	6.5
Customer satisfaction with payroll (Internal)	7.61	6.9	6.9
Customer satisfaction with financial and management reporting (Internal)	7.17	6.5	6.5
Customer satisfaction with the payment of vendors (Internal)	5.68	6.5	6.5

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of ADOA employees voluntarily separating in first year	26.9	25	20

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

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opportunities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of discounts taken (payment of vendors)	92.53	80	80
Percentage of payroll accuracy (internal)	99.85	99.5	99.5

**ADA 2.0                      Program Summary**  
**FINANCIAL SERVICES**

Phone:  
A.R.S. §§ 35-101,41-2501

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

- ▶ General Accounting
- ▶ State Procurement

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	14,098.0	18,868.9	14,473.0
Other Appropriated Funds	2,969.8	290.8	290.8
Other Non Appropriated Funds	48,499.3	49,995.9	49,504.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>65,567.1</b>	<b>69,155.6</b>	<b>64,268.0</b>
<b>FTE Positions</b>	<b>125.0</b>	<b>127.0</b>	<b>145.0</b>

**Subprogram Summary**

**GENERAL ACCOUNTING**

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	12,320.4	17,034.3	12,638.4
Other Appropriated Funds	2,702.1	0.0	0.0
Other Non Appropriated Funds	48,325.3	49,679.5	45,903.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>63,347.8</b>	<b>66,713.8</b>	<b>58,541.4</b>
<b>FTE Positions</b>	<b>89.8</b>	<b>89.8</b>	<b>97.8</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with accounting policies and procedures	6.6	6.3	6.3
Percentage of warrants available for distribution by 11:00 am following the day of processing on Arizona Financial Information System	98.2	99.9	99.9
Percentage of standards met in accordance with Central Services Bureau service agreements	94.8	96	96
Percentage of security requests for financial applications processed within two business days	99	99	99
Percentage of appropriations loaded in AFIS within 30 days of effective legislation date and complete appropriation structure received from agency	100	99	99
Customer satisfaction with Arizona Financial Information System (AFIS) functionality	6.7	6.5	6.5

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Customer satisfaction with data input services (Central Services Bureau)	6.8	6.5	6.5
Customer satisfaction rating with administration of payroll process (scale 1-8)	6.8	6.5	6.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of payroll payments requiring rework (statewide)	.4	.3	.3
Percentage of warrants distributed to correct agency	99.9	99.9	99.9

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,777.6	1,834.6	1,834.6
Other Appropriated Funds	267.7	290.8	290.8
Other Non Appropriated Funds	174.0	316.4	3,601.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,219.3</b>	<b>2,441.8</b>	<b>5,726.6</b>
<b>FTE Positions</b>	<b>35.2</b>	<b>37.2</b>	<b>47.2</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Compliance Reviews	4	6	6
Establishes contracts	6.89	6.5	6.9
Administers contracts for goods and services	6.64	6.5	6.7
Reviews and makes determinations in response to procurement requests, including delegations, appeals, emergency, impracticable to compete, sole source and off-contract	6.91	6.9	7.0
Provides training and technical assistance to agencies regarding procurement statutes, rules, and "best practices" and SPIRIT	6.53	6.5	6.6

Provides training and technical assistance on SPIRIT	6.77	6.8	7.0
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◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Procurement subprogram.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of procurement plan award dates met for the Request for Proposal (RFP) process	76	85	85
Percent of procurement plan award dates met for Invitation for Bid (IFB) process	100	85	95
Request for Quotation (RFQ) processing time	4.3	7.0	5.0
Fax on Demand (FOD) processing time	0	n/a	0

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

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,118.8	8,450.4	13,951.1
Other Appropriated Funds	12,066.2	12,885.8	11,983.6
Other Non Appropriated Funds	30,854.5	33,982.0	13,329.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>52,039.5</b>	<b>55,318.2</b>	<b>39,264.5</b>
<b>FTE Positions</b>	<b>186.0</b>	<b>187.0</b>	<b>188.0</b>

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

**Mission:**

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

**Description:**

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

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,118.8	8,450.4	13,951.1
Other Appropriated Funds	11,425.6	12,118.2	11,213.3
Other Non Appropriated Funds	26,533.6	14,122.3	13,329.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>47,078.0</b>	<b>34,690.9</b>	<b>38,494.2</b>
<b>FTE Positions</b>	<b>173.9</b>	<b>174.9</b>	<b>175.9</b>

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with agency relocation process	7.0	6.7	6.75
Customer satisfaction rating with tenant improvement process (scale 1-8)	7.42	7.0	7.0
Customer satisfaction with review of office leases	7.44	7.0	7.0

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating with building maintenance (scale 1-8)	5.95	6.3	6.8
Customer satisfaction with maintaining heating and cooling	6.0	6.3	6.8
Customer satisfaction with custodial services	6.24	6.3	6.8
Customer satisfaction with landscaping/grounds maintenance	5.93	6.3	6.8

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of tenant improvement projects completed on schedule	98	98	98

Percentage of lease reviews completed by the date requested	97	98	98
Percentage of HVAC and maintenance emergency work orders responded to within 24 hours	99	99	99
Ratio of preventative maintenance work orders to total maintenance requests	1:2.6	1:2.8	1:2.8

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage reduction in ratio of planned to unplanned work orders	28	28	27

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

**Mission:**

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

**Description:**

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

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	640.6	767.6	770.3
Other Non Appropriated Funds	4,320.9	19,859.7	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,961.5</b>	<b>20,627.3</b>	<b>770.3</b>
<b>FTE Positions</b>	<b>12.1</b>	<b>12.1</b>	<b>12.1</b>

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with general construction projects	7.68	7.0	7.0

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of General Construction projects completed on schedule within budget	98	98	98
Percentage of General Construction projects completed within budget	98	98	98

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

- ▶ Benefits and Insurance
- ▶ Human Resource Operations

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	344.3	0.0	0.0
Other Appropriated Funds	20,807.2	23,984.6	24,402.5
Other Non Appropriated Funds	635,057.4	660,149.8	778,606.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>656,208.9</b>	<b>684,134.4</b>	<b>803,008.9</b>
<b>FTE Positions</b>	<b>184.0</b>	<b>187.0</b>	<b>191.0</b>

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	344.3	0.0	0.0
Other Appropriated Funds	4,132.7	5,547.1	5,839.6
Other Non Appropriated Funds	633,475.2	658,721.9	777,178.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>637,952.2</b>	<b>664,269.0</b>	<b>783,018.1</b>
<b>FTE Positions</b>	<b>35.0</b>	<b>38.0</b>	<b>42.0</b>

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

services in the Benefit Services subprogram.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating with benefit plans (scale 1-8)	6.61	6.7	6.8
Percentage of customers satisfied with the open enrollment process	79	82	85
Percentage of customers satisfied with providing information and education	86	88	89
Number of State employees attending an Benefit Options Wellness Event	45,585	46,000	47,000
Customer satisfaction with the Benefits program (monthly)	6.15	6.3	6.4
Customer satisfaction with the Wellness program	6.62	6.7	6.8

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of open enrollment completed via Web or IVR	100	100	100
Percentage of New Hire enrollment completed via Web or IVR	100	100	100

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

**Mission:**

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

**Description:**

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

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,674.5	18,437.5	18,562.9
Other Non Appropriated Funds	1,582.2	1,427.9	1,427.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18,256.7</b>	<b>19,865.4</b>	<b>19,990.8</b>
<b>FTE Positions</b>	<b>149.0</b>	<b>149.0</b>	<b>149.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with providing personnel rules and guidance	6.59	6.7	6.75
Percent difference in average salaries between State employees and the labor market	10.0	8.33	6.67
Customer satisfaction with providing statewide employee training (AzGU)	6.03	6.1	6.2
Maintains Training Records (STARS) (AzGU)	5.81	6.0	6.1
Customer satisfaction with providing career counseling services (Point of Service survey)	n/a	6.5	6.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of rules developed and promulgated	3	7	4
Average turnaround time for processing 4th level grievances (days)	15.6	20	20
Average turnaround time (days) for processing all classification actions (covered & uncovered positions)	9.1	20	20
Average time to fill a vacant position (Hiring Gateway)	65	60	60

**Program Summary**

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

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

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

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	894.0	851.8	851.8
Other Appropriated Funds	20,522.4	32,425.0	34,561.5
Other Non Appropriated Funds	21,829.5	24,338.8	24,230.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>43,245.9</b>	<b>57,615.6</b>	<b>59,643.6</b>
<b>FTE Positions</b>	<b>185.4</b>	<b>185.7</b>	<b>187.7</b>

**Subprogram Summary**

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

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

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

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

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

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

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

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

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	894.0	851.8	851.8
Other Appropriated Funds	2,556.6	7,895.4	9,841.2
Other Non Appropriated Funds	21,829.5	24,338.8	24,230.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>25,280.1</b>	<b>33,086.0</b>	<b>34,923.3</b>
<b>FTE Positions</b>	<b>27.0</b>	<b>27.3</b>	<b>27.3</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating with voice telecommunications services (scale 1-8)	6.31	6.5	6.5
Customer satisfaction with state switchboard / conference call set-ups	6.88	7.0	7.0
Customer satisfaction rating with Statewide Telecommunications Contract services	5.32	5.5	5.5
Customer satisfaction with connectivity to the Wide Area Network (MAGNET)	6.25	6.25	6.25

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of time primary components of Network are available and accessible	98.59	98	98
Customer satisfaction of support for new or upgraded telecommunications.	4.85	5.0	5.0

**Subprogram Summary**

**ADA 5.2 DATA CENTER**

Patrick Quain, Assistant Director  
 Phone: (602) 542-2899  
 A.R.S. § 41-711

**Mission:**

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

**Description:**

The Information Processing Center is the "Operations" section of ISD. The Operations section provides Mainframe services and Help Desk Support to more than 140 Agencies, Boards and Commissions. The services are provided to our customers 24 hours a day, 365 days per year. In addition, the Operations section provides Courier Service, Server Hoteling, Data Backup Services & Support, Disaster Recovery Services, Tiered Storage, Automated Job Scheduling, Network Services, Operating System Installation, Maintenance & Support, Performance Measurement, High Speed Print Services, Technical Support Services and Offsite Data Storage. The Processing Center is equipped with 24/7 Physical Security, Video Surveillance, Battery Backup, Diesel Generators, Fire Suppressant and more than 250 tons of Air Conditioning. The Operations section provides processing services to many of the State's largest agencies including the Arizona Health Care Cost Containment System, Arizona Department of Transportation, Arizona Human Resources Information System, Arizona Financial Information System, Arizona Department of Corrections, Arizona Department of Revenue and processing of medical claims for the State of Hawaii.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,552.7	14,141.7	14,141.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,552.7</b>	<b>14,141.7</b>	<b>14,141.7</b>
<b>FTE Positions</b>	<b>66.5</b>	<b>63.8</b>	<b>63.8</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating with mainframe processing (scale 1-8)	6.93	6.0	6.0
Percentage of calls to the Help Desk resolved during first contact with customer's problem	100	80	80

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage systems are available	99.8	99.7	99.7
Percentage of time that mainframe batch systems are available.	99.92	99.7	99.7
Percentage of mainframe scheduled batch jobs completed on time	99.9	99.5	99.5

**Subprogram Summary**

**ADA 5.3 ENTERPRISE APPLICATION SERVICES**

Patrick Quain, Assistant Director  
 Phone: (602) 542-2899  
 A.R.S. § 41-711

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,333.8	5,009.2	5,009.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,333.8</b>	<b>5,009.2</b>	<b>5,009.2</b>
<b>FTE Positions</b>	<b>47.2</b>	<b>48.3</b>	<b>48.3</b>

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



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services in the Enterprise Application Services subprogram

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of time database systems are on-line and available	99.93	99	99
Percentage of RFSs completed within negotiated time frame	93.75	85	85
Percentage of enterprise application development work completed within negotiated timeframe	100	90	90

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of time programs ( HRIS, AFIS, Web) are available	99.96	99	99
Percentage of RFSs completed correctly the first time	98.3	95	95

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

**Mission:**

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

**Description:**

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

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

The Disaster Recovery/Business Continuity section (DR/BC) provides business application security and disaster recovery resources and techniques that protect the customer's information and computer applications and equipment.

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

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

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,079.3	5,378.7	5,569.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,079.3</b>	<b>5,378.7</b>	<b>5,569.4</b>
<b>FTE Positions</b>	<b>44.7</b>	<b>46.3</b>	<b>48.3</b>

◆ **Goal 1** To maintain the continuity of State government operations

to ensure the safe and efficient delivery of government services in the Information Technology Operations subprogram.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction rating with information and data security services (scale 1-8)	5.58	6.0	6.0
Customer satisfaction with billing & collection services	6.24	6.0	6.0
Customer satisfaction with Finance and Planning (monthly)	n/a	6.0	6.0

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of automation bills issued by the 3rd Friday of the month	100	83	83

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

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

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

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	676.7	753.4	753.4
Other Appropriated Funds	13,929.7	17,079.6	18,304.5
Other Non Appropriated Funds	5,174.7	5,230.2	5,196.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>19,781.1</b>	<b>23,063.2</b>	<b>24,254.1</b>
<b>FTE Positions</b>	<b>83.8</b>	<b>83.8</b>	<b>83.8</b>

ADA 6.1	<b>Subprogram Summary</b>
	STATE BOARDS OFFICE
Joe Whitmer, Administrator	
Phone: (602) 364-4869	
A.R.S. § 35-193	

**Mission:**

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

**Description:**

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

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Overall customer satisfaction (scale 1-8)	7.67	7.0	7.0

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of days to process invoices	1.0	4.0	4.0
Percentage error rate of claims	1	2	2

ADA 6.2	<b>Subprogram Summary</b>
	SURPLUS PROPERTY
Steve Perica, Administrator	
Phone: (602) 542-0796	
A.R.S. § 41-2606(B)	

**Mission:**

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

**Description:**

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

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,007.7	4,716.6	4,716.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,007.7</b>	<b>4,716.6</b>	<b>4,716.6</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with the effectiveness of onsite customer assistance.	7.79	7.9	7.9
Customer satisfaction with the efficiency of in-field operations.	7.87	7.9	7.9
Customer satisfaction with Surplus Property	6.67	6.5	6.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer requests picked up on date committed/agreed upon (timeliness).	7.87	7.8	7.8
Tons of paper recycled.	1,004	1,000	1,025
Receiving backlog expressed as a percentage of items received within two days	83.5	87	85

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	676.7	753.4	753.4
Other Appropriated Funds	565.8	575.1	850.1
Other Non Appropriated Funds	4,435.9	4,630.2	4,596.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,678.4</b>	<b>5,958.7</b>	<b>6,199.7</b>
<b>FTE Positions</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with all Travel Reduction services	6.55	6.5	6.5

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Customer satisfaction rating for capitol rideshare customers (monthly)	7.63	7.0	7.0
Customer satisfaction rating for travel reduction coordinators (bi-annual)	7.54	7.0	7.0

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of commuter club members (carpoolers, bus riders, walkers, bicyclists)	5,252	5,290	5,450
Number of matchlists processed	2,068	2,100	2,200
Percentage increase in bus riders	-4.8	2.0	2.0
Agency sites that achieved their travel reduction goals	38	39	40
Percentage of all state employee commute trips that are drive alone	69.5	68.1	66.7
Percentage of ADOA employee commute trips that are drive-alone	62.1	60	60

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction of staff services by Agency representatives (monthly survey)	7.63	6.9	6.9
Customer satisfaction of staff services by Council members (monthly)	7.54	7.0	7.0
Customer satisfaction with all Governor's Regulatory Review Council (GRRC) services (monthly survey)	6.74	6.7	6.7

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of courtesy reviews completed in two months or less	100	80	80
Percentage of five-year review reports acted on by Council consistent with staff recommendations	100	100	100
Percentage of rules approved on first hearing	99	99	99
Percentage of rules acted on by Council consistent with staff recommendations	100	99	99

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction with all services of the Arizona Office for Americans with Disabilities	6.0	6.1	6.2

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of print orders delivered on schedule and to specification	79.5	85	85
Customer satisfaction with printing & copying services	6.55	6.5	6.5
Customer satisfaction with the effectiveness and efficiency of the collection & distribution of mail	6.53	6.5	6.5
Customer satisfaction with maintaining & repairing office machines	6.6	6.5	6.5

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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Percentage of printing & copying pricing below private sector price	15	20	20
Average time for interagency mail to be routed through the ADOA system (days)	1.15	1.3	1.3
Percentage of repair services pricing below private sector	35	35	35

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction with the Local Area Network	6.15	6.5	6.5

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage accessibility and availability of the LAN	99	99	99
Percentage availability of GroupWise during prime time support	99	99	99
Percentage of desktop software problems responded within 15 minutes (LAN)	99.5	99.9	99

**Subprogram Summary**

ADA 6.4

**MOTOR POOL**

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

**Mission:**

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

**Description:**

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

**Funding and FTE Summary:**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>General Funds</b>	0.0	0.0	0.0
<b>Other Appropriated Funds</b>	10,356.2	11,787.9	12,737.8
<b>Other Non Appropriated Funds</b>	738.8	600.0	600.0
<b>Federal Funds</b>	0.0	0.0	0.0
<b>Program total</b>	11,095.0	12,387.9	13,337.8
<b>FTE Positions</b>	19.0	19.0	19.0

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction with short-term (day use) vehicle rental	7.7	7.7	7.8
Customer satisfaction with long-term vehicle use	7.98	7.9	7.9

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of average taxi fleet utilization	82.8	85	85

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Percentage of downtime of Fleet Management vehicles in total fleet      2.5      3      3

ADA 7.0	<b>Program Summary</b> CAPITOL POLICE Thomas V. Lane, Chief of Capitol Police Phone: (602) 542-0362 A.R.S. §§ 41-794 to 41-797
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**Mission:**  
*To maintain an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State of Arizona, within the capitol complexes in Phoenix and Tucson, will be safe and secure.*

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,405.9	2,404.7	2,964.5
Other Appropriated Funds	0.0	530.7	577.2
Other Non Appropriated Funds	1,764.3	1,398.5	1,455.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,170.2</b>	<b>4,333.9</b>	<b>4,997.0</b>
<b>FTE Positions</b>	<b>73.0</b>	<b>73.0</b>	<b>85.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with crime prevention	6.53	6.5	6.6
Customer satisfaction with law enforcement	6.77	6.7	6.8

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average response time to emergency calls (minutes:seconds)	2:27	2:00	2:00
Number of Uniform Crime Reporting (UCR) part one crimes occurring within the Capitol Mall complex	101	100	100

ADA 8.0	<b>Program Summary</b> RISK MANAGEMENT Raymond DiCiccio, Risk Manager Phone: (602) 542-1791 A.R.S. §§ 41-621 et. seq.
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**Mission:**  
*To provide timely, high quality, and cost effective services to agency customers and the public for the state's property and liability exposures, and to our state employee customers who have work-related injuries.*

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	77,124.2	90,393.0	93,482.0
Other Non Appropriated Funds	1,059.0	1,461.8	1,875.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>78,183.2</b>	<b>91,854.8</b>	<b>95,357.1</b>
<b>FTE Positions</b>	<b>97.0</b>	<b>98.0</b>	<b>102.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction with handling of property and liability claims on annual survey	7.0	6.5	6.5
Customer satisfaction with self-insurance on annual survey	7.5	6.5	6.5
Customer satisfaction with loss prevention	7.6	6.5	6.5
Customer satisfaction with Workers' Compensation	7.0	6.5	6.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted claims)	4.4	5.4	5.4
Total dollar losses of property and liability claims (in millions)	36.5	42.2	41.3
Total dollar losses of workers' compensation claims (in millions)	22.5	24.4	28.1
Number of liability settlements and judgments paid greater than \$250,000	8	15	15
Number of general and liability claims opened	3468	4,000	4000
Cost of risk per capita (dollars)	15.66	16.21	16.24

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HGA 0.0	<b>Agency Summary</b>
	OFFICE OF ADMINISTRATIVE HEARINGS
	Cliff J. Vanell, Director
	Phone: (602) 542-9853
	A.R.S. § 41-1092.01

**Mission:**

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

**Description:**

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

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,214.6	1,283.3	1,213.9
Other Appropriated Funds	0.6	14.5	14.5
Other Non Appropriated Funds	1,546.7	1,630.7	1,630.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,761.9</b>	<b>2,928.5</b>	<b>2,858.9</b>
<b>FTE Positions</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>

**Strategic Issues:**

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

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

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days from hearing request to hearing scheduling	5.28	5.28	5.28
Average number of days from hearing scheduling to first scheduled hearing	47.95	47.95	47.95
Average number of days from the first scheduled hearing to the conclusion of the hearing	10.52	10.52	10.52
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	15.47	15.47	15.47
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	63.45	63.45	63.45
Average length of a single continuance [measured by first continuances only] (in days)	49.54	49.54	49.54
Cases docketed	7815	7815	7815
Number of hearings held	3522	3522	3522
New cases docketed to cases concluded	1:1	1:1	1:1
Hearings conducted by contract administrative law judges	0	0	0
Average days from request for hearing to first date of hearing	53.23	53.23	53.23

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	94.7	94.7	94.7

Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	91.03	91.03	91.03
Percent of OAH decisions contrary to original agency position	13.45	13.45	13.45
Percent of agency acceptance of contrary Office of Administrative Hearings decision	85.23	85.23	85.23
Percent of agency rejection of OAH decisions	2.03	2.03	2.03
Percent of cases reheard	1.48	1.48	1.48
Percent of cases appealed to Superior Court	2.65	2.65	2.65
Percent of evaluations rating the administrative law judge excellent or good in attentiveness	96.99	96.99	96.99
Percent of evaluations rating the administrative law judge excellent or good in explaining the hearing process	97.41	97.41	97.41
Percent of evaluations rating the administrative law judge excellent or good in the use of clear and neutral language	97.35	97.35	97.35
Percent of evaluations rating the administrative law judge excellent or good in impartiality	96.22	96.22	96.22
Percent of evaluations rating the administrative law judge excellent or good in dealing with the issues of the case	96.12	96.12	96.12
Percent of evaluations rating the office excellent or good in sufficient space	92.31	92.31	92.31
Percent of evaluations rating the office excellent or good in providing freedom from distractions	94.79	94.79	94.79
Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	96.37	96.37	96.37
Percent of evaluations rating the staff excellent or good in courteous treatment	97.10	97.10	97.10

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of weekly requests to website	13904	13904	13904
Average number of individual domains accessing the website per week	1032	1032	1032
Advertisements of website capability per month	1302.5	1302.5	1302.5
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Publication of new informational articles on internet site	3	2	2
Average number of hits on articles on website per week	800	800	800
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of weekly hits on information page to enter agency portal	361	361	361
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of text searches of administrative law judge decisions per week	64.4	64.4	64.4

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AHA 0.0	<b>Agency Summary</b>
	ARIZONA DEPARTMENT OF AGRICULTURE
	Donald Butler, Director
	Phone: (602) 542-0990
	A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	6,465.2	7,696.0	7,734.2
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	771.3	919.5	991.0
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	6,170.6	3,638.1	3,575.4
➤ PEST EXCLUSION AND MANAGEMENT	5,675.4	5,845.1	5,863.0
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	273.9	305.6	296.8
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	773.0	806.6	784.8
➤ ADMINISTRATIVE SERVICES	1,693.9	1,962.5	1,861.7
➤ STATE AGRICULTURAL LABORATORY	2,606.7	2,450.1	2,267.4
➤ AGRICULTURAL CONSULTATION AND TRAINING	1,762.7	2,791.8	2,757.9
➤ COMMODITY DEVELOPMENT AND PROMOTION	3,432.2	3,419.8	4,472.2
<b>Agency Total:</b>	<u>29,624.9</u>	<u>29,835.1</u>	<u>30,604.4</u>

**Funding and FTE Summary:**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	11,333.1	12,481.6	13,742.0
Other Appropriated Funds	2,625.6	3,481.6	3,552.5
Other Non Appropriated Funds	15,666.2	13,871.9	13,309.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<u>29,624.9</u>	<u>29,835.1</u>	<u>30,604.4</u>
FTE Positions	369.3	390.8	404.3

**Strategic Issues:**

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

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

**Issue 2** *Insufficient funding and staffing in the Pest Exclusion and Management (PEM) program has placed the State at serious risk for plant pest introduction(s) and compromised safeguarding of our food supply and homeland security.*

The State is at serious risk for pest introduction(s) as the Pest Exclusion and Management (PEM) program's ability to detect and prevent the spread of a plant pest, as well as participation in animal health compliance assistance, is severely diminished as the program's resources are insufficient to direct

and execute all necessary exclusion and detection activities. In addition, the program's ability to conduct an effective, timely service oriented export certification program is being challenged due to staff reductions and the reduction in USDA staff in the State available to perform these services. The outcomes include, but are not limited to, serious pest introductions and eradication scenarios, challenges both domestically and internationally to program-issued export certifications, and, of utmost concern, would be a serious breach in the program's safeguarding efforts with regards to our food supply or homeland security.

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

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

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

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

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

Every person within the Department is dependent on Information Technology (IT) to carry out legislative mandates. IT is the cornerstone and life blood of the Department's regulatory and Customer Service efforts. In order to follow through with the primary mission of the Department, the Department must have the ability to keep its IT systems in line with technology advancements and must keep IT staff skills at a level to maintain those systems. Additional funding is need for this additional technical training, not found within the Arizona Government University system. Key to the Department's mission is the timely dissemination of accurate information to the regulated community, the public and to our own employees. This information is kept on various server class computers, including the Department web site. The Department has worked with GITA to determine the most effective methods of delivering this information to concerned parties, and to keep in compliance with ongoing security demands and standards for IT. Increased IT staffing is needed in the development arena to provide the necessary applications that cannot be purchased, and to assist in the migration of legacy applications to more current technology. The technology in place must be able to support, at a minimum, the more than 250 Department employees, 9 outlying Department offices, 20 outlying animal health officers, as well as the thousands of citizen-clients found throughout the State. Outdated technology cannot perform this function with the efficiency and security that those being supported require. Regular technology replacement schedules, ongoing maintenance and software licensing, IT staff training, and increased IT staffing are all essential for the Department to provide consistent, accurate, and timely information flow that is necessary to mitigate technology disasters, deal with emergencies, and carry on day-to-day operations in an efficient, secure environment. Additional funding is needed for all of this to occur.

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

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

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

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>General Funds</b>	1,373.5	1,487.6	1,616.7
<b>Other Appropriated Funds</b>	1,446.3	1,998.3	1,911.6
<b>Other Non Appropriated Funds</b>	3,645.4	4,210.1	4,205.9
<b>Federal Funds</b>	0.0	0.0	0.0
<b>Program total</b>	<b>6,465.2</b>	<b>7,696.0</b>	<b>7,734.2</b>
<b>FTE Positions</b>	111.2	120.7	123.7

AHA 1.1	<b>Subprogram Summary</b>
	ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION
	Dart Easterday, Administrator
	Phone: (602) 542-0869
	A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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



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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,373.5	1,487.6	1,616.7
Other Appropriated Funds	584.3	905.9	866.7
Other Non Appropriated Funds	710.7	627.2	623.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,668.5</b>	<b>3,020.7</b>	<b>3,106.4</b>
<b>FTE Positions</b>	<b>34.4</b>	<b>37.4</b>	<b>40.4</b>

AHA 1.2	<b>Subprogram Summary</b>
FRESH PRODUCE STANDARDIZATION AND INSPECTION	
Jim Nowlin, Assistant Director	
Phone: (602) 542-0947	
A.R.S. §§ 3-101 et seq.	

**Mission:**

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

**Description:**

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

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	622,389	400,000	400,000
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0
Total number of dairy-related inspections	977	1,100	1,100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of wholesale and retail egg inspections	1,406	1,600	1,600
Total number of individual shell eggs inspected under State inspection	438,163	500,000	500,000
Number of egg dozens retained by inspectors for non-compliance with State standards	192,542	400,000	400,000
Number of documented food-borne bacteria outbreaks linked to eggs or egg products sold within Arizona	0	0	0

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected processing or slaughter plants	0	0	0
Number of state meat and poultry facilities	90	92	92
Percent of meat and poultry product tests in compliance with bacteria, drug and chemical residue requirements	95.88	95	95

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	862.0	1,092.4	1,044.9
Other Non Appropriated Funds	2,934.7	3,582.9	3,582.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,796.7</b>	<b>4,675.3</b>	<b>4,627.8</b>
<b>FTE Positions</b>	<b>76.8</b>	<b>83.3</b>	<b>83.3</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of federal-state inspections	37,955	40,000	40,000
Number of cartons shipped by industry (in millions)	95.2	99.8	99.8
Number of citrus, fruit & vegetable inspections	21,842	30,000	30,000
Number of federal-state and citrus, fruit, and vegetable produce inspections	59,797	70,000	70,000
Number of written violations	19	25	25
Number of verbal violations	67	50	50

**AHA 2.0 Program Summary**  
**NON-FOOD PRODUCT QUALITY ASSURANCE**  
 Jack Peterson, Associate Director  
 Phone: (602) 542-3575  
 A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	771.3	914.0	985.5
Other Non Appropriated Funds	0.0	5.5	5.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>771.3</b>	<b>919.5</b>	<b>991.0</b>
<b>FTE Positions</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of all ESD applications received	22,000	22,000	22,000
Weighted time average in calendar days from receipt of completed application to issuance or denial of all requests within a required time frame	14	14	14

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of regulatory actions taken	419	425	425
Total number of inspections conducted	458	450	450
Number of feed, fertilizer, pesticide and seed labels inspected in the market place	6,708	6,700	6,700
Number of feed, fertilizer, pesticide and seed samples collected	935	1,000	1,000
Number of samples found deficient through laboratory analysis	61	100	100

**AHA 3.0 Program Summary**  
**ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION**  
 Dr. John W. Hunt, DVM, Associate Director  
 Phone: (602) 542-7186  
 A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,557.6	2,636.6	2,533.3
Other Appropriated Funds	129.6	138.6	179.2
Other Non Appropriated Funds	3,483.4	862.9	862.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,170.6</b>	<b>3,638.1</b>	<b>3,575.4</b>
<b>FTE Positions</b>	<b>44.6</b>	<b>44.6</b>	<b>44.6</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of custom exempt and home processing inspections	1,379	1,450	1,450
Number of strays - animal at large investigations	1,774	1,800	1,800
Number of animal care investigations	1,837	1,800	1,800
Number of theft investigations	48	60	60
Number of livestock movement inspections (range cattle form 1)	4,083	4,200	4,200
Number of self inspection certificates issued	25,990	26,000	26,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of quarantine sites in Arizona for all diseased livestock and fish	3	6	6
Number of cases of secondary spread from quarantine sites of diseased livestock and fish	0	0	0
Number of cases of equine infectious anemia	2	0	0
USDA disease status for Arizona for bovine brucellosis and tuberculosis, and swine pseudorabies	Free	Free	Free

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

AHA 4.0	<b>Program Summary</b>
<b>PEST EXCLUSION AND MANAGEMENT</b>	
G. John Caravetta, Associate Director	
Phone: (602) 542-0996	
A.R.S. §§ 3-101 et seq.	

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,766.8	4,348.9	4,620.9
Other Appropriated Funds	21.4	40.0	100.0
Other Non Appropriated Funds	1,887.2	1,456.2	1,142.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,675.4</b>	<b>5,845.1</b>	<b>5,863.0</b>
<b>FTE Positions</b>	<b>98.2</b>	<b>108.2</b>	<b>118.7</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of pest interceptions within the state interior	22,096	20,000	20,000
Number of interceptions resulting in enforcement actions within the state interior	775	800	800
Percent of inspections within the state interior resulting in pest interceptions	8.5	8	8

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of trucks rejected at all ports	9,898	13,000	13,000
Number of pest interceptions at all ports	9,608	11,000	11,000
Percent of inspected trucks rejected at ports	8	10	10

  

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of weed management areas established in cooperation with governmental and private entities	19	21	22

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
USDA rating on Federal pest status of the Fruit Fly in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Gypsy Moth in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Red Imported Fire Ant in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Khapra beetle in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Japanese beetle in Arizona	Pest-free	Pest-free	Pest-free

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of federal phytosanitary certificates written	4,053	4,000	4,000

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	113.3	195.3	186.5
Other Non Appropriated Funds	160.6	110.3	110.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>273.9</b>	<b>305.6</b>	<b>296.8</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of criminal referrals received	26	25	25
Number of civil referrals received	10	5	5
Number of investigations opened	36	30	30
Percent of investigations completed	42	50	50
Number of native plant cases with successful compliance	13	15	15

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	396.4	401.8	380.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	376.6	404.8	404.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>773.0</b>	<b>806.6</b>	<b>784.8</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of worker safety issues addressed during inspections	8,567	8,575	8,575
Number of worker safety issues identified as being out of compliance	427	250	250

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of pesticide use inspections	209	200	200
Number of inspection issues identified as pesticide misuse	68	59	59

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,557.7	1,689.7	1,588.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	136.2	272.8	272.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,693.9</b>	<b>1,962.5</b>	<b>1,861.7</b>
<b>FTE Positions</b>	<b>21.2</b>	<b>21.2</b>	<b>21.2</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employee travel claims correctly processed within ten days	91	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of vendor invoices paid within 30 days	98	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency staff turnover	32.48	33	33

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total cost	5.7	6.5	6

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of industry stakeholders rating the Department's quality of communications excellent or good	93	95	95

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
System uptime as a percentage of total monthly hours as measured by industry standard monitoring software	98.6	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of IT staff certified in their areas of emphasis, i.e. Microsoft MCSE, MCDBA,	66.7	75	75

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of total license renewals completed through the Department's website	0	25	30

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of issues reported by the Customer Service Tracking System closed within 8 working hours of submission	99.8	95	95

**AHA 8.0** **Program Summary**  
**STATE AGRICULTURAL LABORATORY**  
 Doug Marsh, Assistant Director  
 Phone: (602) 744-4924  
 A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,530.5	1,755.4	1,851.4
Other Appropriated Funds	76.1	88.9	86.3
Other Non Appropriated Funds	1,000.1	605.8	329.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,606.7</b>	<b>2,450.1</b>	<b>2,267.4</b>
<b>FTE Positions</b>	<b>22.6</b>	<b>24.6</b>	<b>24.6</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of "high priority" samples	2,049	3,500	3,700
Number of "high priority" sample analyses completed by the due date	1,755	2,800	2,960
Percent of customer satisfaction rating regarding the lab's "timely delivery of service"	91	87	95
Percent of overall customer satisfaction rating for laboratory services	96	98	98

**Program Summary**

**AHA 9.0**  
**AGRICULTURAL CONSULTATION AND TRAINING**  
 Brett Cameron, Assistant Director  
 Phone: (602) 542-0984  
 A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	150.6	161.6	150.8
Other Appropriated Funds	67.6	106.5	103.4
Other Non Appropriated Funds	1,544.5	2,523.7	2,503.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,762.7</b>	<b>2,791.8</b>	<b>2,757.9</b>
<b>FTE Positions</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of agricultural consultation and training compliance issues addressed	587	550	600
Number of compliance issues needing correction	93	90	90
Number of on-site visits or individual consultations	31	72	80

Number of pesticide resources, materials, or contracts provided upon request. NA 50 60

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of agricultural operations that receive training	NA	45	50
Number of individuals who received pesticide safety training in English	271	250	300
Number of individuals who received pesticide safety training in Spanish	620	600	650
Number of outreach and education seminars and workshops (including Train-the-Trainer Workshops)	54	44	58
Number of outreach and education seminar and workshop participants (including Train-the-Trainer Workshops)	2,409	1,245	1,900
Number of outreach and educational materials developed (including training and outreach materials, curricula, articles, interviews, Power Point presentations, and training resources)	40	28	29
Number of people reached through outreach and education materials (new and existing)	19,885	16,500	12,500

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of operations receiving assistance	76	48	50
Number of follow-up on-site visits	14	12	12
Number of Farm Bill contract management acres	154,521	12,000	15,000

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of grant applications	91	4	160
Number of grants awarded	69	4	79
Amount of grant funds disbursed (in millions of dollars)	1.635	2.12	1.3

**Program Summary**

**AHA 10.0**  
**COMMODITY DEVELOPMENT AND PROMOTION**  
 Phone:  
 A.R.S. §§ 3-101 et seq.

**Mission:**

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

**Description:**

As a result of budget reductions several years ago, the Department has a limited Commodity Development and Promotion Program funded entirely from non appropriated revenues. The Environmental Services Division oversees the Arizona Grown Program and issues Certificates of Free Sale. The Agricultural Consultation and Training Program oversees administrative support for the Arizona Citrus Research Council, Arizona Grain Research and Promotion Council, Arizona Iceberg Lettuce Research Council, Agricultural Employment Relations Board, and the Arizona Agricultural Protection Commission. The Commodity Development and Promotion Program funding primarily is that provided to the Arizona Cotton Research and Protection Council, Arizona Citrus Research Council, Arizona Grain Research and Promotion Council, Arizona Iceberg Lettuce Research Council based on fee assessments.

\*Note: 37 of the FTE positions shown in this program reflect employees of the Arizona Cotton Research and Protection Council.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,432.2	3,419.8	3,472.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,432.2</b>	<b>3,419.8</b>	<b>4,472.2</b>
<b>FTE Positions</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>

◆ **Goal 1** To increase awareness of Arizona products through the Arizona Grown Program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of producers actively participating in the Arizona Grown program	0	0	1

HCA 0.0	<b>Agency Summary</b>
	AHCCCS
Anthony Rodgers, Director	
Phone: (602) 417-4111	
A.R.S. § 36-2901 et seq.	

**Mission:**

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

**Description:**

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

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

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

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	137,751.8	158,277.2	177,199.9
➤ LONG-TERM CARE (ALTC)	1,715,473.9	1,905,003.1	2,077,605.6
➤ ACUTE CARE	3,352,560.2	3,622,651.7	4,143,543.9
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	1,453,446.9	1,638,468.6	1,868,451.8
➤ HEALTHCARE GROUP	74,666.3	78,611.3	79,524.5
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	160,223.0	185,426.3	229,013.4
➤ MEDICAID IN THE PUBLIC SCHOOLS (MIPS)	37,059.7	39,342.8	39,670.2
<b>Agency Total:</b>	<b>6,931,181.8</b>	<b>7,627,781.0</b>	<b>8,615,009.3</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,132,470.2	1,269,136.0	1,508,845.1
Other Appropriated Funds	238,487.9	267,309.4	297,199.9
Other Non Appropriated Funds	906,167.8	1,262,950.4	1,351,483.1
Federal Funds	4,654,055.9	4,828,385.2	5,457,481.2
<b>Program total</b>	<b>6,931,181.8</b>	<b>7,627,781.0</b>	<b>8,615,009.3</b>
<b>FTE Positions</b>	<b>3,159.4</b>	<b>3,179.0</b>	<b>3,251.9</b>

**Strategic Issues:**

**Issue 1 Control Medical Cost Inflation.**

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

- Continue efforts toward more equitable and manageable provider rate structures and payment methodologies.
- Maintain membership management practices that ensure members are enrolled in the most appropriate AHCCCS programs, and carefully evaluate proposed administrative actions to make certain they will not inadvertently result in unanticipated membership
- Explore cost-effective purchasing options for key Medicaid services (e.g., transportation).
- Maximize use of non-state funding sources.
- Conduct an effective procurement process to ensure the ongoing quality and cost-effectiveness of long term care program contractors.
- Establish and monitor health plan quality and cost benchmarks to ensure efficient cost-effective health plan operations.
- Continue to work with CMS to implement Congressional Budget Reconciliation bills and support Medicaid legislative changes to reduce program costs.
- Pursue waiver renewal to maintain continued cost control.

**Issue 2 Improve organizational capacity and develop essential core competencies within the workforce to achieve strategic objectives.**

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

- Evaluate, acquire and install the next generation of AHCCCS software products and system architecture.
- Pursue partnerships with other states (e.g., Hawaii, Utah) to leverage the costs of replacing outdated medical management information systems.
- Implement National Provider Identification (NPI) with minimal cost to AHCCCS and minimal disruption of providers.
- Maximize the use of upgraded telecommunication capabilities.
- Design and implement expanded web-enabled capacity and capabilities.
- Maximize the organization's ability to utilize data warehousing for reporting and decision-making.
- Reduce the number of reports run against the Department of Administration's mainframe computer to reduce current data center costs (\$8 million) incurred by AHCCCS.

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

- Develop and implement a workforce plan that establishes priorities for improving workforce capabilities.
- Align and streamline the hiring process to attract and retain a highly-competent workforce.
- Establish a virtual office environment that has the potential to improve productivity and facilitate recruitment and retention of staff while decreasing infrastructure costs.
- Establish sound methodologies to assess the workforce in order to ensure that it remains consistent with the Agency's mission.
- Continue efforts to assess core competencies and use them as a road map to guide employee training and development.

Another goal is to improve the Agency's customer service operations. To attain this goal, AHCCCS plans to:

- Implement a customer care strategic plan that will support internal and external efforts to achieve good customer service delivery to diverse populations.
- Develop and implement an aggregated customer complaint database for use as a quality improvement tool.

- Complete AHCCCS-wide member and provider satisfaction surveys that allow for individual health plan comparison and benchmarking.
- Continue to use member and provider surveys to identify customer needs and concerns and guide improvement efforts.

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

The rate of uninsured in Arizona is among the highest rates in the nation. It is estimated that nearly three-quarters of the uninsured reside in households with incomes below 200% of the federal poverty level, making the purchase of private insurance almost impossible. The uninsured impact both the economy and the health care delivery system in Arizona. They forego primary and preventive care for emergency room treatment of acute episodes. They place financial stress on providers, who raise rates to make up for uncompensated care. They place a greater demand on publicly supported services. AHCCCS' goal is to reduce the rate of uninsured Arizonans by providing reasonably-priced health care coverage options. To attain this goal, AHCCCS plans to:

- Expand Healthcare Group (HCG) by increasing options for reasonably-priced health care benefit coverage to small employers who currently do not provide employer-based coverage. Continue to develop competitively-priced HCG coverage options with varying benefits, including a preferred provider option (PPO) and an exclusive provider option (EPO) to ensure a greater range of coverage options and pricing structures.
- Implement HCG coinsurance options versus co-payment options to reduce product costs and maintain affordability.
- Offer Health Savings Account (HSA) options.
- Implement, as part of the HIFA waiver, an employer-sponsored insurance option to assist eligible KidsCare families with coverage through small employers.
- Evaluate other coverage options under the HIFA waiver as well as other types of strategies for maximizing the impact Medicaid and SCHIP programs have on reducing the rate of uninsured.
- Refer applicants who are ineligible for AHCCCS to alternative resources for insurance coverage and medical care.
- Promote Healthcare Group efforts among community leaders and business owners to address the need for affordable insurance products

**Issue 4 Improve health care quality and access to primary care services and community-based health care options to reduce overall cost of health care and promote wellness.**

Quality health care encompasses a vast array of criteria that lead to the right treatment in the right setting at the right time. Both scientific and personal components of service are delivered in a culturally respectful manner that tailors care to the patient. Quality health care provides for the accessibility and availability of disease management and preventive services that result in fewer medical complications, better outcomes, and lower costs. One AHCCCS goal is to optimize medical outcomes by improving health care delivery and promoting wellness. To attain this goal, AHCCCS plans to:

- Improve incentives to promote health plan quality outcomes.
- Evaluate the level of health plan maturity related to medical management, and develop strategies to improve capability.
- Complete development and implement components of a chronic care model that can be effectively used by the health plans for management of costly chronic conditions.
- Promote evidence-based treatment guidelines and best practices.
- Explore opportunities to use designated Centers of Excellence for members with high-cost and complex diseases to improve both quality of care and cost-effectiveness.
- Use utilization management reports for health plan comparison and benchmarking.
- Develop additional measures to monitor quality outcomes for long term care recipients.

Another AHCCCS goal is to improve availability and accessibility of primary care and community-based services. To attain this goal, AHCCCS plans to:

- Improve members' understanding of how to access needed medical care.
- Improve children's oral health by promoting the establishment of a dental home by age one.
- Provide comprehensive dental care for children and adults designated with special needs (e.g. DDD members, institutionalized adults) and others

who are unable to care for themselves.

- Prepare for the needs of a growing ethnically diverse population by promoting cultural competence throughout the health care delivery system.
- Continue to investigate opportunities to enhance medically-necessary transportation services.
- Evaluate the networks of contracted health plans to determine their adequacy in meeting the needs of members.
- Create a more integrated network design, enhancing provider capacity, which can reduce inappropriate utilization of emergency rooms.

HCA 1.0

**Program Summary**

**ADMINISTRATION**

Anthony Rodgers, Director

Phone: (602) 417-4711

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

**Mission:**

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

**Description:**

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

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

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	60,529.0	62,270.2	70,392.8
Other Appropriated Funds	0.0	0.0	660.9
Other Non Appropriated Funds	8,716.8	16,442.4	16,442.4
Federal Funds	68,506.0	79,564.6	89,703.8
<b>Program total</b>	<b>137,751.8</b>	<b>158,277.2</b>	<b>177,199.9</b>
<b>FTE Positions</b>	<b>2,101.9</b>	<b>2,086.0</b>	<b>2,139.8</b>



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

**Mission:**

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

**Description:**

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

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,331.7	14,650.1	19,152.0
Other Appropriated Funds	0.0	0.0	342.0
Other Non Appropriated Funds	8,131.2	15,817.4	15,817.4
Federal Funds	15,793.8	20,569.1	26,705.5
<b>Program total</b>	<b>37,256.7</b>	<b>51,036.6</b>	<b>62,016.9</b>
<b>FTE Positions</b>	<b>311.3</b>	<b>284.4</b>	<b>308.5</b>

◆ **Goal 1** To oversee the development of AHCCCS core competencies with an emphasis on enhancing employee knowledge, teamwork and improving customer relations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Training hours per employee	5	5	5
Percent of employee turnover	18.93	20	20

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of benefit of the cost of audits and investigations of reports of fraud and abuse	688	425	425

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of timely submissions of "Waiver and Special Terms and Conditions" documents, reports and State Plan Amendments to CMS	100	100	100

◆ **Goal 4** To develop and maintain accurate AHCCCS statutes and

regulations to ensure compliance with federal and state legal requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of timely submissions and approval of rule packages	100	100	100

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of inquiries responded to within three days regarding client service issues	100	100	100

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of time the PMMIS is available to our users	99.9	98	98

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of invoices paid within 30 days	96	95	95
Percent of total programmatic payments completed electronically	96.6	90	90

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of enrollees filing a grievance	.28	.5	.5

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

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

**Mission:**

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

**Description:**

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

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	29,533.4	29,645.4	31,768.6
Other Appropriated Funds	0.0	0.0	318.9
Other Non Appropriated Funds	585.6	625.0	625.0
Federal Funds	29,845.2	35,663.6	38,168.7
<b>Program total</b>	<b>59,964.2</b>	<b>65,934.0</b>	<b>70,881.2</b>
FTE Positions	998.9	1,009.9	1,009.9

**Mission:**

To enhance the capability of the AHCCCS program to ensure the provision of quality health care services to its members and obtaining full economic value for monetary resources expended. This division has now been established as the Division of Health Care Management (DHCM) since state fiscal year 2003.

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,230.5	2,441.3	2,664.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,501.0	2,852.1	3,075.7
<b>Program total</b>	<b>4,731.5</b>	<b>5,293.4</b>	<b>5,740.6</b>
FTE Positions	73.4	73.4	78.9

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of acute and ALTCS health plan on-site operational and financial reviews completed on time	100	100	100
Percent of financial viability issues detected prior to an impact on contract.	100	100	100

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Rural counties with at least two competitive risk health plans available	15	15	15
Member satisfaction: percent of choice exercised in moving from current health plan	3.5	3.5	3.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
The number of encounters per member month	4.1	3.9	3.9
Omission error percent	10	9.8	9.8
Correctness error percent	9.8	9.8	9.8

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

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

**Mission:**

To place a greater emphasis on the health care of our fee-for-service members, the Division of Fee-For-Service Management (DFSM) was established June 2003. DFSM will include provider registration, prior authorization, and claims administration.

**Description:**

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

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,489.5	1,585.0	1,734.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	2,942.2	3,141.5	3,290.5
<b>Program total</b>	<b>4,431.7</b>	<b>4,726.5</b>	<b>5,024.5</b>
FTE Positions	88.5	88.5	90.9

◆ **Goal 1** To streamline claims processing.

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Fee-For-Service Claims adjudicated within 30 days.	91.5	95	97

**Mission:**

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

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

**Description:**

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

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

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

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

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

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	109.7	116.6	170.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	102.4	116.3	170.0
<b>Program total</b>	<b>212.1</b>	<b>232.9</b>	<b>340.0</b>
FTE Positions	3.6	3.6	3.6

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

**HCA 1.6 Subprogram Summary**  
 DIVISION OF MEMBER SERVICES  
 Linda Skinner, Assistant Director  
 Phone: (602) 417-4635  
 A.R.S. Title 36; Title XIX, SSA

**Mission:**  
 To assist AHCCCS-eligible members access health care.

**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; as well as the state's Children's Health Insurance Title XXI Program called KidsCare, the HIFA Parent Program, Freedom to Work (FTW), Breast and Cervical Cancer (BCC) and for three Medicare Cost Sharing programs.

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

This division also conducts quality control targeted and statistically valid sample management evaluation reviews for these specific programs, plus predetermination quality control reviews.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,834.2	13,831.8	14,903.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	17,321.4	17,222.0	18,293.4
<b>Program total</b>	<b>31,155.6</b>	<b>31,053.8</b>	<b>33,196.7</b>
<b>FTE Positions</b>	<b>626.2</b>	<b>626.2</b>	<b>648.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of applications processed on time	91	95	97
Percent of financial redeterminations processed on time	0	0	0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of ALTCS eligibility accuracy as measured by quality control sample	97	97	97

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Member File Integrity System percent of timely reconciliation of AHCCCS data with other governmental data bases	100	100	100

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

◆ **Goal 5** To ensure compliance with federal Medicaid Eligibility Quality Control (MEQC) requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
ALTCS eligibility case error percent	3.23	3	3
Cost avoidance from Predetermination Quality Control Program (in millions)	16.61	17.36	18.08

**HCA 2.0 Program Summary**  
 LONG-TERM CARE (ALTCS)  
 Kate Aurelius, Assistant Director  
 Phone: (602) 417-4458  
 A.R.S. Title 36; Title XIX, SSA

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

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	135,725.8	145,675.8	160,907.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	238,350.5	508,941.5	553,797.6
Federal Funds	1,341,397.6	1,250,385.8	1,362,900.9
<b>Program total</b>	<b>1,715,473.9</b>	<b>1,905,003.1</b>	<b>2,077,605.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
ALTCS monthly enrollment	43,253	45,333	47,242
Percent of members utilizing home and community based services	64	65	65

**HCA 3.0** **Program Summary**  
**ACUTE CARE**  
 Tom Betlach, Deputy Director  
 Phone: (602) 417-4711  
 A.R.S. Title 36; Title XIX, SSA

**Mission:**

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

**Description:**

Health plans receive a monthly capitation payment to cover the full range of approved services for AHCCCS enrollees. In addition to prospective capitation, health plans receive funding to pay for certain services received by members prior to enrollment in a health plan. AHCCCS also maintains some populations in a fee-for-service environment. The largest, within fee-for-service, is the Native American population served by or through the Indian Health Service. Effective April 1, 2001, AHCCCS had the opportunity to streamline and simplify the expansion of Medicaid due to Senator A. Nichols Comprehensive Health Insurance Coverage Act (Proposition 204), which expanded eligibility for persons with income at or below 100% of the Federal Poverty Level.

In December 2001, AHCCCS received the Health Insurance Flexibility and Accountability (HIFA) waiver from the U.S. Department of Health and Human Services, which provides discounted premium-based coverage for parents of AHCCCS enrolled children and the opportunity to evaluate, redesign and implement improved eligibility and enrollment processes. AHCCCS also pays Medicare premiums for qualified low-income Medicare beneficiaries and special low-income Medicare beneficiaries, so that the federal Medicare program serves as a source of payment for some of AHCCCS' medical services. (Acute funding: county contributions were allocated to capitation programs proportionately; tobacco tax allocated between acute program lines proportionately; and third party liability is grouped into fee for service programs proportionately.)

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	708,709.8	763,459.2	897,298.3
Other Appropriated Funds	60,747.8	60,817.2	59,814.7
Other Non Appropriated Funds	354,696.5	434,020.2	472,516.9
Federal Funds	2,228,406.1	2,364,355.1	2,713,914.0
<b>Program total</b>	<b>3,352,560.2</b>	<b>3,622,651.7</b>	<b>4,143,543.9</b>
FTE Positions	0.0	0.0	0.0

**HCA 3.1** **Subprogram Summary**  
**1931(B) ELIGIBILITY FAMILY ASSISTANCE**  
 Linda Skinner, Assistant Director  
 Phone: (602) 417-4635  
 A.R.S. § 36-2901.4(b)

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	211,784.7	239,620.3	275,330.9
Other Appropriated Funds	21,999.0	22,019.8	20,890.4
Other Non Appropriated Funds	128,640.0	158,014.5	170,654.6
Federal Funds	713,673.8	749,704.0	882,420.2
<b>Program total</b>	<b>1,076,097.5</b>	<b>1,169,358.6</b>	<b>1,349,296.1</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
1931 (b) Eligibility Family Assistance monthly enrollment	306,153	322,022	336,276
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	57	58	59

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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

**Mission:**

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

**Description:**

The SSI cash program is administered by the Social Security Administration. Individuals receiving SSI monthly cash payments are automatically eligible for AHCCCS acute care services. The three major SSI categories 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 related eligibility criteria and eligibility is determined by the AHCCCS Administration. Individuals eligible for AHCCCS health insurance under the SSI-MAO program do not have to meet any limit on resources. Also, unlike the income limit for SSI cash, under a state plan amendment that became effective April 1, 2001, SSI-MAO members may have income at or below 100% FPL. (Ticket to Work Funding is included in the SSI program).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	186,759.5	211,514.6	276,308.0
Other Appropriated Funds	19,399.5	19,437.1	20,964.6
Other Non Appropriated Funds	105,482.7	129,922.7	143,323.2
Federal Funds	619,808.9	652,699.7	742,509.3
<b>Program total</b>	<b>931,450.6</b>	<b>1,013,574.1</b>	<b>1,183,105.1</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Supplemental Security Income monthly enrollment	102,599	105,902	109,246

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

**Mission:**

*To provide comprehensive quality health care to eligible pregnant women.*

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,424.0	19,898.4	17,298.2
Other Appropriated Funds	1,602.2	1,828.6	1,312.5
Other Non Appropriated Funds	7,073.7	9,163.7	9,520.2
Federal Funds	49,225.7	57,894.1	65,544.3
<b>Program total</b>	<b>73,325.6</b>	<b>88,784.8</b>	<b>93,675.2</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of women receiving cervical screening within a three year period	57	58	59

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

**Mission:**

*To provide comprehensive quality health care to eligible children.*

**Description:**

Under the provisions of the federal Sixth Omnibus Budget Reconciliation Act (SOBRA), the state provides care to children born after September 30, 1983 whose family income does not exceed specified percentages of the Federal Poverty Income Level (FPL). Percentages of the FPL are specified in SOBRA, Title XIX and A.R.S. § 36-2901. Based on changes included in the Omnibus Budget Reconciliation Act of 1989, the federal government currently requires states to provide care to children whose families income does not exceed the amount specified for the specific age group. There are two children's groups: children under age 6 at 133% FPL, and children age 6 or over born after September 30, 1983 at 100% FPL. Effective July 1, 2001, the state elected to cover children up through age 18. DES determines eligibility for this program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	170,851.5	190,780.5	219,406.6
Other Appropriated Funds	17,747.1	17,531.7	16,647.2
Other Non Appropriated Funds	113,500.1	136,919.3	149,018.9
Federal Funds	587,388.5	611,355.1	714,613.8
<b>Program total</b>	<b>889,487.2</b>	<b>956,586.6</b>	<b>1,099,686.5</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
SOBRA children monthly enrollment	241,257	253,371	264,848
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	57	58	59

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	43,802.6	50,817.3	53,834.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	87,395.0	99,830.6	105,301.4
<b>Program total</b>	<b>131,197.6</b>	<b>150,647.9</b>	<b>159,136.1</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Federal Emergency Services monthly enrollment.	75,649	76,978	78,518

HCA 3.6 **Subprogram Summary**  
 STATE EMERGENCY SERVICES  
 Linda Martin, Assistant Director  
 Phone: (602) 417-4542  
 A.R.S. § 36-2901

**Mission:**

To provide limited emergency health care to non-categorical individuals eligible only for the State Emergency Services Program.

**Description:**

Funding for this program was terminated at the beginning of FY04.

HCA 3.7 **Subprogram Summary**  
 MEDICARE PREMIUMS  
 Linda Skinner, Assistant Director  
 Phone: (602) 417-4635  
 A.R.S. § 36-2911

**Mission:**

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

**Description:**

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

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

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

AHCCCS determines eligibility for all of these Medicare Cost Sharing Programs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	24,333.4	26,897.5	30,527.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	59,701.3	65,031.1	73,576.8
<b>Program total</b>	<b>84,034.7</b>	<b>91,928.6</b>	<b>104,104.4</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Members enrolled monthly in the Medicare Premiums programs	28,852	31,502	33,934

HCA 3.8 **Subprogram Summary**  
DISPROPORTIONATE SHARE PAYMENTS  
Tom Betlach, Deputy Director  
Phone: (602) 417-4483  
A.R.S. § 36-2903.01(R)

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	48,107.9	8,837.9	8,848.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	95,369.4	96,789.8	96,733.8
<b>Program total</b>	<b>143,477.3</b>	<b>105,627.7</b>	<b>105,582.2</b>
FTE Positions	0.0	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of dollars recouped after distribution.	0	0	0

HCA 3.9 **Subprogram Summary**  
FAMILY PLANNING SERVICES  
Linda Skinner, Assistant Director  
Phone: (602) 417-4635  
A.R.S. § 36-2901

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	97.7	198.7	345.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	879.2	1,788.1	3,109.4
<b>Program total</b>	<b>976.9</b>	<b>1,986.8</b>	<b>3,454.9</b>
FTE Positions	0.0	0.0	0.0

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

extension program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Family Planning Services monthly enrollment	8,028	6,988	7,205

HCA 3.10 **Subprogram Summary**  
ADOPTION SUBSIDY/FOSTER CARE  
Linda Skinner, Assistant Director  
Phone: (602) 417-4635  
A.R.S. § 36-29031.4(b)

**Mission:**

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

**Description:**

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

AHCCCS also covers children who have been adopted under a state adoption agreement with the state's Division of Children Youth and Families, DES. (Adoption Subsidy expenditures are appropriately grouped into other programs.)

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Children receiving Adoption Subsidy and Foster Care Support (monthly enrollment figure).	12332	12,948	13045

HCA 3.11 **Subprogram Summary**  
GRADUATE MEDICAL EDUCATION  
Shelli Silver, Assistant Director  
Phone: (602) 417-4647  
A.R.S. § 36-2903.01

**Mission:**

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

**Description:**

In FY 1998 AHCCCS established a separate Graduate Medical Education program to reimburse direct costs to hospitals with graduate medical education programs. The Graduate Medical Education allocation, when appropriated, is adjusted annually by the increase or decrease in the CMS Hospital Prospective Reimbursement Market Basket Index for prospective hospital reimbursement.



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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,548.5	14,894.0	15,398.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	14,964.3	29,262.6	30,105.0
<b>Program total</b>	<b>22,512.8</b>	<b>44,156.6</b>	<b>45,503.4</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To help support Graduate Medical Education (GME) through direct cost reimbursements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of timely payments made to hospitals with GME programs.	100	100	100

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

**Mission:**

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

**Description:**

Laws 2001, Chapter 344, gives AHCCCS the opportunity to streamline and simplify the expansion of Medicaid due to this act. This act expanded eligibility for persons with income at or below 100% of the Federal Poverty Level (FPL). On January 18, 2001 the federal government approved, through September 30, 2006 Arizona's request to expand eligibility to provide Medicaid coverage to individuals with income at or below 100% FPL and individuals who have incurred medical bills sufficient to reduce their income to 40% FPL or less.

The major provisions of the bill are: 100% of FPL A) annual redeterminations, B) streamlined eligibility determination, C) eligibility from the first day of the month of application (if otherwise eligible or eligible the 1st day of the first eligible month); Medical Expense Deduction A) can spend down income in excess of 40% of FPL with incurred medical bills, B) spend down period is for three months, the month before the catastrophic event, the month during and the month following, C) resources limited to \$100,000 in net worth; and AHCCCS and DES have an intergovernmental agreement to perform eligibility that includes A) performance measures/incentives, B) management evaluation, C) eligibility quality control reviews. This Act repealed MN/MI/EAC/ELIC programs and all county responsibility for indigent health care, except the counties continue financial responsibility for the Seriously Mentally Ill. (The Senator Andrew Nichols Act included programmatic and administrative costs in FY 2003 and FY2004).

In FY2005, the administrative costs were moved into Administration in accordance with a Decision Package in the FY2005 Budget Submittal.)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	192,798.4	250,915.5	322,024.3
Other Appropriated Funds	48,485.7	51,412.5	51,412.5
Other Non Appropriated Funds	233,476.3	241,403.7	243,722.7
Federal Funds	978,686.5	1,094,736.9	1,251,292.3
<b>Program total</b>	<b>1,453,446.9</b>	<b>1,638,468.6</b>	<b>1,868,451.8</b>
FTE Positions	885.5	885.5	888.9

◆ **Goal 1** To ensure the management and delivery of quality acute

care services are provided to AHCCCS members.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	207,544	216,787	223,508

HCA 5.0	<b>Program Summary</b>
HEALTHCARE GROUP	
Anthony Rodgers, Director	
Phone: (602) 417-4111	
A.R.S. § 36-2912	

**Mission:**

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

**Description:**

Healthcare Group of Arizona (HCG) is a prepaid medical coverage product marketed to small uninsured businesses with 2-50 employees, sole proprietors and employees of political subdivisions, such as the state, counties, towns, cities, and school districts. Enrollment in HCG initially started January 1, 1988. The program is designed to address the health care needs of the working uninsured population in Arizona. State studies note that the majority of the uninsured are working and that small businesses are less likely to offer health insurance to their employees than businesses with 50 or more employees. New benefit package premiums were implemented June 1, 2004 for all employer groups. Premiums may be increased with no less than 60 days notice to members.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	8,000.0	8,000.0
Other Appropriated Funds	3,766.6	8,468.7	6,521.0
Other Non Appropriated Funds	70,899.7	62,142.6	65,003.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>74,666.3</b>	<b>78,611.3</b>	<b>79,524.5</b>
FTE Positions	30.0	30.0	30.0

◆ **Goal 1** To develop strategies to increase enrollment in the Healthcare Group program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Healthcare Group monthly enrollment.	48,233	37,624	48,235

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

**Mission:**

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

**Description:**

This Title XXI program (KidsCare) was implemented November 1, 1998, for uninsured eligible children up to the age of 19 with gross household income up to 200% of FPL. Eligibility was streamlined and the KidsCare benefit package is the same as the Title XIX services package and is delivered by AHCCCS health plans. In December 2001, AHCCCS received the Health Insurance Flexibility and Accountability (HIFA) waiver from the U.S. Department of Health and Human Services, which provides coverage for parents of AHCCCS-enrolled children and the opportunity to evaluate, redesign and implement improved eligibility and enrollment processes. AHCCCS implemented the AHCCCS Health Insurance for parents of SOBRA children and KidsCare children effective January 1, 2003 under the HIFA waiver. CHIP and HIFA includes both programmatic and administrative costs.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	34,707.2	38,815.3	50,222.6
Other Appropriated Funds	125,487.8	146,611.0	178,790.8
Other Non Appropriated Funds	28.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>160,223.0</b>	<b>185,426.3</b>	<b>229,013.4</b>
<b>FTE Positions</b>	<b>142.0</b>	<b>177.5</b>	<b>193.2</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
KidsCare monthly enrollment	64,446	74,148	87,676
Percent of children with access to primary care provider	76	77	78
HIFA monthly enrollment	14,380	15,310	16,841

**HCA 7.0** **Program Summary**  
 PREMIUM SHARING  
 ,  
 Phone:  
 A.R.S. § 36-2912

**Mission:**

To provide comprehensive quality health care to individuals eligible for Premium Sharing.

**Description:**

Funding for this program ended September 2003.

**HCA 8.0** **Program Summary**  
 MEDICAID IN THE PUBLIC SCHOOLS (MIPS)  
 Marc Leib, MD, Chief Medical Officer  
 Phone: (602) 417-4466  
 34 CFR Part 300

**Mission:**

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

**Description:**

Medicaid covered services are provided in order to allow special needs children to obtain a public school education. Now called the Direct Service Claiming (DSC) program, formerly known as Medicaid in the Public Schools (MIPS), involves services and administration that are reimbursed through federal Medicaid funds and Local Education Authority (LEA) matching funds. LEAs are participating school districts, charters schools not affiliated with a school district, and the AZ School for the Deaf and Blind. AHCCCS initiated school based claiming on January 1, 2001, contracting with a Third Party Administrator (TPA) to administer the program.

In October 2003 a new contract was awarded for school based claiming, and January 1, 2004 the new TPA, MAXIMUS, assumed the program administration function. As with the previous contractor, MAXIMUS is responsible for training and compliance monitoring as well as claims processing. MAXIMUS has developed a handbook, website and training materials designed to assist the LEAs with program participation and to ensure that updated information regarding program requirements is available. Regular Regional Information Sessions have also been established to assist and inform the LEAs. Each LEA has a network of providers to offer services under DSC. Providers include therapists (occupational, physical and speech), nurses, health aides, psychologists and counselors, as well as transportation providers.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	37,059.7	39,342.8	39,670.2
<b>Program total</b>	<b>37,059.7</b>	<b>39,342.8</b>	<b>39,670.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of participating Local Education Authorities (LEAs)	254	254	254

APA 0.0	<b>Agency Summary</b>
	BOARD OF APPRAISAL
	Deborah G. Pearson, Executive Director
	Phone: (602) 542-1593
	A.R.S. §§ 32-3601 et seq.

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	553.2	623.6	593.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>553.2</b>	<b>623.6</b>	<b>593.7</b>
<b>FTE Positions</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

**Strategic Issues:**

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

The Board updated its statutes and rules to make them consistent with federal laws. The Board has completed the revision to its rules as they relate to supervising appraisers and trainees, which became effective 1/1/07. The Board has completed the revision to its disciplinary rules pursuant to A.R.S. § 32-3605(B)(10). The Board is in the process of revising its rules to adopt the latest version of the Real Property Appraiser Qualification Criteria established by the Appraisal Subcommittee, to become effective 1/1/08.

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints received against appraisers	230	250	250
Number of complaint resolutions	153	180	180
Appraisers with more than one complaint filed	31	30	30

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average days from receipt of application to test approval	45	45	45
Average days from receipt of test scores to licensure/ certification	10	10	10
Average days from receipt of nonresident application to licensure/certification	5	5	5
Percent receiving licenses/ certificates per applications received	89	90	90

◆ **Goal 3** To expedite investigation of complaints and provide remedial discipline or take stronger regulatory measures

when necessary to protect the public from incompetent and unethical conduct.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Disciplinary actions	23	20	20
Recidivism rate for those receiving disciplinary action	17	10	10
Average days from receipt of complaint to resolution	118	130	130
Average annual backlog of non-current cases	6	10	10

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Processing days from receipt of registration until name appears on list	10	10	10
Days from receipt of renewal form until the list is updated	10	10	10
Number of new and existing licensees	3,238	3,475	3,575
Administration as percent of total cost	15.6	15.6	15.8
Customer satisfaction rating (scale 1-8)	7.5	7.5	7.5

HUA 0.0	<b>Agency Summary</b>
COMMISSION ON THE ARTS	
Robert Booker, Executive Director	
Phone: (602) 771-6524	
A.R.S. § 41-982	

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,887.6	2,127.6	2,088.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,818.9	4,574.3	4,574.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,706.5</b>	<b>6,701.9</b>	<b>6,662.4</b>
FTE Positions	17.0	17.0	17.0

**Strategic Issues:**

**Issue 1 Arizonans live and work in healthy, vibrant communities**

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

The Arizona Commission on the Arts is a state agency charged with enhancing the livability of communities by providing access to arts and culture experiences in Arizona. In partnership with organizations, artists, teachers, civic leaders, and citizens, we work to create an environment where the arts thrive in every county and community of the state. Now in our 41st year of service to the state of Arizona, we know with certainty that citizens' participation in the arts leads to sustained community investment and social engagement. We believe that our success in this area at the state level helps to maintain a strong, prosperous, and secure nation.

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

Arizona communities compete regionally, nationally, and globally to be considered desirable places to live and do business. The presence of quality

arts experiences only serves to aid in this effort: a state with an active arts industry brings citizens together in the context of cooperation and continued learning; possesses the innovative economic drive necessary to build sustainable, viable communities; and attracts and retains creative, educated residents as well as national and global commerce.

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

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

In 2007 we received additional funds from the Arizona State Legislature to launch a new arts education grant program titled "Partners in Arts Learning." Partners in Arts Learning funds will be granted to Arizona arts organizations or community centers that create arts-based learning programs and experiential opportunities for children and families they identify as sharing their neighborhood or community. With this program the Commission intends to solidify relationships between artists, arts organizations, and educators, nurture a sense of pride in communities, and promote an investment in the social and civic health of Arizona neighborhoods.

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

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

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

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

The arts serve multiple purposes in society. They are a means of collective cultural expression and a reason for people to come together. Citizens participate in the arts to understand and interpret history; to make sense of contemporary events; to celebrate; to commemorate; to understand the experiences and perspectives of others; to mark passages and changes in individual lives, in families, in communities, and in American life. According to recent research\*, "the goal of public policy should be to bring as many people as possible into engagement with their culture through meaningful

experiences of the arts." By working in partnership and collaboration with public policy forums and leaders such as those in education, workforce preparation, transportation, community development and revitalization, tourism, healthcare and services to the aging, the Commission brings a vital additional perspective to public policy decisions.

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

The Arizona Commission on the Arts intends to promote increased civic involvement with the "American Masterpieces in Arizona" initiative, now in its third year, which provides Arizona citizens with access to America's greatest cultural legacies and traditions. This statewide initiative ties into a federal initiative called "American Masterpieces: Three Centuries of Artistic Genius," made up of three components: touring, local presentations, and arts education in all arts disciplines. By providing Arizona artists, arts organizations, and schools with performances, readings, and exhibitions featuring American masters, we increase statewide access to the best of American artwork and artists.

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

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

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

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

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

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

The community benefits derived from the availability of arts experiences include a wide range of direct economic benefits, such as employment, tax revenues, spending in the arts; as well as indirect economic benefits, such as the attraction of business and individuals to locations where the arts are available. These benefits are particularly important because they address the community at large – for those directly involved in the arts, and

those who are not.

The Commission's educational initiatives actively engage youth (and include programs that target at-risk youth) in arts-based learning programs that allow students to participate in activities that stress critical thinking, self awareness, creative problem solving, and teamwork - skills that promote success in life as well as in school. At the Arizona Commission on the Arts our goal is to actively support the arts and the substantive impact they have on learning for K-12 students. To that end, we provide programs that ensure that the arts are an integral part of classroom curriculum and allow schools to meet the Arizona Arts Standards.

As outlined by the Arizona Arts Standards (June 2006), an education in the arts supports learning in all subject areas and benefits students by developing attributes of self-discipline and personal responsibility, reinforcing self-esteem and the joy of learning, and fostering the thinking skills and creativity valued in the workplace. In addition, an education in the arts helps students to understand the direct connection between study, hard work, and high levels of achievement. An education in the arts thus benefits society and the workplace because students learn how to adapt to meet the needs of a complex and competitive society, discover the importance of teamwork and cooperation, and gain the ability to conceptualize and make decisions in situations where there are no standard answers. With increasingly competitive worldwide markets, it is critical that we provide Arizona students with the tools necessary to become healthy, innovative, informed global citizens.

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

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Individuals benefiting from programs sponsored by agency (in thousands)	7,260.0	7,290.0	7,295.0
Number of applications for community-driven projects received/number funded	503/465	505/470	505/470
Number of grant applications submitted by ethnic-run organizations	70	70	75
Percentage of applications submitted by ethnic-run organizations funded	94	90	90
Number of applications submitted by rural applicants	155	155	160
Percentage of applications submitted by rural applicants funded	93	90	90

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	3,810.0	3,810.0	3,810.0
Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	220/3.0	220/3.2	220/3.2
Number of public policy forums in which the Commission participates in order to integrate the arts	39	35	35
The cumulative contributions to Arizona ArtShare increase in both non-designated funds and contributions to arts organization endowments (in thousands)	38,000.0	38,000.0	38,000.0

◆ **Goal 3** To ensure Arizonans experience lifelong opportunities to

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

participate, create and learn through the arts

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Constituent satisfaction ratings (scale of 0-8)	7.20	7.20	7.25
Number of outreach activities including site visits, public presentations, convenings, and technical assistance (in thousands)	1.2	1.2	1.2
Number of Arizonans impacted by outreach activities (in thousands)	88.5	90.0	90.0
Number of applications submitted by organizations that did not apply in previous year	128	110	110
Percentage of applications submitted by organizations that did not apply in previous year funded	91	90	90
Number of applications submitted for arts education programs/dollar amount funded (in thousands)	131/2,727	150/3,750	175/4,200
Number of individual Arizona youth served by Commission programs and initiatives (in millions)	1.9	2.05	2.2

<p>AGA 0.0</p> <p style="text-align: center;"><b>Agency Summary</b></p> <p style="text-align: center;">ATTORNEY GENERAL - DEPARTMENT OF LAW</p> <p>Terry Goddard, Attorney General</p> <p>Phone: (602) 542-4266</p> <p>A.R.S. § 41-191</p>
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**Mission:**

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

**Description:**

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

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

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ LEGAL SERVICES	212,770.0	92,632.5	101,312.8
➤ CENTRAL ADMINISTRATION	9,541.2	9,725.2	8,282.0
<b>Agency Total:</b>	<b>222,311.2</b>	<b>102,357.7</b>	<b>109,594.8</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	22,061.1	24,651.9	31,368.7
Other Appropriated Funds	35,192.4	40,869.4	40,681.6
Other Non Appropriated Funds	165,057.7	36,836.4	37,544.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>222,311.2</b>	<b>102,357.7</b>	<b>109,594.8</b>
<b>FTE Positions</b>	<b>750.0</b>	<b>757.2</b>	<b>843.7</b>

**Strategic Issues:**

**Issue 1 Consumer Protection**

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

**Issue 2 Prosecution of Complex Financial Crimes**

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

matter.

**Issue 3 Protection of the Elderly from Physical and Financial Abuse**

The elderly, as a group, are under-protected by society and often fall prey to those who abuse them physically and financially. The Attorney General's Office continues to find ways to enhance the State's protection of this group. FY 09's budget request seeks additional funding so that the Office can develop a multidisciplinary team of trained and dedicated legal professionals to focus solely on preventing and prosecuting elder abuse issues.

**Issue 4 Protection of Children**

The Attorney General's Office plays a critical and central role in the protection of Arizona's children. The Office represents state programs in the areas of child protective services, child support, education, licensing professionals and licensing child care facilities. State professionals and the Office's lawyers work to help children grow and develop free from abuse and with the support necessary to meet their needs. In the FY 09 budget request, the Office asks for additional funding to combat a new threat of the twenty-first century – internet crimes against children. Through this additional funding, the Office will continue to directly protect children and support those in State service who also protect Arizona's children.

**Issue 5 Protection of Civil Rights**

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

**Issue 6 Technological Development**

In the area of technological development, the Office recently installed a state-of-the-art law office automation package. The system includes a variety of sub-systems such as Conflict of Interest Checking, Automatic Document Assembly, Document Management, Docketing/Calendar, Timekeeping, Evidence Management, Case Management, Victims' Rights Services, Debt Collections, and Restitution Payments. It includes firewalls to prevent unauthorized user access to particular data elements. To help insure that this new system is continually used to enhance the productivity of the Attorney General's Office legal staff to the fullest extent possible, a training and support program is being established. New employee and annual refresher training classes will be conducted to ensure that the Office sustains the increased user productivity and satisfaction associated with the automation package. System experts will provide the user community functional software support. Users will be shown how to input, view, and output the data by Section without the need for custom programming.

**AGA 1.0 Program Summary**  
LEGAL SERVICES

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

**Mission:**

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

**Description:**

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

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,633.7	16,605.8	24,687.2
Other Appropriated Funds	34,078.6	39,190.3	39,081.1
Other Non Appropriated Funds	165,057.7	36,836.4	37,544.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>212,770.0</b>	<b>92,632.5</b>	<b>101,312.8</b>
<b>FTE Positions</b>	<b>681.8</b>	<b>689.0</b>	<b>774.5</b>

**AGA 1.1 Subprogram Summary**

**PUBLIC ADVOCACY DIVISION**

Susan Segal, Division Chief Counsel  
Phone: (602) 542-8323  
A.R.S. § 41-191

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,628.4	3,343.3	3,433.4
Other Appropriated Funds	5,282.4	6,163.5	6,550.6
Other Non Appropriated Funds	3,013.7	2,964.1	2,950.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,924.5</b>	<b>12,470.9</b>	<b>12,934.3</b>
<b>FTE Positions</b>	<b>113.0</b>	<b>116.0</b>	<b>123.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints opened	23,917	25,000	25,000
Complaints closed	24,898	25,000	25,000
Telephone calls received from the public	47,490	55,000	65,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Civil cases/investigations opened	50	55	55
Judgments	12	15	15

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Civil advice and litigation files open	686	700	710
Cases resolved within the year	288	260	240
Hours spent on matters reviewed but not opened	7,496	7,500	7,500
Administrative hearings set	220	200	200
Summary and trial judgments	15	15	15

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cases opened	310	325	325
Enforcement and regulatory matters handled for agency clients	279	300	300

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



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tobacco products to minors.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Youth compliance checks conducted	4,642	4,000	4,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received	127	125	125
Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	186,400	500,000	500,000

AGA 1.2 **Subprogram Summary**  
CIVIL RIGHTS DIVISION

Melanie Pate, Division Chief Counsel  
Phone: (602) 542-7716  
A.R.S. §§ 41-191 and 41-1401

**Mission:**

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

**Description:**

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

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,682.5	1,799.2	2,035.1
Other Appropriated Funds	96.4	93.4	88.1
Other Non Appropriated Funds	663.7	1,084.8	1,159.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,442.6</b>	<b>2,977.4</b>	<b>3,283.0</b>
<b>FTE Positions</b>	<b>37.0</b>	<b>37.0</b>	<b>42.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases investigated	1,314	1,400	1,450
Number of cases resolved	871	950	1,000
Percentage of cases resolved using voluntary settlement agreements	9.0	8.0	8.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of lawsuits	25	25	25
Number of lawsuits resolved	21	20	20
Average number of months to resolve	11	12	12

Percentage of litigation cases resolved using voluntary settlement agreements	95	95	95
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◆ **Goal 3** To provide the people of Arizona and its governmental entities effective dispute resolution services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases referred to mediation	471	500	525
Number of Civil Rights discrimination cases mediated	114	120	125
Percentage of total mediations in which agreement reached (including non-discrimination cases)	84	80	80
Maintain satisfaction rate of participants above 90 percent	95	95	95

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of people assisted through litigation	10,000	2,000	2,000
Approximate number of people reached through presentation and training	4,200	4,200	4,300

AGA 1.3 **Subprogram Summary**  
CRIMINAL DIVISION

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,153.4	9,067.7	16,040.2
Other Appropriated Funds	4,596.3	5,489.5	5,485.2
Other Non Appropriated Funds	154,764.8	25,841.9	26,264.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>166,514.5</b>	<b>40,399.1</b>	<b>47,789.9</b>
<b>FTE Positions</b>	<b>195.8</b>	<b>200.7</b>	<b>265.2</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Death penalty cases open	114	130	130
Percentage of death penalty sentences affirmed by the Arizona Supreme Court	91	90	90
Number of briefs, habeas answers, petitions for review and responses to petitions for review filed	696	731	766

◆ **Goal 2** To aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur in

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Arizona, to seek fair civil economic remedies to reduce the profit incentive of drug trafficking, and to disrupt racketeering enterprises.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cases open	941	967	1,015
Number of defendants charged	815	855	898
Forfeiture cases opened	263	270	279
Amount forfeited to State (\$ millions)	23.6	7.5	7.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cases open	1,421	1,492	1,566
Total number of victims	18,241	10,000	10,500
Restitution ordered by the courts (\$ millions)	477.2	8.5	8.5
County Attorney conflict of interest referrals	70	77	84

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of victims served	23,814	13,000	13,500
Number of trainings and presentations given	50	40	45

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Open cases	483	492	502
Law enforcement assists	1,157	1,177	1,200

AGA 1.4

**Subprogram Summary**

**CHILD AND FAMILY PROTECTION DIVISION**

Juliet Peters, Division Chief Counsel

Phone: (602) 542-1645

A.R.S. § 41-191

**Mission:**

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

**Description:**

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

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

- The Child Support Enforcement Section (CSE) represents DES's Division of Child Support Enforcement (DCSE). This includes establishing paternity and obtaining and enforcing support orders. The section also represents DCSE in appeals and class action litigation, and it provides general legal advice. CSE provides representation in 10 counties.

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

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

**Funding and FTE**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	187.2	177.7	176.3
Other Non Appropriated Funds	65.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>252.6</b>	<b>177.7</b>	<b>176.3</b>
FTE Positions	0.7	0.0	0.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of dependencies filed by DES (including supplemental and in-home petitions)	3,473	3,700	3,800
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	3,170	3,200	3,300

◆ **Goal 2** To assist DES in establishing permanent living situations for

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children by providing legal services and representation in all stages of judicial proceedings that comply with "Model Court" timeframes for new cases.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of hearings held to establish a permanent plan within 12 months	3,429	3,500	3,600
Number of reunifications achieved (child back with parents)	1,519	1,600	1,700
Number of guardianships achieved (child placed with guardian)	667	700	800
Number of terminations achieved (child removed from parents)	1,588	1,500	1,600

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of court ordered cases ratio required	78.12	79.5	80.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of children with paternity established	3,876	3,750	3,500

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administrative, Civil and Appellate litigation resolved	504	750	750
Civil Collection litigation resolved	358	325	325
Criminal prosecutions completed successfully	265	250	250

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Civil judgments (\$)	646,900	600,000	600,000
Garnishment funds received (\$)	308,200	250,000	250,000
Criminal restitution ordered (\$)	674,900	600,000	600,000
Criminal restitution received prior to sentencing (\$)	420,500	350,000	350,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hours of counsel and advice	22,876	22,000	22,000

AGA 1.5	<b>Subprogram Summary</b>
	<b>CIVIL DIVISION</b>
	Pam Culwell, Division Chief Counsel
	Phone: (602) 542-7682
	A.R.S. § 41-191

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	829.0	1,014.8	973.6
Other Appropriated Funds	21,242.4	24,743.6	24,282.5
Other Non Appropriated Funds	1.4	1.4	1.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,072.8</b>	<b>25,759.8</b>	<b>25,257.5</b>
<b>FTE Positions</b>	<b>272.5</b>	<b>272.5</b>	<b>277.5</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New cases opened	1,804	1,800	1,890

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Amounts recovered, generated, and/or saved (in millions of dollars)	216.2	322.0	400.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average months in suit: per tort lawsuit - AAG	17	18	18
Average months in suit: per tort lawsuit - OSC	27	28	29
Average billable hours: per tort lawsuit - AAG	207	230	240
Average billable hours: per tort lawsuit - OSC	137	175	175
Average billable rate: per tort lawsuit - AAG	89	90	95
Average billable rate: per tort lawsuit - OSC	160	170	180
Average months in suit: per employment lawsuit - AAG	21	22	22
Average months in suit: per employment lawsuit - OSC	32	34	34
Average billable hours: per employment lawsuit - AAG	718	400	400
Average billable hours: per employment lawsuit - OSC	1,891	800	800
Average billable rate: per employment lawsuit - AAG	82	93	98
Average billable rate: per employment lawsuit - OSC	155	160	165
Average billable rate: per workers compensation matter - AAG	85	90	95
Average billable rate: per workers compensation matter - OSC	116	121	126

**AGA 1.6 Subprogram Summary**  
**FINANCE DIVISION**

Mark Wilson, Division Chief Counsel  
 Phone: (602) 542-8327  
 A.R.S. § 41-191

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,340.4	1,380.8	2,204.9
Other Appropriated Funds	2,673.9	2,522.6	2,498.4
Other Non Appropriated Funds	6,548.7	6,944.2	7,168.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,563.0</b>	<b>10,847.6</b>	<b>11,871.8</b>
<b>FTE Positions</b>	<b>62.8</b>	<b>62.8</b>	<b>66.8</b>

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Semi-annual meetings with high-demand clients	0	24	24

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Semi-annual meetings with high-demand clients	0	6	6

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Staff training (number of hours)	0	100	120
Percentage of implementation/utilization of software in accounting operations	0	>75	>95

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Adjusting journal entries processed	565	515	465

**AGA 2.0 Program Summary**  
**CENTRAL ADMINISTRATION**

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

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,427.4	8,046.1	6,681.5
Other Appropriated Funds	1,113.8	1,679.1	1,600.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,541.2</b>	<b>9,725.2</b>	<b>8,282.0</b>
<b>FTE Positions</b>	<b>68.2</b>	<b>68.2</b>	<b>69.2</b>

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administrative costs as a % of total costs	6.5	6.0	6.2

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.06	7.20	7.20

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to respond to a request for a legal opinion	42	60	60

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

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency staff turnover	19.19	18.50	18.50

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

ATA 0.0	<b>Agency Summary</b>
	AUTO THEFT AUTHORITY
Enrique Cantu, Executive Director	
Phone: (602) 364-2888	
A.R.S. § 41-3451	

**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,202.7	5,551.2	5,812.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,202.7</b>	<b>5,551.2</b>	<b>5,812.9</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Strategic Issues:**

**Issue 1** *The Arizona Automobile Theft Authority will expand its statewide programs in 2007-2009*

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

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

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of research projects conducted	2	2	2
Number of research projects commissioned	0	0	0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Number of vehicles stolen statewide (calendar year)	n/a	53,000	52,000
Number of 2006 vehicle thefts not yet available			
Number of vehicle theft rate statewide (# per 100,000 population)	n/a	940	930

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Task Force positions funded by AATA	42	42	42
Number of stolen vehicles recovered by Task Force	3004	3000	3000
Value of stolen vehicles recovered by Task Force (in millions of dollars)	32.8	32.0	32.0
Number of felony arrests by Task Force	299	300	300
Number of "chop shops" investigated by Task Force	34	40	40
Number of insurance fraud investigations by Task Force	34	30	30
Number of training and investigative assistance provided by Task Force	973	1,000	1,000
Return on investment (for every dollar funded by the Arizona Auto Theft Authority amount recovered by Task Force)	10.11	12.00	12.00
Number of law enforcement grants awarded	14	15	15

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of prosecutors funded by AATA	8	9	10
Number of participating counties	6	6	6
Number of vehicle theft cases filed	1,053	1,100	1,200
Number of convictions	602	700	800
Percent of convictions to cases closed	77.0	91.5	91.5
Amount of restitution ordered (in thousands of dollars)	854.6	1,000.0	1,000.0
Number of training sessions provided	20	25	30

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of PACE grants to criminal justice agencies	24	25	25
Number of PACE (Public Awareness and Community Education) events statewide	817	1,000	1,150
Number of PACE events sponsored by AATA	130	125	125
Number of PACE events sponsored by AATA grantee agencies	687	700	700
Number of AATA published brochures distributed	160,000	2,500,000	2,600,000
Estimated media exposures (in millions)	38.0	40.0	41.0
Number of Watch Your Car enrollments	151,000	175,000	195,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of professional training grants awarded to agencies	17	20	15
Number of criminal justice personnel benefiting	141	75	30

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ratio of administrative costs as a percent of total expenditures	6.67	6.79	6.68
Number of grant agency compliance audits	12	12	12

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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Customer satisfaction rating (scale of 1-3, 1 highest rating)	1	1	1
Number of site visits to grant agencies	20	20	20

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<p><b>BBA 0.0</b></p> <p align="center"><b>Agency Summary</b></p> <p align="center">BOARD OF BARBER EXAMINERS</p> <p>Sam B. LaBarbera, Executive Director</p> <p>Phone: (602) 542-4498</p> <p>A.R.S. §§ 32-301 et. seq.</p>
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**Mission:**

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

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	230.7	346.5	318.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>230.7</b>	<b>346.5</b>	<b>318.1</b>
<b>FTE Positions</b>	<b>3.6</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

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

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

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

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

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

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

**◆ Goal 1 To ensure that all licenses issued by the Board meet minimum requirements.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications accepted for new barber/instructor examinations	371	394	433
Number of examinations for new barber/instructor failed	175	230	253
Percent of examinations for new barber/instructor failed	47	40	40
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications for new barber/instructor licensees	425	445	462
Number of applications for new barber/instructor licenses rejected	26	5	5
Number of applications for new shop/school licenses	301	330	355
Number of applications for new shop/school licenses rejected	1	10	10

**◆ Goal 2 To ensure the proper use of sanitary procedures to prevent the transmission of disease, parasites, or injury to the public.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of inspections conducted	998	3,200	3,200
Percent of total inspections passed	74	75	75
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints received	305	350	350
Avg. calendar days from receipt of complaint to start of investigation	21	21	21

**◆ Goal 3 To enforce legislative requirements concerning the regulation of barbers.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of inspections conducted	998	3200	3200
Percent of inspections passed	74	75	75
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of licenses revoked or suspended	0	4	4
Disciplinary hearings	20	15	15
Disciplinary hearings resulting in penalties	16	10	10

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days from receipt of application to issuance or denial	1	3	3
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administrative cost as a percent of total cost	6.7	10	10
Number of barber/instructor and shops/schools licenses	6811	7020	7220

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of days to process verifications.	4	10	10
Verifications received	696	650	600
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Numbers of inspections/investigations	515	550	550
Average days to resolve a complaint	471	450	400
Number of complaints received about licensees	169	175	175
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customers satisfaction rating (scale 1- 8)	6.3	5.5	5.5

**Mission:**

*To establish and maintain standards of qualifications and performance for licensed behavioral health professionals in the fields of counseling, marriage and family therapy, social work, and substance abuse counseling and to regulate the practice of licensed behavioral health professionals for protection of the public.*

**Description:**

The Board licenses and biennially renews licensure for 8,000 behavioral health professionals, which requires that these professionals meet minimum standards of education, experience, and competency as measured by examination. The Board also receives and investigates complaints, takes necessary disciplinary action, and responds to inquiries from consumers regarding the licensure status and complaint history of individual behavioral health professionals.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,203.3	1,394.4	1,324.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,203.3</b>	<b>1,394.4</b>	<b>1,324.2</b>
FTE Positions	13.0	17.0	17.0

**Strategic Issues:**

**Issue 1** *The Board has a significant backlog of complaints resulting from a large increase in the number of complaints received and investigations required in FY2003-2005.*

The Board fulfills its mission to protect the public in part by investigating and taking action on complaints filed against licensed professionals. The Board also conducts investigations regarding issues in an applicant's background with the potential to affect the applicant's ability to practice safely and competently. The Board also conducts investigations regarding allegations that individuals are practicing psychotherapy without a license. Beginning in FY2003, the Board experienced a significant increase in the number of complaints received and investigations required. As a result, the Board currently has a large backlog of unprocessed complaints and investigations. The Board's complaint resolution times currently exceed 400 days. The Board's FY2006-2007 appropriation was increased to provide additional resources to allow the Board to eliminate the complaint and investigation backlog and reduce resolution times by the end of FY 2009.

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of application reviews completed within 180 days	98	90	90
Number of new and existing licenses issued	8,281	9,020	9,724
Administration as a percentage of total cost	5.4	5.3	5.3
Applications received	866	840	800
Individuals licensed	747	740	704
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Renewals received	3,008	4,250	3,500
Average number of days to renew a license from receipt of application to issuance	15	50	20



DIA 0.0 **Agency Summary**  
 ARIZONA BIOMEDICAL RESEARCH COMMISSION  
 Dawn C. Schroeder, DDS, MA, Executive Director  
 Phone: (602) 542-1028  
 A.R.S. §§ 36-271 to 36-276

DIA 1.0 **Program Summary**  
 DISEASE CONTROL RESEARCH PROGRAM  
 Dawn Schroeder, D.D.S., Executive Director  
 Phone: (602) 542-1028  
 A.R.S. §§ 36-274

**Mission:**  
 To advance medical research within the state of Arizona.

**Description:**  
 The Commission awards contracts for medical research projects studying the causes, epidemiology and diagnosis of disease; the formulation of cures; medically accepted treatment; and prevention of diseases. The Commission oversees the projects to ensure contract compliance and serves as the technology transfer agent for discoveries made using state funding. The Commission also awards and manages additional contracts designed to advance biotechnology in the academic, non-profit and for-profit sectors in Arizona.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ DISEASE CONTROL RESEARCH PROGRAM	1,848.8	4,351.7	4,359.1
➤ HEALTH RESEARCH PROGRAM	12,076.5	13,433.3	12,543.9
➤ NON-EMBRYONIC STEM CELL REPOSITORY	0.0	1,000.0	1,000.0
<b>Agency Total:</b>	<b>13,925.3</b>	<b>18,785.0</b>	<b>17,903.0</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	1,000.0	1,000.0
Other Appropriated Funds	500.0	500.0	500.0
Other Non Appropriated Funds	13,425.3	17,285.0	16,403.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,925.3</b>	<b>18,785.0</b>	<b>17,903.0</b>
<b>FTE Positions</b>	<b>6.9</b>	<b>6.0</b>	<b>6.0</b>

**Strategic Issues:**

**Issue 1** *To provide support and strategically placed funding to move the state's bioscience and biotechnology initiative forward.*

The Agency is uniquely placed in the medical research community to provide gap funding to move Arizona's medical researchers to higher levels by encouraging inter-institutional collaborations and providing matching funds for equipment replacement. Providing Arizona researchers with state funding improves their competitiveness at the federal level.

**Mission:**  
 To advance medical research within the state of Arizona.

**Description:**  
 The Disease Control Research Program is funded by proceeds from lottery sales and tobacco tax (Medically Needy Account) revenue. Under this program, the Commission administers special projects including FY 2006 Alzheimer's disease research funding and the collaborative ABRC-Flinn Foundation Translational Research study.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,848.8	4,351.7	4,359.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,848.8</b>	<b>4,351.7</b>	<b>4,359.1</b>
<b>FTE Positions</b>	<b>2.4</b>	<b>3.0</b>	<b>3.0</b>

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of scientific articles published	6	4	6
Number of abstracts published	0	3	5

◆ **Goal 2** To advance biotechnology by combining the expertise and resources of the Commission with that of other non-profit and for-profit institutions to remove impediments to inter-institutional biomedical research collaborations.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of jointly funded projects with the non-profit and for-profit sectors	4	5	5

DIA 2.0 **Program Summary**  
 HEALTH RESEARCH PROGRAM  
 Dawn Schroeder, D.D.S., Executive Director  
 Phone: (602) 542-1028  
 A.R.S. §§ 36-275 to 36-276

**Mission:**  
 To advance medical research within the state of Arizona.

**Description:**  
 The Health Research Program is funded by the proceeds from the sale of tobacco products. Under this program, the Commission makes competitive research awards for a wide variety of medical research studies. These studies cover basic scientific research, translational research, and clinical research.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	500.0	500.0	500.0
Other Non Appropriated Funds	11,576.5	12,933.3	12,043.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,076.5</b>	<b>13,433.3</b>	<b>12,543.9</b>
<b>FTE Positions</b>	<b>4.5</b>	<b>3.0</b>	<b>3.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of scientific articles published	42	50	55
Number of abstracts published	4	5	7

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of biannual workshop participants	191	N/A	200
Number of inter-institutional collaborative projects submitted as a function of the total number of proposals received.	44/130	30/120	30/120

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Numbers of Requests for Proposal (RFP) mailed	1120	950	950

**Program Summary**

DIA 3.0

**NON-EMBRYONIC STEM CELL REPOSITORY**

Dawn C. Schroeder, D.D.S., M.A., Executive Director  
 Phone: (602) 542-1028  
 Session Laws 2007, Chapter 263 Section 42

**Mission:**

*To establish a self sustaining nonembryonic stem cell repository to provide cells for transplantation and for research use.*

**Description:**

Funds were appropriated from the state General Fund, \$1 million dollars in each fiscal year from FY 2008 through FY 2012, for the purpose of establishing a centralized public repository of diverse types of human stem cells of nonembryonic origin for public use.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	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>0.0</b>	<b>1,000.0</b>	<b>1,000.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To establish a self-sustaining nonembryonic stem cell repository.

PDA 0.0 **Agency Summary**  
 STATE CAPITAL POST CONVICTION PUBLIC DEFENDER  
 Martin Lieberman, Director  
 Phone: (602) 771-9000  
 A.R.S.41-4301

**Mission:**

*To provide representation to capital defendants in post conviction proceedings, as assigned by the Supreme Court, in accordance with guidelines established by the American Bar Association.*

**Description:**

SB 1376, 47th Legislature (second regular session), 2006, created a new State Capital Post-Conviction Public Defender Office which began accepting cases in 2007. All capital convictions are automatically appealed to the state Supreme Court. If the sentence is affirmed on appeal, the Supreme Court appoints counsel to represent the inmate in state post conviction relief proceedings. The agency will accept appointments from the Supreme Court to the extent resources allow. The agency is funded by general appropriation and is permitted to seek grant funds. Counties are responsible for reimbursing the state for one-half of the resources expended, limited to \$30,000 per case. As the statute is currently interpreted, those funds will be remitted to the general fund and not the agency.

The Agency is bound by the Arizona Rules of Criminal Procedure, specifically, Rule 6.8, which provides that counsel shall be guided by the performance standards in the 2003 American Bar Association Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases. The Guidelines, require, among other things, the formation of a defense team consisting of two lawyers, a mitigation specialist, and an investigator for each case. At least one member of the team must be qualified by training and experience to screen individuals for the presence of mental or psychological disorders or impairments. Expert witnesses will be frequently utilized by the Agency.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	25.3	737.9	2,004.7
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>25.3</b>	<b>737.9</b>	<b>2,004.7</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>7.0</b>	<b>14.0</b>

**Strategic Issues:**

**Issue 1 To add sufficient staff to be able to provide services to as many clients as possible**

Current funding levels do not provide the resources necessary to represent more than a handful of clients. As of August 23, 2007, there are fifteen inmates on death row without counsel. It is anticipated that the numbers will increase as Maricopa County has an aggressive capital punishment policy. There are approximately one hundred and twenty five (125) capital cases pending at this time in the Maricopa County Superior Court. The Arizona Supreme Court estimates that it can decide approximately ten (10) death penalty appeals per year. The Agency will need to develop methods for obtaining additional funding which may include appropriated funds.

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complete factual and legal investigation of case.	0	2	2
Filing of Petition for Post Conviction Relief	0	2	2
Number of professional staff providing high quality representation to clients.	0	3	4

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

CSA 0.0	<b>Agency Summary</b>
STATE BOARD FOR CHARTER SCHOOLS	
DeAnna Rowe, Executive Director	
Phone: (602) 364-3080	
A.R.S. §§ 15-181 to 15-189	

Customer satisfaction survey (Scale 1-8)	6.3	7.4	7.5
Number of information broadcast communications sent to charter representative via e-mail	49	95	100
Number of public meetings held	24	26	26
Number of publications sent to stakeholders	13	15	15

**Mission:**

*To foster accountability in charter schools, which will improve student achievement through market choice.*

**Description:**

The Arizona State Board of Charter Schools grants charters to qualifying applicants and exercises general and specific supervision over the schools that it sponsors.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	752.7	1,129.5	1,051.0
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>752.7</b>	<b>1,129.5</b>	<b>1,051.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>11.0</b>

**Strategic Issues:**

**Issue 1 Contract Renewal and Service Resources**

The Board must create an effective process for the consideration of renewing charter school contracts while maintaining its quality authorizing practices as a mechanism for sustained results. In order to do this the Board will create and sustain an organizational structure that commits the human, technological, and financial resources necessary for conducting its authorizing duties effectively and efficiently.

**Issue 2 Charter School Information System**

The Board strives to be a source of accurate, objective, and verifiable measures of student achievement, contract compliance, and fiscal accountability, that is in turn, used to provide information to stakeholders and inform intervention and renewal decisions over time.

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of sponsorship applications received	32	33	33
Number of sponsorship applications approved	17	20	20
Number of sponsored charters with one or more sites in operation	352	348	360
Number of sponsored charter school sites in operation	464	470	475
Number of applications reviewed by technical review panel	27	30	33
Number of applications reviewed by staff for administrative completeness	58	60	60
Number of students enrolled in sponsored charters	89631	93600	101000
Number of new charter sites opening	22	18	18
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of replication applications received.	10	10	10
Number of replication applications approved.	8	8	9

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of workshops conducted	24	25	25
Percent of charter school attendees satisfied with information workshop content	95	95	95

◆ **Goal 3** To provide oversight to charter schools by evaluating performance, monitoring compliance, informing intervention & renewal decisions and ensuring autonomy as provided under the applicable law.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of annual on-site monitoring visits	87	110	95
Number of corrective action plans mandated	105	109	115
Number of annual complaints regarding sponsored schools	119	120	120
Administration as a % of total cost	5.32	5	5
Number of contract amendments processed annually	431	450	450
Number of Consent/Settlement Agreements entered into	20	10	10
Number of Notices of Intent to Revoke issued	6	5	5
Number of disciplinary actions that resulted in withholding of funds	23	25	25
Number of charter school annual audits reviewed	338	351	371
Number of charter school contracts revoked	1	4	4
Number of charter schools voluntarily surrendering their contract	15	7	7
Number of charter sites closing.	21	10	10
Number of five and 10 year reviews required	94	120	41
Number of charter school renewal decisions to be made	0	0	0

CEA 0.0	<b>Agency Summary</b>
BOARD OF CHIROPRACTIC EXAMINERS	
Patti Pritzl, Executive Director	
Phone: (602) 864-5088	
A.R.S. § 32-900 et. seq.	

**Mission:**

*To protect the health, welfare, and safety of Arizona citizens who seek and use chiropractic care.*

**Description:**

The Board of Chiropractic Examiners conducts examinations, evaluates applications from chiropractors seeking initial or renewal of licensure, as well as from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates backgrounds of applicants for licensure and complaints made against chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken. These functions are accomplished through a fees-financed program of examination, licensure, and regulation.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	474.8	523.5	506.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>474.8</b>	<b>523.5</b>	<b>506.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Strategic Issues:**

**Issue 1** *The enforcement workload for investigations and probationary monitoring has begun to exceed the human resources of the Agency.*

Complaint investigations average 200 per year. The investigation finds some level of violation in about 80% of all cases and 46% of all investigations result in disciplinary action. This reflects a substantial time commitment in the investigation of complaints. In addition, the Agency monitors 40 to 50 probationary files at any point in time. The Agency has one full time and trained enforcement officer. Additional staffing will be required to meet this ongoing workload.

**Issue 2** *The workload from requests for license verifications has increased both in volume and in type of information requested.*

Historically, license verifications received by the Agency have requested the Agency to confirm the license status of no more than ten licensees at a time. Verifications took a matter of one to two minutes each. Verification levels have risen from 70 to 100 requests from one credentialing company at a time, with extensive records requests requiring that hard copy files be pulled, copied and sent via mail or fax. The time to verify each license has increased from five to ten minutes each. Additional fees have been instituted to fund facilitation of public records response time. The database and web site have been improved to allow on-line access to credentialing information and disciplinary actions; however, additional technological upgrades are needed in order to allow the public to access complaint history.

**Issue 3** *The agency's ability to serve the public is limited by its technology.*

Although the Agency has a web site, the information we are able to display on that site is limited. If a member of the public wants to see an actual record, they must submit an order with payment for copies or come into the office. Persons paying fees must do so by mail or come into the office. Payment must be made by check or money order because the agency does not have the ability to accept credit card payments. Applications must be processed in person or by mail. The agency has implemented postings of Board orders on the web site, but lacks the financial support to consider

credit card payment or on-line licensing.

**Issue 4** *The agency workload continues to increase.*

The number of licensees regulated by the Agency has grown at a rate of 4% over the past decade. The Agency continues to license 100 to 120 new licensees a year. In addition, as the role of the Chiropractor has developed in the health care sector, the requests for public records, verifications and credentialing has expanded considerably. The nature of information requested has become more complex, requiring additional commitment of staff time. Demands on staff time will be monitored and additional staff planned as required.

**Issue 5** *There is an ongoing need for public outreach.*

The public is largely unaware of the resources offered by the Agency or has developed a negative perception of health regulatory agencies due the media's negative focus on the Medical Board. In addition, the Agency has a presence only in Maricopa County. There is an ongoing need for the Agency to provide outreach initiatives to the public throughout the state. The performance measures do indicate improvement in this area, however, this will always be a focus for growth and development.

**Issue 6** *Agency staff does not possess the technical knowledge sometimes required for complete analysis and investigation of a complaint.*

At the recommendation of the Auditor General, the Agency has implemented contracts with chiropractic professionals to assist in the technical components of investigations. However, mandatory increases in expenses imposed by legislation continue to divert Agency revenues away from this resource.

**Issue 7** *The legal representation for the agency through the Office of the Attorney General (A.G.) has been inconsistent and inadequate for the needs of the agency, resulting in delayed hearing dates and actions and receipt of conflicting A.G. advice.*

Historically, cases voted to hearing by the Board have sat for as long as four years awaiting an Assistant A.G. to prosecute the case. A.G. advice has been conflicting and often based on the Assistant A.G.'s personal opinion rather than legal research or precedent. Requests for formal opinion are generally denied and legal representation on the part of the Office of the Attorney General has failed to demonstrate responsibility to the agency and to the public impacted by violations of the Chiropractic Act. The Agency has obtained funds to pay for improved services through the Office of the Attorney General. As a result, the timeframe for cases voted to hearing to be concluded has improved. However, the demand exceeds the part time Assistant Attorney General services that the agency is able to afford. In addition, mandatory increases in expenses associated with ERE costs, AZNet and other legislation threaten to decrease the financial resources the agency can pay for A.G. services.

**Issue 8** *Additional resources are needed to meet the time demand of the disciplinary proceeding docket.*

The Board's authority to hold Formal Interviews was established in 2004. With that authority, the number of disciplinary proceedings that are held before the Board has quadrupled. In 2005, 100 cases were listed on the Board's Formal Interview/Formal Hearing docket. The Board salary appropriation covers 14 Board meetings. The salary appropriation for Board members does not reflect the level of time commitment that will be required with a disciplinary proceeding docket of 100, nor does it provide the Board with resources to appoint committees to hear cases and make recommendations.

**Issue 9** *Agency revenues cannot meet expenses.*

Mandated increases in expenses for the Agency have exceeded \$60,000 over the past four years. As a result, the Agency revenues no longer cover basic costs to maintain Agency functions of enforcement, licensing and customer service. The current legislature is not inclined to support legislation for the fee increase necessary to pay for the mandatory expense increase. The Agency will be required to either decrease attorney services or staffing within the next four years if a fee increase is not established.

- ◆ **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

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

ensuring that the health, safety, and welfare of the public is protected.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications for licensure received	99	140	140
Average number of days between receipt of complete application and Board action	25	20	20
Number of new licenses issued	95	130	130
Number of licenses issued prior to undisclosed conviction being identified	0	0	0
Number of licenses eligible for renewal	2656	2656	2700
Percent of license renewal applications processed within 15 business days	99	95	95

◆ **Goal 2** To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new complaints filed	113	140	140
Percent of complaints resolved within 180 days of receipt with no hearing required	29	95	95
Average number of months to resolve a complaint by administrative hearing	5.0	8.0	8.0
Total number of investigations conducted	208	150	150
Percent of concluded investigations resulting in disciplinary action	42	30	30

◆ **Goal 3** To increase public awareness of agency functions, resources, and parameters; to increase public record accessibility; and to increase communication with the public and professional community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Web site access count	0	50,000	50,000
Self-assessment surveys returned	13	70	70
Percent of complaints filed with the Board which do not fall under the boards jurisdiction	0	10	10

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications	97	97	97
Administration as a percent of total cost	0	20	20

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ECA 0.0	<b>Agency Summary</b>
	CLEAN ELECTIONS COMMISSION
	Todd F. Lang, Executive Director
	Phone: (602) 364-3477
	A.R.S. §§ 16-901 et seq

**Mission:**

*To fairly, faithfully, and fully implement and administer the Arizona Citizens Clean Elections Act.*

**Description:**

The Citizens Clean Elections Act was a campaign finance reform measure initiated by Arizona citizens and approved by a majority of the qualified electorate in 1998. The Act created a new campaign financing system for statewide and legislative offices that provides public funding to qualified candidates who agree to abide by CCEC guidelines. Candidates wishing to utilize public funding for statewide and legislative offices must become certified as a participating candidate by agreeing to abide by all contribution and expenditure limits imposed in the Act and then obtain a certain number of \$5 qualifying contributions, depending on the office sought, in order to qualify for public funding. Nonparticipating candidates must accept campaign contributions at amounts that are 20 percent less than allowed in statute and comply with reporting requirements specified in the Act. The Commission sponsors debates and develops a procedure for publishing a document having space of predefined size for a message chosen by each candidate. The document is mailed before the primary and general elections to every household that contains a registered voter. The Commission is composed of five members of which no more than two can be from the same political party nor can more than two be residents of the same county. Appointments are for a five-year term.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,084.4	15,808.2	9,996.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,084.4</b>	<b>15,808.2</b>	<b>9,996.7</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

**Strategic Issues:**

**Issue 1 Legislation**

The Commission will pursue legislative changes to the Clean Elections Act (A.R.S. § 16-940 through 961) to address concerns raised by the Commission, candidates, and members of the public from the 2002 election cycle. The intent of the proposed legislative changes is to clarify the law and to smooth out the political process. All proposed legislative changes further the purpose of the Act, which is to diminish the influence of special interest money, encourage citizen participation in the political process, and promote freedom of speech under the U.S. and Arizona Constitutions.

**Issue 2 Voter Education**

The Commission will continue its active program of voter education. The Commission sponsors candidate debates; publishes a candidate statement pamphlet for both the primary and general elections and mails the pamphlet to each household in Arizona with a registered voter; holds candidate training seminars, and; travels statewide to communicate with and educate voters.

◆ **Goal 1** To provide public funding to qualified candidates.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of certified participating candidates (calendar years)	0	190	0
Total funds distributed to participating candidates (calendar years in thousands)	0	6,000	0

◆ **Goal 2** To administer debates and develop a procedure for

communicating candidate statements to the citizens of Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of candidates submitting candidate statements (calendar years)	0	185	n/a
Number of candidate statement pamphlets mailed to AZ households (calendar years in thousands)	0	3,200,000	n/a

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of cap applied to voter education (calendar years)	13.00	20.00	13.0

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of cap spent on administration and enforcement (calendar years)	7.00	9.00	7.00

**EPA 0.0** **Agency Summary**  
 DEPARTMENT OF COMMERCE  
 Jan Leshner, Director  
 Phone: (602) 771-1100  
 A.R.S. § 41-1501

**Mission:**

*To provide state leadership to create and retain quality jobs and strengthen Arizona's economic base.*

**Description:**

As the State's principal economic development agency, the Department develops and implements the state's economic development plan directed at creating and retaining quality jobs statewide. Accordingly, the Department implements strategies that promote Arizona's global competitiveness; collects and disseminates economic and business-related information; supports community infrastructure and economic planning in rural areas; facilitates the coordination of the state's workforce development system; supports the expansion of existing businesses, including small and minority-owned businesses; conducts targeted business attraction to enhance economic diversification; and promotes international trade and investment.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION AND FINANCE	16,633.1	54,057.6	31,607.0
➤ BUSINESS DEVELOPMENT	3,496.2	4,669.2	4,538.5
➤ WORKFORCE DEVELOPMENT	13,035.2	33,525.7	33,516.4
➤ COMMUNITY DEVELOPMENT	12,673.5	23,157.1	23,141.6
<b>Agency Total:</b>	<b>45,838.0</b>	<b>115,409.6</b>	<b>92,803.5</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	11,802.2	15,925.1	17,595.4
Other Appropriated Funds	3,273.3	2,935.3	2,867.4
Other Non Appropriated Funds	30,762.5	96,549.2	72,340.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>45,838.0</b>	<b>115,409.6</b>	<b>92,803.5</b>
<b>FTE Positions</b>	<b>113.7</b>	<b>122.1</b>	<b>126.1</b>

**Strategic Issues:**

**Issue 1 Transfer Dept of Economic Security Research Administration to Dept of Commerce**

The Governor has requested that Department of Economic Security (DES) and Arizona Department of Commerce (ADOC) immediately start working to formulate and implement a plan that would transfer the functions of Research Administration at DES to ADOC. Ultimately, this will benefit both DES and Commerce, by allowing DES to focus on its core mission of social services delivery, and establishing the critical functions of Research Administration as the nucleus of Commerce. Finally, the users of the DES data will benefit from the broader outreach capacity of Commerce and greater perceived transparency in the development of "the numbers." ADOC and DES have started discussions concerning the "net" costs of the transfer of jobs from DES to ADOC. Because the new Research Administration group at ADOC will continue to support many of the current tasks for DES, the anticipation is that all, or at least most, of the funding for these employees will follow or be transferred from DES to ADOC. However, some revenues may not be transferable. In addition, the mere transfer of personnel from DES to ADOC will not be sufficient to meet stakeholders' expectations for improved services and products. There are three key budgetary components of the transfer: the Population Statistics unit @ \$354,300, The Labor Market Information unit @ \$430,000, Operating Expenses @ \$200,000, plus the addition of a State Demographer FTE fully

loaded @ \$180,000.

**Issue 2 Arizona Office of Smart Growth**

To be prepared to successfully pursue the attraction of new industry and the expansion of existing businesses, cities, towns, counties and tribal communities must have the necessary physical infrastructure to function as cohesive communities and vibrant economies. This initiative is the commitment to forge and strengthen statewide partnerships to guide quality growth and sustainable economic development. By establishing a strong centralized point of planning expertise, Arizona will assist communities in managing rapid growth while developing local economic capacity and infrastructure that will protect Arizona's natural and military assets.

To support the work of the Governor's Growth Cabinet, the following is recommended to provide education, outreach, technical assistance:

\$300,000 Grants

3 Multidisciplinary FTEs (\$360,000 - \$120,000 each) support the work of the Governor's Growth Cabinet, the following is recommended to provide education, outreach, technical assistance:

**Issue 3**

**EPA 1.0** **Program Summary**  
 ADMINISTRATION AND FINANCE  
 Jerry Ewing, Assistant Deputy Director  
 Phone: (602) 771-1162  
 A.R.S. § 41-1504

**Mission:**

*To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.*

**Description:**

Administration and Finance supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions.

**This Program Contains the following Subprograms:**

- ▶ Administration
- ▶ Planning, Research and Policy
- ▶ Finance

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,910.9	2,261.1	3,369.5
Other Appropriated Funds	524.2	432.7	414.7
Other Non Appropriated Funds	14,198.0	51,363.8	27,822.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,633.1</b>	<b>54,057.6</b>	<b>31,607.0</b>
<b>FTE Positions</b>	<b>35.3</b>	<b>35.3</b>	<b>36.3</b>



2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

EPA 1.1 **Subprogram Summary**  
**ADMINISTRATION**  
 Jerry Ewing, Assistant Deputy Director  
 Phone: (602) 771-1162  
 A.R.S. §§ 41-1504 et. seq.

**Mission:**

*To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.*

**Description:**

Administration supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions. These services include accounting, human resources, information technology, planning and budget, procurement, and quality management of financial incentive programs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,538.6	1,872.4	1,826.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	378.4	429.5	429.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,917.0</b>	<b>2,301.9</b>	<b>2,256.0</b>
<b>FTE Positions</b>	<b>22.1</b>	<b>22.7</b>	<b>22.7</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of surveys marked "very good" or "excellent" from annual survey of Administration Division's internal customers	83	80	80

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of network up-time	99	99	99

EPA 1.2 **Subprogram Summary**  
**PLANNING, RESEARCH AND POLICY**  
 Kent Ennis, Deputy Director  
 Phone: (602) 771-1164  
 A.R.S. §§ 41-1504, 41-1505

**Mission:**

*To provide resources, information, and analyses that enable sound policy and decision-making to enhance economic, workforce, and community development activities and opportunities in Arizona.*

**Description:**

The Planning, Research and Policy team establishes and coordinates the strategic direction of the agency to support the Governor's economic development agenda; collects, organizes, maintains, and disseminates key information on Arizona's economy and on agency activities; and provides critical support on analysis of trends, opportunities, best practices, market issues, economic development policy, and agency/program impacts. The resulting information is made available to leaders in business and at all levels of government to assist in making wise economic development decisions.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	307.1	229.3	1,383.6
Other Appropriated Funds	30.3	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>337.4</b>	<b>229.3</b>	<b>1,383.6</b>
<b>FTE Positions</b>	<b>5.4</b>	<b>3.3</b>	<b>6.3</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of stakeholders who rated Planning, Research and Policy information they received as very or extremely useful, timely, and relevant	88	85	86
Number of reports in on-line economic clearinghouse database	1787	1790	1800

EPA 1.3 **Subprogram Summary**  
**FINANCE**  
 Lisa Danka, Assistant Deputy Director  
 Phone: (602) 771-1165  
 A.R.S. § 41-1504

**Mission:**

*To provide quality management of financial incentive programs and offer technical expertise in support of the Agency's economic development goals.*

**Description:**

The Department of Commerce is the agency responsible for allocating the state's portion of the federally established private activity bond volume cap. Commerce provides a registry of bond allocation requests and certificates of bond closing, issues confirmations of bond allocations as well as project-specific volume cap carry-forward, evaluates information provided by applicants for Director's Discretion bond category, responds to utilization inquiries from the private sector, and maintains all other records required for the administration of the program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	65.2	159.4	159.4
Other Appropriated Funds	493.9	432.7	414.7
Other Non Appropriated Funds	13,819.6	50,934.3	27,393.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,378.7</b>	<b>51,526.4</b>	<b>27,967.4</b>
<b>FTE Positions</b>	<b>7.8</b>	<b>9.3</b>	<b>7.3</b>

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

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of jobs created by companies participating in the Enterprise Zone program	5233	3500	4000
Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	942	625	650

**EPA 2.0**  
**Program Summary**  
 BUSINESS DEVELOPMENT  
 Sandra Watson, Senior Director  
 Phone: (602) 771-1215  
 A.R.S. §§ 41-1504 et. seq.

**Mission:**  
 To enhance Arizona's global competitiveness, which creates jobs and a higher standard of living for Arizonans.

**Description:**  
 The Global Business Development team works with strategic partners and provides leadership that increases the retention, expansion, and location of businesses across the state. Commerce provides a single point of contact and promotes all of Arizona as a great place to do business. The Global Business Development team supports the expansion of existing businesses, including small and minority- and women-owned businesses; conducts targeted business attraction focused on Arizona's key industries of opportunity; promotes international trade and investment; and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs that expand Arizona's economy.

**This Program Contains the following Subprograms:**

- ▶ Business Assistance Center
- ▶ Global Business Development

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	971.7	2,244.0	2,155.8
Other Appropriated Funds	2,175.9	2,039.6	1,997.7
Other Non Appropriated Funds	348.6	385.6	385.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,496.2</b>	<b>4,669.2</b>	<b>4,538.5</b>
<b>FTE Positions</b>	<b>22.5</b>	<b>26.7</b>	<b>26.7</b>

**EPA 2.1**  
**Subprogram Summary**  
 BUSINESS ASSISTANCE CENTER  
 Sandra Watson, Senior Director  
 Phone: (602) 771-1215  
 A.R.S. §§ 41-1504 et. seq.

**Mission:**  
 To promote the development and expansion of small, minority and women-owned businesses.

**Description:**  
 The Small Business Services team serves as the primary liaison and service provider for small business development in Arizona by providing information, resources and assistance to entrepreneurs, government agencies, and business organizations that are focused on small, minority, women, and disadvantaged business enterprise endeavors.

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	154.1	369.0	340.2
Other Appropriated Funds	430.7	438.6	396.7
Other Non Appropriated Funds	9.5	10.9	10.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>594.3</b>	<b>818.5</b>	<b>747.8</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>10.7</b>	<b>10.7</b>

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of responses to inquiries (includes phone, walk-in, mail, fax and online program, and emails)	25949	28000	30000

**EPA 2.2**  
**Subprogram Summary**  
 GLOBAL BUSINESS DEVELOPMENT  
 Jaye O'Donnell, Senior Director  
 Phone: (602) 771-1124  
 A.R.S. §§ 41-1502 to 41-1505

**Mission:**  
 To provide state leadership to attract and expand businesses and investment that creates quality jobs, expands the tax base, and diversifies the Arizona economy.

**Description:**  
 The Global Business Development team encourages retention, expansion, and location of businesses across the state. Global Business Development conducts targeted business attraction, expansion, and retention efforts focused on Arizona's key industries of opportunity, promotes international trade and investment, and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs.

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	817.6	1,875.0	1,815.6
Other Appropriated Funds	1,745.2	1,601.0	1,601.0
Other Non Appropriated Funds	339.1	374.7	374.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,901.9</b>	<b>3,850.7</b>	<b>3,790.7</b>
<b>FTE Positions</b>	<b>14.5</b>	<b>16.0</b>	<b>16.0</b>

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of substantive export and trade related technical assistance sessions provided to export-ready, growth-potential companies and individuals	250	250	275
Number of trade events (trade shows, trade missions, conferences and workshops)	129	20	20
Number of companies participating in trade events	875	875	900
Percentage of companies rating service as "important" or "very important" to the ability of their business to access foreign markets	95	85	85

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Potential foreign investors attracted to Arizona for site visits	12	8	8

◆ **Goal 3** To enhance awareness of Arizona as a premier state for business relocation and expansion activities in targeted industries that generates new company locates or expansions throughout the state

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of companies recruited to rural locations	11	10	10
Locate/expansion capital investment (in millions)	1600	500	500
Average hourly wage rate per job	23.67	19.00	19.00
Jobs created by companies utilizing Commerce Business Development programs	9814	8000	8000
Number of new company relocations, expansions	46	50	50

EPA 3.0 **Program Summary**  
**WORKFORCE DEVELOPMENT**  
 Sandra Watson, Senior Director  
 Phone: (602) 771-1215  
 A.R.S. § 41-1504

**Mission:**

*To provide state leadership that enhances and develops the Arizona workforce resulting in quality jobs, economic prosperity, and global competitiveness*

**Description:**

Workforce Development designs and implements policies and supports the implementation of a system to effectively and efficiently prepare Arizona workers for an ever changing economy. The Workforce Development team works to unify a statewide workforce development program and service delivery system with direction from the Governor's Council on Workforce Policy. The team is a key driver in crafting clear business-driven workforce development policies that expand the skilled labor pool in the state, particularly to meet the needs of key industries of opportunity. These workforce policies are carried out through the administration of the state's job training program and registered apprenticeship program.

**This Program Contains the following Subprograms:**

- ▶ Job Training
- ▶ Apprenticeship Service

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,845.0	2,861.6	2,852.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,190.2	30,664.1	30,664.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,035.2</b>	<b>33,525.7</b>	<b>33,516.4</b>
<b>FTE Positions</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>

EPA 3.1 **Subprogram Summary**  
**JOB TRAINING**  
 Sandra Watson, Senior Director  
 Phone: (602) 771-1215  
 A.R.S. §§ 41-1541 to 41-1544

**Mission:**

*To promote economic prosperity by providing qualified businesses with the resources to train and develop Arizona's workforce.*

**Description:**

The Arizona Department of Commerce Job Training Program is a job-specific reimbursable grant program that supports the design and delivery of customized training to meet specific needs of employers, create new jobs and help increase the skill and wage levels of employees in Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,668.7	2,672.8	2,672.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,778.0	30,220.1	30,220.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,446.7</b>	<b>32,892.9</b>	<b>32,893.2</b>
<b>FTE Positions</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>

- ◆ **Goal 1** To help create and retain higher paying jobs that support

emerging and base industries in every region of the State.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of companies assisted	115	120	125
Number of workers under contract to be trained	24922	15000	15000
Number of new jobs created as a result of the grant program	3520	3750	3750

EPA 3.2 **Subprogram Summary**  
**APPRENTICESHIP SERVICE**  
 Sandra Watson, Senior Director  
 Phone: (602) 771-1215  
 A.R.S. § 41-1504

**Mission:**

*To ensure a vibrant registered apprenticeship program in Arizona that will contribute to the future growth and development of a quality workforce system in Arizona.*

**Description:**

The Arizona Department of Commerce apprenticeship program assists employers in developing registered apprenticeships that address their labor needs to help them compete in the global economy. Apprenticeship programs provide structured training that combines on-the-job training with related theoretical and practical classroom instruction to prepare exceptional workers for Arizona's industry.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	176.3	188.8	179.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	412.2	444.0	444.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>588.5</b>	<b>632.8</b>	<b>623.2</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To implement an effective apprenticeship training system designed to produce highly skilled workers that support emerging and base industries in every region of the state.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of active registered programs	130	133	135
Percentage of registered programs with rural employers	39	40	40
Number of workers in registered apprenticeship programs	5130	4500	4800

EPA 4.0 **Program Summary**  
**COMMUNITY DEVELOPMENT**  
 Deb Sydenham, Assistant Deputy Director  
 Phone: (602) 771-1127  
 A.R.S. § 41-1504, 41-1515, 41-1554

**Mission:**

*To build a foundation for a healthy economy by providing coordinated technical and financial assistance to Arizona communities and local partners*

**Description:**

The Community Development team increases communities' capacity for action through planning and development of projects that improve the local economy and quality of life for current and future generations. The team provides communities with technical expertise, state leadership and modest grant monies to organize and implement locally driven community and economic development efforts. These activities prepare communities, particularly Arizona's rural communities, to have the capacity to receive advanced business development and attraction activities.

**This Program Contains the following Subprograms:**

- ▶ Small Community Development
- ▶ Greater Arizona Development Authority
- ▶ Motion Picture Development
- ▶ Energy Development and Utilization

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,074.6	8,558.4	9,218.1
Other Appropriated Funds	573.2	463.0	455.0
Other Non Appropriated Funds	6,025.7	14,135.7	13,468.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,673.5</b>	<b>23,157.1</b>	<b>23,141.6</b>
<b>FTE Positions</b>	<b>38.6</b>	<b>42.8</b>	<b>45.8</b>

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

**Mission:**

*To build the foundation for a healthy economy by providing coordinated technical and financial assistance to rural Arizona communities and local partners.*

**Description:**

The Community Development team provides technical and financial assistance to political subdivisions and community based organizations to enhance the capacity of rural communities and to promote the intelligent use of resources in economic, community and workforce development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,748.4	6,204.3	6,880.4
Other Appropriated Funds	573.2	279.0	279.0
Other Non Appropriated Funds	312.4	8,664.7	8,664.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,634.0</b>	<b>15,148.0</b>	<b>15,824.1</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>16.0</b>	<b>19.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of REDI-certified (rural) communities currently implementing local/regional economic development efforts	44	46	48
Number of active Main Street communities implementing strategic plans	17	19	19

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of public officials and community leaders educated and trained on planning, zoning, and development issues	125	120	123
Percentage of stakeholders indicating outreach materials and activities were valuable in strengthening their decision-making capacity	94	90	90

**EPA 4.2 Subprogram Summary**  
 GREATER ARIZONA DEVELOPMENT AUTHORITY  
 Lisa Danka, Assistant Deputy Director  
 Phone: (602) 771-1165  
 A.R.S. § 41-1554

**Mission:**

*To provide technical assistance and low-cost financing solutions to local infrastructure development projects.*

**Description:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	2,000.0	2,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	384.2	737.1	737.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>384.2</b>	<b>2,737.1</b>	<b>2,737.1</b>
<b>FTE Positions</b>	<b>1.3</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To increase development of public infrastructure projects by improving access to capital markets for communities with low and non-investment grade bond ratings.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Amount of financial assistance (in millions) loaned to cities, towns, counties, and special districts	76.6	80	80
Amount of savings (in thousands) for cities, towns, counties, tribes, and special districts from participation in the GADA program over private financing	1281	1400	1500

**EPA 4.3 Subprogram Summary**  
 MOTION PICTURE DEVELOPMENT  
 Jaye O'Donnell, Senior Director  
 Phone: (602) 771-1124  
 A.R.S. §§ 41-1504 et. seq.

**Mission:**

*To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide*

**Description:**

The Arizona Department of Commerce Film Office works to promote and develop the Visual Arts Industry, and all of its components, throughout the State. It acts as a central point of contact to ensure that all of Arizona benefits from a strong Visual Arts Industry. The Film Office's primary activities are to build the industry through collaborative partnerships with local film offices and industry groups, provide professional and timely assistance to film, television, and multimedia customers, work with government entities to streamline the production process, and promote the state as a great place to do business through unique branding, comprehensive web presence, and direct customer relationship building.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	326.2	354.1	337.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23.8	25.0	25.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>350.0</b>	<b>379.1</b>	<b>362.7</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1** To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of projects attracted or facilitated	65	75	75

EPA 4.4 **Subprogram Summary**  
 ENERGY DEVELOPMENT AND UTILIZATION  
 Jim Arwood, Senior Director  
 Phone: (602) 771-1144  
 A.R.S. §§ 41-1504 et. seq.

**Mission:**

*To provide leadership on policy and programs that drive Arizona's sustainable energy development, economic prosperity, and security*

**Description:**

The Energy Office works in partnership with local governments, utilities, and other public and private organizations to implement and facilitate programs that will increase the efficient use of energy resources to ensure that energy resources remain available, reliable and affordable.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	184.0	176.0
Other Non Appropriated Funds	5,305.3	4,708.9	4,041.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,305.3</b>	<b>4,892.9</b>	<b>4,217.7</b>
<b>FTE Positions</b>	<b>16.3</b>	<b>17.8</b>	<b>17.8</b>

◆ **Goal 1** To strengthen existing and build new partnerships with government entities, businesses and industry, and community groups that result in sustainable energy development, economic prosperity, and security.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Estimated present value of energy/dollars saved (in millions) by encouraging the incorporation of building science principles	170	180	180
Number of rural communities participating in the MEMP/CEP program	31	30	30

RGA 0.0 **Agency Summary**  
 REGISTRAR OF CONTRACTORS  
 Fidelis Garcia, Director  
 Phone: (602) 542-1525  
 A.R.S. § 32-1101

**Mission:**

*To promote quality construction by Arizona contractors through a licensing and regulatory system designed to protect the health, safety, and welfare of the public.*

**Description:**

The agency licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors. It administers the Residential Contractors Recovery Fund, designed to reimburse residential property owners for improper workmanship by licensed residential contractors.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ REGULATORY AFFAIRS	10,614.6	15,597.7	11,908.5
➤ RECOVERY FUND	6,247.3	6,371.0	6,607.0
<b>Agency Total:</b>	<b>16,861.9</b>	<b>21,968.7</b>	<b>18,515.5</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,614.6	15,597.7	11,908.5
Other Non Appropriated Funds	6,247.3	6,371.0	6,607.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,861.9</b>	<b>21,968.7</b>	<b>18,515.5</b>
<b>FTE Positions</b>	<b>148.8</b>	<b>154.8</b>	<b>154.8</b>

**Strategic Issues:**

**Issue 1 Efficient Delivery of Services**

Current agency procedures for issuing and renewing licenses, investigating complaints, and providing financial reimbursement through the Recovery Fund are labor-intensive and lengthy in duration. To the extent possible under statute, and with respect for the legal requirements to ensure due process, the agency will identify and implement ways to streamline and simplify these operational processes to serve the public in a more timely manner.

**Issue 2 Technology Resources**

Based on the ROC's recently completed business technology assessment, the agency will develop an implementation plan to replace its 30-year-old COBAL based information technology (IT) and communication systems, thereby providing opportunities for re-engineering appropriate business processes throughout all areas of the agency. Implementation and integration of these systems will provide faster, more efficient customer service to the public as well as enhance staff efficiency by reducing duplication of effort and shortening time spent on various data-gathering and verification tasks.

**Issue 3 Business Continuity Plan**

In the event of emergency or disaster conditions resulting from natural, technological, or human-caused conditions, it is likely that the recovery period will involve a massive effort to construct and rehabilitate buildings and infrastructure. It is therefore critical that the ROC review, update, and continue to maintain its Business Continuity Plan (BCP) to ensure that it will facilitate that effort, including having the appropriate technology to ensure that ROC employees will be able to work, communicate with individuals inside and outside the agency, and access ROC data from a variety of alternative remote locations if necessary.

**Issue 4 Human Resource Management**

In light of the continued population growth and corollary construction needs predicted for Arizona well beyond the scope of this Strategic Plan, the agency will develop a human resources plan directed at recruitment and retention of employees with the skills, ability, and motivation to provide timely, professional service to our stakeholders statewide. Components of a strategically successful human resources plan for the ROC include, but are not limited to, the following: adequate staffing levels in the Phoenix and field offices, strategically located field offices, optimal organization structure and staff reporting relationships, effective internal communication processes, a competitive and equitable compensation program, and performance measures reflecting current department and program goals in support of the agency's mission.

RGA 1.0

**Program Summary**

REGULATORY AFFAIRS

Wilma Himel, Assistant Director Administration  
 Phone: (602) 542-1525  
 A.R.S. § 32-1101

**Mission:**

*To protect the health, safety, and welfare of the public by ensuring regulations and workmanship standards governing residential and commercial construction are being enforced and to maintain high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.*

**Description:**

The program licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,614.6	15,597.7	11,908.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,614.6</b>	<b>15,597.7</b>	<b>11,908.5</b>
<b>FTE Positions</b>	<b>138.8</b>	<b>144.8</b>	<b>144.8</b>

- ◆ **Goal 1** To perform a substantive review of each applicant's qualifications for licensure to ensure that licenses are issued only to qualified contractors

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of contractors licensed in state	58,559	60,262	62,644
Percent of licensing customers indicating they received excellent service	93	93	93

- ◆ **Goal 2** To provide quality and timely service to the customer in the investigation of complaints against persons found to be in violation of contracting or related laws or regulations of the State of Arizona.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of complaints received - unlicensed contractors	2,165	2,202	2,269

- ◆ **Goal 3** To rapidly resolve complaints filed against licensed contractors, and enforce the laws, regulations, and standards governing construction contracting in a timely, fair and uniform manner.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total inspections conducted	16,876	17,508	17,508
Percent of inspections customers indicating they received excellent service	81	84	84

maintaining high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.

- ◆ **Goal 4** To improve internal operational efficiency; enable timely generation of reports, electronic sharing of data, and exchange of information with other State agencies and departments; support the agency's Disaster Recovery Planning for IT portion of the Business Continuity Plan; and serve the public in a timely and professional manner appropriate for a public service agency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Incoming telephone calls	315,173	362,725	370,389

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of unique visitors to agency website.	522,121	524,361	575,224

- ◆ **Goal 5** To process cases referred to the Office of Administrative Hearings timely with a skilled, competent, and professional staff, to the extent possible under statute, and with respect for the legal requirements to ensure due process while maintaining high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases resulting in a Citation for Hearing	3,960	4,109	4,420
Total number of disciplinary license revocations and suspensions	1,805	1,662	1,724

- ◆ **Goal 6** To reduce workforce personnel turnover in all positions agency-wide.

RGA 2.0 **Program Summary**

RECOVERY FUND

Wilma Himel, Budget & Planning Officer  
 Phone: (602) 542-1525  
 A.R.S. § 32-1131

**Mission:**

*To provide a measure of reimbursement to consumers who have been injured by an act, representation, transaction or conduct of a licensed residential contractor.*

**Description:**

The Residential Contractors Recovery Fund was established to assist persons, who have hired licensed residential contractors, in the recovery of monetary damages as a direct result of a violation by the contractor. The fund pays a maximum of \$30,000 for a violation. The maximum payout per residential contractor's license is \$200,000.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,247.3	6,371.0	6,607.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,247.3</b>	<b>6,371.0</b>	<b>6,607.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

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

CCA 0.0 **Agency Summary**  
 CORPORATION COMMISSION  
 Brian C. McNeil, Executive Director  
 Phone: (602) 542-3931  
 Arizona Constitution Article XV, A.R.S. § 40-101 et seq.

**Mission:**

*To exercise exclusive state regulatory authority over public service corporations (public utilities) in the public interest; to grant corporate status and maintain public records; to ensure the integrity of the securities marketplace; and to foster the safe operations of railroads and gas pipelines in Arizona.*

**Description:**

The Corporation Commission was established by Article 15 of the State Constitution and is composed of five elected commissioners. Commissioners are currently serving terms which expire in 2006 or 2008. As of the 2006 election, all seats will be four year terms. Staffing is provided in seven divisions, each headed by a director serving under the Commission's Executive Director, who is the chief executive officer and responsible for the day-to-day operations of the divisions. The Commission's primary responsibilities include reviewing and establishing public utility rates, regulating the sale of securities, and administering the Arizona Corporations Code. The Commission also serves as the repository of corporate annual reports and other publicly available documents filed by corporations in accordance with state law.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	2,823.8	2,986.5	2,838.8
➤ HEARINGS	1,242.1	1,614.7	1,556.9
➤ CORPORATIONS	5,963.4	6,800.0	5,812.7
➤ SECURITIES	5,627.9	6,246.6	5,940.4
➤ RAILROAD SAFETY	581.2	602.6	877.2
➤ PIPELINE SAFETY	1,484.4	1,861.6	1,755.8
➤ UTILITIES	6,187.8	6,707.6	6,447.3
➤ LEGAL	1,706.7	2,015.3	1,947.2
➤ INFORMATION TECHNOLOGY	2,757.5	3,334.0	3,681.5
<b>Agency Total:</b>	<b>28,374.8</b>	<b>32,168.9</b>	<b>30,857.8</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	5,474.1	5,857.4	5,837.4
Other Appropriated Funds	21,218.5	23,453.3	22,970.6
Other Non Appropriated Funds	1,682.2	2,858.2	2,049.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>28,374.8</b>	<b>32,168.9</b>	<b>30,857.8</b>
<b>FTE Positions</b>	<b>320.3</b>	<b>323.3</b>	<b>334.3</b>

**Strategic Issues:**

**Issue 1 Agency needs further modernization of its processes and service delivery to keep up with the rapid population growth of the constituency it serves.**

There are increasing demands on existing resources due not only to rapid population growth, but from the growing number of difficult and complex issues the Commission is required to hear and rule upon. For example, the transition to competition in the telecommunications industries has resulted in the explosive growth in numbers of entities the Commission regulates. In addition, the Telecom Act of 1996 (TA96) imposes and delegates certain obligations on the Commission. These obligations and delegations require the Commission to arbitrate/mediate various issues that arise from

interconnection agreements. This has led to an increase in applications for arbitration between and among companies. In the long term, there will be a natural exiting of market participants due to competitive pressures and Commission resources may be sufficient. A similar transition in the electric industry has not occurred as previously expected. For various reasons, including the vacating of large portions of the electric competition rules by the courts, retail competition has not developed in the Arizona electric industry. Because of this the Commission has had to process traditional rate cases for electric utilities. Additionally, because of developments in the natural gas and wholesale electric power markets, the Commission has had to enhance its oversight of the actions of regulated utilities that participate in or may be impacted by market related activities. Also, the Commission has identified revamping the resource planning process in Arizona and complying with the requirements of the Federal Energy Policy Act of 2004 as priorities.

**Issue 2 Agency needs to develop and strengthen its human resources.**

In order to keep pace with increasing overall demands on existing Commission resources, the Agency needs to continue to fill critical vacant positions with quality personnel. In addition, the Commission needs to retain the valuable personnel currently on staff. Finally, the Commission should constantly seek to improve the abilities and capabilities of its personnel through on-going training and equipment (hardware and software) support.

CCA 1.0 **Program Summary**  
 ADMINISTRATION  
 Michael Kearns, Administration Division Director  
 Phone: (602) 542-0657  
 A.R.S. § 40-105

**Mission:**

*To provide the executive leadership and decision-making authority for the timely resolution of matters coming before the Commission. To plan, coordinate and direct the administrative and fiscal activities necessary to support the Commissioners and all divisions of the Commission.*

**Description:**

The Administration Division is composed of the five elected commissioners and their staffs, the Executive Director's Office and the administrative functions, which provide the fiscal and administrative services necessary to support all divisions of the Corporation Commission. The chief executive officer of the Commission is the Executive Director, who serves at the pleasure of the Commissioners. He is assisted by the Administration Division Director (Deputy Executive Director), who oversees the administrative and fiscal functions of the Commission. The business office provides accounting, payroll, purchasing, and personnel support for the entire Commission.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,180.7	1,243.4	1,208.5
Other Appropriated Funds	1,643.1	1,743.1	1,630.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,823.8</b>	<b>2,986.5</b>	<b>2,838.8</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of open meetings held	98	100	110
Agenda items considered	570	600	650
Claims processed/warrants issued	2,754	3,000	3,000
Revenue deposited with the Treasurer (in millions)	57	65	70



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Purchase orders issued	567	600	600

**CCA 2.0** **Program Summary**  
HEARINGS

Lyn A. Farmer, Chief Hearing Officer  
Phone: (602) 542-4250  
A.R.S. § 40-243 to 40-255

**Mission:**

*To preside over administrative hearings and procedural conferences concerning complex utility and securities matters, and to write and submit Proposed Opinion and Orders for the Commissioners' consideration at Open Meeting.*

**Description:**

The Hearing Division exercises the Commission's authority to hold public evidentiary hearings on matters involving the regulation and deregulation of public service corporations, the sale of securities and the registration of non-municipal corporations. Under the direction of the presiding hearing officer, the proceedings are conducted on a formal basis through the taking of direct testimony, the cross-examination of witnesses, the admission of documentary and other physical evidence, and the submission of oral arguments or post-hearing briefs. The Division is also responsible for Commission record-keeping through its Docket Control Center.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	18.9	18.9	18.9
Other Appropriated Funds	1,223.2	1,595.8	1,538.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,242.1</b>	<b>1,614.7</b>	<b>1,556.9</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Rehearings granted - Hearing Officer's error	0	0	0
Procedural Orders issued	517	550	550
Proposed Orders issued	177	200	200

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Open Meeting items processed	1,053	1,100	1,150
Filings docketed (in thousands)	11.4	13	14
Number of Decisions	930	1,000	1,100

**CCA 3.0** **Program Summary**  
CORPORATIONS

Linda Fisher, Director  
Phone: (602) 542-3521  
A.R.S. Title 10

**Mission:**

*To approve corporate names and grant corporate or limited liability company status to companies organizing under the laws of the State of Arizona; to issue licenses to foreign corporations and limited liability companies who wish to transact business in this State; to collect annual reports from all corporations of record; and to maintain these files for the benefit of public record and service of process.*

**Description:**

The Corporations Division is comprised of seven areas (Annual Reports, Corporate Filings, Name Reservations, Corporate Records, Certifications, STARPAS/MIS, and Administration). The Division also provides staffing for the Tucson office of the Corporation Commission to serve the residents of Southern Arizona. The Corporations Division has limited investigatory powers and no regulatory authority.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers, consolidations, withdrawals, and dissolutions for Arizona businesses; approves corporate names; approves all articles of organization for limited liability companies (LLC); grants authority to foreign corporations transacting business in this State; verifies that public record publishing requirements are met; approves documents for corporations that are winding-up operations; propounds interrogatories, when necessary, to determine a company's lawful purpose; and revokes the authority of foreign corporations in Arizona or administratively dissolves the charters of Arizona corporations which do not comply with Arizona law.

The Division collects an annual report from for-profit corporations reflecting their current statutory agent, corporate address, amount of stock issued, lists of officers and directors, Certificate of Disclosure, Statement of Bankruptcy, and principle businesses. Non-profit corporations are also required to file an annual report and, additionally, must include a statement of financial disclosure. The Division updates the public record with information provided by the annual report and when it receives notice of corporate address change or statutory agent change. The Division must maintain this information in a data format conducive to public access; respond to public questions concerning Arizona businesses and corporation law; and respond to the needs of the business sector by disseminating whatever information is mission-critical to them. The Division has limited investigatory powers and no regulatory authority. However, the Articles of Incorporation of an Arizona corporation may be administratively dissolved if certain statutory requirements are not met. Likewise, the authority of a foreign (non-Arizona) corporation to transact business in Arizona may be revoked. The Division acts as an agent for Arizona corporations and limited liability companies whenever either entity does not maintain a statutory agent or when the agent cannot be located. In these instances, services of process directed to the Commission are accepted and processed by the Records Section. The Division also works extensively with other governmental agencies, such as Banking, Insurance, Real Estate and the Secretary of State to ensure consistency between agencies relative to filing requirements. Law enforcement agencies such as the Attorney General, FBI and IRS rely upon records obtained from the Division.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,501.4	3,037.9	2,842.0
Other Appropriated Funds	2,177.7	2,376.6	2,334.3
Other Non Appropriated Funds	1,284.3	1,385.5	636.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,963.4</b>	<b>6,800.0</b>	<b>5,812.7</b>
<b>FTE Positions</b>	<b>79.5</b>	<b>79.5</b>	<b>86.5</b>

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

◆ **Goal 1** To provide customers with timely processing of their business documents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent expedited achieved within 5 business days	70.5	90	90
Percent regular achieved within 30 business days	75.2	90	90
Range of days to process expedited requests - corporate filings	1-7	2-4	2-4
Range of weeks to process regular requests - Corporate Filings	3-6	3-5	3-5
Total active corporations and Limited Liability Corporations recorded	480,465	552,000	632,000
Total filings	239,427	311,000	404,000
Corporate filings rejects	13,595	14,275	13,500
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average turnaround time (days) for normal Annual Reports	46	35	30
Average turnaround time (days) for expedited Annual Reports	1-3	1-3	1-3
Annual reports mailed	158,496	165,000	180,000
Duplicate annual reports mailed	9,950	8,000	6,000
Annual reports filed	152,681	157,000	163,000
Rejected documents- Annual Reports	29,948	31,000	29,000
Reports rejected as percent of mailed	18.0	18.0	18.0
Number of e-filed Annual Reports	27,685	31,000	60,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Number Offered - Corporate Filings	19,269	15,269	10,269
Total Answered-Corporate Filings Section	11,216	12,000	8,269
Total Number Offered - Records Section/ call center	127,666	133,000	153,000
Total Answered- Records Section/ call center	93,356	106,000	122,000
Total Number Offered - Annual Reports	32,147	32,147	21,000
Total Answered-Annual Reports Section	30,188	30,000	19,000
Tucson Office Calls Answered	49,500	47,000	45,000
Division-wide incoming calls for corporate filings and records, annual reports, MIS help desk and Tucson office	228,582	227,416	229,269
Division-wide calls answered	184,260	195,000	194,268
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to process expedited - Records Section	1-2	1-2	1-2
Days to process regular - Records Section	3-5	2-3	2-3
Mail and counter orders	20,637	24,000	28,000
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of web site hits (in thousands)	47,249.8	60,000	70,000
Number of main corporation database hits on web site (in thousands)	28,003	36,000	44,000
Corps. Homepage hits	942,864	2,500,000	2,600,000
Corp. Filings Forms/Instructions (in thousands)	2,368	2,500	2,700
Number of Annual Report image downloads (in thousands)	8,073.5	11,000	15,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total mail received - division wide	209,112	201,000	190,000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Initial Processing Section documents scanned	318,135	348,000	340,000
Special handling retrievals - all sections	16,190	12,000	9,000
Division checks processed	213,528	237,000	230,000

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General in-house class hours	1,604.5	1525	1525
Class hours per full-time equivalent (FTE)	20.5	19.5	19.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Overall satisfaction score	7.2	7.5	7.7

**Program Summary**

**CCA 4.0**

**SECURITIES**

Matthew Neubert, Director  
 Phone: (602) 542-0605  
 A.R.S. §§ 44-1801 to 44-2041

**Mission:**

*To ensure the integrity of the securities marketplace through investigative actions as well as the registration and/or oversight of securities, securities dealers and brokers, investment advisers and their representatives; to enhance legitimate capital formation; and to minimize the unnecessary burden and expense of regulatory compliance by legitimate businesses.*

**Description:**

The Division consists of four sections: Registration and Compliance, General Counsel, Enforcement, and Administrative Support. The Division reviews prospective offerings of securities to ascertain that full and fair disclosure is made to potential securities investors and that the terms of offerings are not inherently fraudulent. Securities dealers and salespersons are required to register with the Division. Investment advisers and their representatives are required to be licensed by the Division unless exempt. The Division reviews these applications and monitors the conduct of dealers and salespersons, investment advisers and their representatives; investigates possible violations; where the evidence warrants, brings administrative, civil or criminal enforcement actions; and conducts programs to educate investors to protect themselves and industry on compliance with statutory and regulatory requirements.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	944.3	992.5	927.1
Other Appropriated Funds	4,640.2	4,192.1	4,010.6
Other Non Appropriated Funds	43.4	1,062.0	1,002.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,627.9</b>	<b>6,246.6</b>	<b>5,940.4</b>
<b>FTE Positions</b>	<b>63.3</b>	<b>63.3</b>	<b>63.3</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications/filings	21,405	20,000	20,000
Registrations/exemptions	23,503	21,000	21,000
Exemptions (Rule 126)	1,923	1,750	1,750
Pre-Filing Conference	0	4	4
Number of months required to review applications	1.5	1.5	1.5
Other Exemptions	175	125	125

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Name Changes	2,139	2,000	2,000
Dealer Examination	29	30	30
Dealer Registration	2,169	2,000	2,000
Salesman Registration	149,741	145,000	145,000
IA Registrations	381	350	350
IAR Registrations	3,732	3,000	3,000
IA Examinations	17	43	43
Public Educational Programs	58	55	55
Legislative Initiatives	0	0	0
No Action Letters	0	3	3
Regulatory Initiatives	2	2	2
Training Programs	6	8	8
Legal Research & Analysis Projects	82	80	80

CCA 5.0	<b>Program Summary</b>
	<b>RAILROAD SAFETY</b>
Brian Lehman, Supervisor	
Phone: (602) 262-5601	
A.R.S. §§ 42-201 et. seq.	

◆ **Goal 2** To reduce the public investor losses and protect Arizona's reputation from damage caused by fraudulent sales and services peddled to victims by unlicensed and unregistered frauds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints	173	250	250
Enforcement action: investigations initiated	25	45	45
Enforcement action: subpoenas issued	440	300	300
Commission Order: Cease and Desist	25	35	35
Commission Order: Fines- Respondents	27	50	50
Commission Order: Restitution - Respondents	20	40	40
Civil Cases - initiated	4	5	5
Criminal Cases (Indictments) - True Bills	26	7	7
Civil Proceedings: Closed	3	3	3
Civil Proceedings: Open at Year End	8	5	5
Total Examinations Under Oath	62	55	55
To Hearing	2	5	5
Administrative Proceedings: Number Respondents	57	45	45
Administrative Proceedings: Initiated	20	20	20
Civil Proceeding Initiated : Number Defendants	26	10	10
Number Criminal Defendants - Indicted	26	10	10
Criminal Restitution Orders	11	8	8
Defendants Pleas and Convictions	10	8	8
Investigations Closed	22	25	25
Investigations Open at Year End	71	70	70
Number Respondents: Commission Orders	57	65	65

**Mission:**

*To ensure that the citizens of Arizona as well as railroad employees throughout the State have a Railroad System that is operated and maintained in as safe a manner as possible.*

**Description:**

The Railroad Safety Section is responsible for inspection activities on both intrastate and interstate railroads operating in Arizona. Inspection activities are carried out under the authority of the federal government, which is conveyed to the Commission's Railroad Safety program by way of an Interagency Agreement between the Commission and the Federal Railroad Administration (FRA). It is through this agreement that the Commission's Rail Safety Staff obtains the authority to fulfill its mission objectives.

Under the terms of the agreement, Commission Inspectors must be FRA certified before they can function as such. FRA has separated all inspector positions into five "disciplines". Those are: Motive Power and Equipment (MP&E), Signal and Train Control Devices (S&TC), Hazardous Materials (HM), Track, and Operating Practices (OP). Each inspector, based on his or her qualifications, specializes in one of these disciplines, eventually being certified by FRA. Once certification is in place, the inspector conducts in that discipline, informing the railroad of any defects that are found. Defects must be corrected and verified by a re-inspection. If the inspector finds that the defects were not corrected and no effort was made to address the problem, he/she may submit a federal violation against the company.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>General Funds</b>	544.9	564.7	840.9
<b>Other Appropriated Funds</b>	36.3	37.9	36.3
<b>Other Non Appropriated Funds</b>	0.0	0.0	0.0
<b>Federal Funds</b>	0.0	0.0	0.0
<b>Program total</b>	581.2	602.6	877.2
<b>FTE Positions</b>	7.0	7.0	9.0

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Miles of railroad track inspected	1,338	1,300	1,300
Freight cars inspected	3,803	4,000	4,000
Locomotive units inspected	106	175	175
Operating practices inspections	196	90	90
Hazardous materials inspections	3,349	3,000	3,000
Grade crossing inspections	490	450	450
Industrial spur track inspections	27	40	40
Federal violations filed	42	30	30
Deraillments	36	30	30
Number of grade crossing accidents	41	35	35
Other accidents	3	20	20
Grade crossing complaints	27	35	35
Other complaints	10	25	25
Operation Lifesaver presentations	2	5	5
HazMat Accidents/Incidents	18	25	25

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Grade crossings improved	14	40	20
New Grade Crossings Installed	1	3	3
Signal & Train control inspections	29	40	40
Signal system components inspected	1,003	1,000	1,200

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**CCA 6.0** **Program Summary**  
**PIPELINE SAFETY**  
 Robert Miller, Supervisor  
 Phone: (602) 262-5601  
 A.R.S. §§ 42-201 et. seq.

**Mission:**

*To enforce federal and state pipeline safety regulations and to provide training and guidance to pipeline operators to ensure safe operation of pipeline facilities. To enforce the Arizona Underground Facilities Law and to provide training to facility owners and excavators in an attempt to reduce damage to underground facilities and to eliminate personal injuries and deaths associated with underground facilities.*

**Description:**

The Pipeline Safety Office maintains staff in Phoenix, Tucson, Prescott, and Flagstaff. The Office has the responsibility for the inspection of all intrastate pipeline operators within the State of Arizona. The Office also has the responsibility to enforce the Arizona Underground Facilities Law and to provide training to facility owners and excavators. The Office conducts training classes for operators of master meter gas systems and maintains a natural gas equipment loan out program to assist them in complying with Pipeline Safety regulations.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,215.8	1,450.9	1,345.1
Other Non Appropriated Funds	268.6	410.7	410.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,484.4</b>	<b>1,861.6</b>	<b>1,755.8</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Fines collected (in thousands)	47.2	50	50
Total intrastate inspections	101	100	100
Violations: Intrastate (major operators only)	74	75	80
Violations: Master Meter	1,264	1,650	1,700
Total master meter inspections	1,634	1,650	1,700
Total number code compliance inspections	1,735	1,800	1,800
Total Bluestake violations written	209	250	250
Random Bluestake inspections	65	70	70
Seminars/Public awareness meetings held	31	33	33
Investigated incidents	384	400	400
Total number of Interstate pipeline safety violations	0	0	0
Total interstate inspections	30	30	30

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total intrastate violations corrected (major operators only)	99	100	100
Major pipeline operators training classes held	1	1	1
Master Meter training classes held/persons attending	18/304	18/325	18/350
Bluestake training classes held/persons attending	31/2,415	31/2,500	31/2,500
Total master meter violations corrected	1,667	1,700	1,800

◆ **Goal 3** To receive and maintain an interagency agreement with the Federal Dept. of Transportation to ensure safe operations of interstate pipeline.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Renewal of interstate agreement for gas and liquid	2	2	2

◆ **Goal 4** To maintain and improve the professional skills of the ACC pipeline staff.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Development/updates of training courses for staff	5	5	5

**CCA 7.0** **Program Summary**  
**UTILITIES**  
 Ernest Johnson, Director  
 Phone: (602) 542-4251  
 A.R.S. § 40-201 et. seq.

**Mission:**

*To conduct research and analysis and provide recommendations to the elected commissioners on all matters relating to the regulation of public service corporations (public utilities) under the state constitution and statutes to ensure their actions are consistent with the public interest.*

**Description:**

The Utilities Division carries out its responsibilities through five organizational sections: 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,101.9	6,707.6	6,447.3
Other Non Appropriated Funds	85.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,187.8</b>	<b>6,707.6</b>	<b>6,447.3</b>
<b>FTE Positions</b>	<b>72.0</b>	<b>72.0</b>	<b>72.0</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Utilities regulated	754	750	750
Rate cases completed	24	30	30
Tariff applications processed	410	500	500

◆ **Goal 2** To promote the transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition while ensuring safe and reliable service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
CLEC applications filed	12	20	20
Reseller applications filed	45	45	45
ESP applications filed	9	15	18
Certifications processed: CLECs	4	10	10
Certifications processed: Resellers	45	40	40
Certifications processed: ESPs	0	4	5

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

CLEC interconnection agreements processed	166	170	170
Unbundled tariff cases completed	0	2	2
Stranded cost cases completed	0	1	1
Open Meeting Items processed (Util. Only)	93	80	80

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Consumer complaints/requests submitted electronically	7,060	8,000	8,500

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of public awareness functions	25	30	30
Number of water workshops	1	4	4
Number of electric workshops	8	10	10

**CCA 8.0 Program Summary**  
LEGAL

Chris Kempley, Chief Counsel  
Phone: (602) 542-6025  
A.R.S. § 40-106

**Mission:**

*To provide legal representation to the Corporation Commission in the performance of all of its powers and duties, except for matters pertaining to the activities of the Securities Division.*

**Description:**

Matters handled by the Legal Division fall into five general categories: Commission dockets; federal regulatory dockets; litigation; other administrative matters; and special projects. The Legal Division represents the Commission in all matters relating to public utility rate setting, and in other areas not associated with the Securities Division. Securities-related legal cases are litigated by the Attorney General's Office.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,706.7	2,015.3	1,947.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,706.7</b>	<b>2,015.3</b>	<b>1,947.2</b>
<b>FTE Positions</b>	<b>19.5</b>	<b>20.5</b>	<b>20.5</b>

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Education and training expenditures	16,800	30,016	30,016
Attorney legal education classes completed	11	24	24
Job-related education classes for attorneys	53	44	44
Classes completed: job-related education for support staff	33	8	8
Classes completed: other education	0	10	10
Expenditures on advanced research tools	28,395	33,534	33,534

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Docketed matters handled	751	905	905
Administrative hearing days handled by the Legal Division	329	407	407

Orders to Show Cause prepared by the Legal Division	7	9	9
Formal complaints prepared by the Legal Division	7	9	9
Discovery/Data Requests/ Responses/ Oppositions prepared	390	315	315
Motions, Briefs, & others Pleadings prepared	338	357	357

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Commission actions appealed to courts	8	10	10
Motions, briefs and other pleadings filed in courts	41	52	52

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Open/Special Open Meetings attended by Legal counsel	58	55	55
Line Siting hearing days attended by counsel	30	10	10
Commission Staff Meetings attended by counsel	10	25	25
Commission hearing days attended by counsel	329	407	407

**CCA 9.0 Program Summary**  
INFORMATION TECHNOLOGY

Clark Lathrum, IT Division Director  
Phone: (602) 542-0671  
A.R.S. § 40-105 (B)(2)

**Mission:**

*To provide accurate, efficient and timely technology design, development, implementation, communications and maintenance support services to the agency and its respective divisions in support of their missions and objectives.*

**Description:**

The Information Technology Division provides technology services and support such as application development, network services, hardware support and project management for the entire Commission.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	283.9	0.0	0.0
Other Appropriated Funds	2,473.6	3,334.0	3,681.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,757.5</b>	<b>3,334.0</b>	<b>3,681.5</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>21.0</b>	<b>23.0</b>

◆ **Goal 1** To provide electronic interaction effectively with the public and other governmental entities. To Implement effective protocols, software and communication with the public to allow them to retrieve and submit data, forms, and all other documents.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of databases accessible via the Internet	3	4	4
Number of website accesses ("hits") to databases (starting in FY07 in millions)	30	35	37

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of filings submitted electronically to the ACC (in thousands starting in FY07)	110.6	150	200
Streaming Audio listening time hours (in thousands starting in FY 07)	20.5	21	21

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of accesses to agency intranet pages (in thousands starting in FY07)	780	600	600

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of staff in attendance at IT-related training classes	215	225	250

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of staff in attendance at formal IT-related security classes	90	100	100

DCA 0.0 **Agency Summary**  
 DEPARTMENT OF CORRECTIONS  
 Dora B. Schriro, Director  
 Phone: (602) 542-5497  
 A.R.S. § 41-1602

assess each unit's compliance with policies and procedures and ensuring all employees are proficient in their performance of core correctional competencies improves the department's execution of its core security practices. Eliminating idleness by moving towards full employment of the population and productive use of leisure time mitigates the impact of overcrowding further improving public safety now. During FY 2007, all complexes completed peer review assessments and achieved significant compliance with department policies, resulting in a 84% reduction in peer assessment negative findings over the past three years. Today, 99% of all correctional officers and 96% of all correctional supervisors demonstrate mastery of key corrections competencies.

**Mission:**

*To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for their release and reintegration in the communities of Arizona as civil, productive citizens.*

**Description:**

The Department serves and protects the people of the state of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community in keeping with the field's best practices, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding and productive as they serve their sentences and later, when they are released.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ PRISON OPERATIONS AND SERVICES	853,081.5	992,149.4	1,161,186.2
➤ COMMUNITY CORRECTIONS	15,169.0	17,342.5	17,342.5
➤ ADMINISTRATION	30,692.3	30,002.9	39,566.0
<b>Agency Total:</b>	<b>898,942.8</b>	<b>1,039,494.8</b>	<b>1,218,094.7</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	815,046.2	910,277.2	1,091,453.7
Other Appropriated Funds	39,582.9	52,717.4	50,140.8
Other Non Appropriated Funds	44,313.7	76,500.2	76,500.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>898,942.8</b>	<b>1,039,494.8</b>	<b>1,218,094.7</b>
<b>FTE Positions</b>	<b>9,884.4</b>	<b>9,913.4</b>	<b>10,676.7</b>

**Strategic Issues:**

**Issue 1 Improve public safety now through facility and field operations, employing Corrections' best practices.**

**STRATEGIC ISSUE 1:**

During FY 2007, ADC admitted 20,910 offenders of which, 52% were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 32,856 and an inmate count of 37,088, ADC ended the fiscal year with a deficit of 4,232 permanent beds, operating at 113% of its capacity on June 30, 2007. Focused efforts toward programming the population resulted in 70% of the population productively engaged on a full and part time basis at the end of FY 2007. The impact of increasing school, work and treatment and improving supervision strategies on the department's ability to confine inmates and supervise offenders on community supervision has improved its operations since FY 2003 reducing inmate-on-inmate assaults 37% and inmate-on-staff assaults 51%, cutting inmate grievances 17% and inmate lawsuits filings 42%, and lowering technical violations 52%. To efficiently and effectively operate a corrections system whose prisons are overcrowded and community corrections bureau is short on intermediate sanctions, all staff at every work location presses for excellence, striving to comply in full with department policy and procedure, performing their duties professionally, proficiently. Participating in peer-review teams to

**Issue 2 Improve public safety later by reducing offenders' relapse, revocation and recidivism.**

During FY 2007, 52% of all felons admitted to ADC were committed or returned to custody as a result of technical violations of community supervision or readmitted after the Court's revocation of probation or the Board of Executive Clemency's revocation of parole. The remaining 48% of last year's admissions were sentenced by the court for new felony offenses only 23% in this group, were first-time felons with 11% of them sentenced for non-violent crimes, and just 5% as first-time, non-violent, drug offenders.

Most inmates admitted to ADC last year – 82% of the total prisoner population – have criminal histories including prior arrests, jail time and/or suspended sentences to probation. While 42% or so of the inmate population reported at Intake that they were under the influence of drugs or alcohol at the time of their arrest, 73% were determined to need substance abuse treatment services, 40% need intensive treatment and 33% moderate treatment. Further, 46% of the population admitted in FY 2006 had not completed high school and did not possess a GED, the majority of which – 51% – performed academically below grade 8.

By and large, the ADC inmate population failed to perform as civil (law abiding) or productive (literate, sober, employed) citizens in the community. Now sentenced to ADC, inmates serve on average about 19 months in prison but a considerable number – 40% of all releases in FY 2007 – served less than six months confined. The rest – 60% last year – only served about 29 months. While many – about 68% – have about four to eight months to finalize release plans on community supervision, 19% completed their sentence in prison. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, the department's approach to pre-release preparation begins day-1 of incarceration and continues through the last day of the sentence and includes transition-specific services starting six or more months prior to release. The ADC overall re-entry initiative incorporates Parallel Universe; a comprehensive approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives.

The department's implementation of Parallel Universe is captured in two expressions, "5x5" and "7x3x3." The first, "5x5," refers to the department's application of its new classification system in which inmates are rated from low (1) to high (5) risk and need and prioritized for assignments to school, work and treatment, those with six or months to serve and at greater risk of failure served sooner and longer. The second, "7x3x3," represents the expectation that all inmates are productively engaged seven days a week in three kinds of activities during the work day and leisure hours – full time work (including school and treatment) during the work day and self-improvement, community service and family activities when not working – and that over time, their conditions of confinement improve through a three-tiered system of earned incentives when they remain violation free and productively engaged.

The impact of Parallel Universe, an integrated effort imbued with real-world expectations, is measurable. Over the past four years, 10,951 inmates have earned a high school equivalency diploma and in FY 2007, ADC graduates represented a full 27.1% of the state's total GED recipients. Sustained efforts to stabilize parolees are making a real difference, too. Since FY 2003, the number of revocations of offenders on community supervision for technical reasons has dropped 52.1%. Indicators of our initiative's efficiency are as impressive as those measuring its effectiveness. The department's correctional industries (ACI) generated \$26.7 million in sales last year; its

profits reinvested in programs services for the population. The money was well spent. More than 105% of all classroom seats and over 95.5% of treatment slots were fully utilized. Increasingly, when the vast majority, 96% of all ADC inmates serving a term of years, are released they are far better prepared than before to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.

**Issue 3 Recruit, retain, and recognize excellent ADC staff that represents this flagship agency.**

ADC employs 9,501 excellent employees who diligently serve Arizona. The department is resolved that the state matches our employees' efforts and expresses its appreciation for the contributions of the ADC workforce with competitive wages and benefits. During FY 2007 the department experienced success in reducing its turnover rate of 25% in FY 2006 to 18%. In addition, improvements in staff salaries particularly in the CO series have made a measurable positive difference reducing the vacancy rate in FY 2006 of 22.56%, reaching 30% at certain locations, to 2.63% at the end of FY 2007. ADC also worked with the Governor's office throughout the legislative session to address salary compression in the sergeant, lieutenant and captain series. The legislature funded in part this request. The department adjusted the series' salaries bringing staff in these categories closer to the mid-point of the salaries' schedule, reducing salary compression between and within these ranks. The department is resolved to remedy other important issues impacting our employees' wages, benefits and working conditions notably, civilian staff's depressed wages, and recognizing excellence in the work force by establishing master class recognition for exceptional performance in all positions. To that end, the department's FY 2009 budget submission includes a request for consideration of funds for inclusion in the Executive FY 2009 Budget request.

In addition to securing new funds in FY 2007 to address salary compression within the sergeant, lieutenant and captain series, the department also adopted several new strategies to improve retention efforts. Through the Director's Office, a Retention Officer position was established to personally address and reduce resignations, Military Support Groups were formed, the Critical Incident Response Team (CIRT) was revamped to provide staff with critical support, and the Van Pool program expanded to additional institutions.

Better pay coupled with operational reforms has resulted in slow and steady growth in the workforce. While COTA classes are full, the rate of resignations is not yet fully resolved. ADC redoubles its efforts in FY 2008 to find and keep exceptional personnel with new legislative and operational practices. This includes an ambitious public education effort through which ADC introduces its exemplary cadre of correctional professionals to Arizona's citizens and taxpayers as this state's agents of change for improved public safety.

**Issue 4 Provide victim-focused and victim-friendly services to crime victims and survivors.**

Prior to FY 2004 the department had only limited involvement with crime victims and survivors. It provided few victim services and offered no opportunities for victims-focused services. Integral to the plan first formed in FY 2004 is our steadfast commitment to advocate for and extend support to the very core of our constituent base, crime victims and survivors. We strive to improve their access to timely, reliable information about offenders and payment in full of all court-ordered restitution. We also expect all offenders to accept responsibility for their criminal conduct and express remorse in word and deed repairing the harm they have caused crime victims, their families, neighbors and neighborhoods. In FY 2007, inmates contributed over \$446,845 in cash and in-kind donations to crime victim agencies in Arizona through restorative justice activities held at each of the 10 prisons throughout the year. The money collected this past fiscal year surpassed the previous three fiscal years combined contribution of \$384,654. Since FY 2004, inmates have given \$831,499 to crime victim agencies.

The department is redoubling its efforts to collect more restitution for more crime victims and is developing three kinds of restorative justice programs to offer survivors statewide. To this end court-ordered restitution payments also increased 23%. All three endeavors are victim-focused and victim-friendly. They are intended primarily to benefit and better serve the crime

victims' community by engaging offenders in activities that mitigate the harm that their felonious conduct has done to others. Two of these programs – Impact of Crime on Victims (ICVC) classes and Restorative Justice (victims' focused community service requested by and directly benefiting crime victims and crime victims' organizations) – are provided at every complex and over time will be offered at every unit. The third offering – victim-offender dialog – will be provided eventually on a limited basis.

DCA 1.0 Samuel Sublett, Division Director Phone: (602) 542-3894 A.R.S. § 41-1602	<b>Program Summary</b> PRISON OPERATIONS AND SERVICES
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**Mission:**

*To improve public safety now through facility and field operations, employing Correction's best practices and to improve public safety later by reducing offenders' relapse, revocation and recidivism, utilizing only evidence-based strategies and services.*

**Description:**

This program is responsible for year-round, round the clock oversight of all offenders sentenced to ADC and the management of all state-operated prison complexes, the community corrections section and contract beds (previously called Private Prisons but now including contracts with private providers for permanent in-state beds and provisional out-of-state beds and Arizona county jails and other states' public and private prisons). It encompasses the whole of the continuum of custodial control from the first day of incarceration until the last day of the sentence. This program is accomplished by the Division of Offender Operations which assumes responsibility for the management of inmates and offenders alike throughout the sentence which typically includes confinement in prison for at least 85 percent of the sentence and about 15 percent in the field on community supervision. The Division of Offender Operations encompasses security, inmate work programs, the physical plant, administration (including personnel and business office functions), inmate records, occupational safety, fleet/motor pool, warehouse, food services, classification, mail and property, telecommunications and security systems, laundry and information technology. The Division's continuum of supervision strategies are evidence-based and include meaningful incentives and sanctions, the elimination of idleness by productively engaging all offenders to offset overcrowding and the preparation of the population for release providing more opportunities to make pro-social decisions throughout their sentence and holding them accountable for the bad choices they may have made. The Division sustains an organizational environment where offenders are held accountable to crime victims and the community and can earn opportunities to improve the conditions of their confinement through sustained civil and productive conduct. Finally, it works with the population in their acquisition of skills providing opportunity to practice realistic re-entry preparation throughout their sentence, to rejoin their communities as civil and productive ex-offenders and to remain crime-free and self sustaining. All activities are coordinated to manage risk that inmates and offenders present to themselves and others throughout the sentence; its outcomes include the reduction of untoward events such as assaults, escapes, homicides, suicides and fewer inmate grievances and lawsuits.

**This Program Contains the following Subprograms:**

- ▶ Security
- ▶ Inspections and Investigations
- ▶ Inmate Education, Treatment, and Work Programs
- ▶ Health Care
- ▶ Private Prisons
- ▶ Prison Management and Support



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	773,887.4	867,976.8	1,039,590.2
Other Appropriated Funds	38,865.6	51,455.5	48,878.9
Other Non Appropriated Funds	40,328.5	72,717.1	72,717.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>853,081.5</b>	<b>992,149.4</b>	<b>1,161,186.2</b>
<b>FTE Positions</b>	<b>9,363.9</b>	<b>9,392.9</b>	<b>10,156.2</b>

**DCA 1.1 Subprogram Summary**  
**SECURITY**  
 Samuel Sublett, Division Director  
 Phone: (602) 542-3894  
 A.R.S. § 41-1604

**Mission:**

*To improve public safety now through facility and field operations, employing Correction's best practices. To meet this objective, the Department recruits and recognizes a well-trained, professional work force to serve and protect our communities and its crime victims by effectively employing the field's best security practices and includes ensuring there are sufficient and adequate secure space and supervision slots, to which inmates and offenders are appropriately assigned. It also necessitates all interactions between and among staff and offenders are appropriate and professional.*

**Description:**

This program is responsible for implementation and oversight of operational areas of inmate accountability, key control, security/facility inspections, inmate regulations, inmate transportation, emergency preparedness, incident management, inmate escape prevention/response, searches, substance abuse detection, interdiction and control, execution procedures, inmate death or hospitalization notification/disposition, tool and restricted product control, inmate levels of supervision, armory procedures and security systems. It also includes evaluating and allocating security staff and providing for their in-service training; implementing gang management strategies; developing operational intelligence (acquisition, analysis, storage, dissemination); enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review process.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	441,769.9	432,704.1	548,649.4
Other Appropriated Funds	406.6	3,117.3	1,117.3
Other Non Appropriated Funds	28.0	230.0	230.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>442,204.5</b>	<b>436,051.4</b>	<b>549,996.7</b>
<b>FTE Positions</b>	<b>7,194.0</b>	<b>7,216.0</b>	<b>7,912.0</b>

◆ **Goal 1** To enhance safety and security practices

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of escapes of inmates from any location	2	0	0
Achieve 0 escapees from any location	2	0	0
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of major rule violations per 1,000 inmates per annual ADP	457	TBD	TBD
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of inmate on staff assaults per 1,000 offenders per annual ADP	3.9	TBD	TBD

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of inmate on inmate assaults per 1,000 inmates per annual ADP	16.7	TBD	TBD

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of programmable inmates employed full-time in appropriate work assignments	52	TBD	TBD

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of annual inmate population randomly testing negative for drugs	97.34	TBD	TBD

**DCA 1.2 Subprogram Summary**  
**INSPECTIONS AND INVESTIGATIONS**  
 John Hallahan, Division Director  
 Phone: (602) 542-1160  
 A.R.S. § 41-1604

**Mission:**

*To support ADC's Strategic Plan, the Inspector General Bureau promotes safety and security by conducting administrative, civil, criminal, and gang related investigations; annual Peer Review and special audits of institution and administrative functions; ensure agency compliance to fire and life safety code regulations.*

**Description:**

This subprogram conducts administrative investigations in support of the hiring and retention of professional staff through enforced policy compliance; conducts investigations into criminal acts and civil violations committed by inmates, staff, or others, to support successful prosecution and/or effective applications of discipline; develops intelligence, and investigates Security Threat Group activity to support management of inmates and the safe operation of institutions; provide consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,041.4	22,817.5	22,817.5
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>6,041.4</b>	<b>22,817.5</b>	<b>22,817.5</b>
<b>FTE Positions</b>	<b>120.0</b>	<b>120.0</b>	<b>120.0</b>

◆ **Goal 1** To utilize the Peer Audit process to ensure State prisons are compliant with policy and practice in field operations

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average peer audit percent score of all state prisons	99.82	90	90

◆ **Goal 2** To increase core competencies of all staff in Correctional Officer Series

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of correctional series staff passing annual core competency test	97.5	90	90

**DCA 1.3 Subprogram Summary**  
**INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS**  
 Audrey Burke, Division Director  
 Phone: (602) 364-3234  
 A.R.S. § 41-1604, 1604.02, 41-1623

**Mission:**

*To improve public safety later by reducing offenders' relapse, revocation and recidivism utilizing only evidence-based strategies in the provision of proven academic and jobs training instruction (work-based education), treatment and work and leisure activities encompassing self-improvement, worship opportunities and family reunification.*

**Description:**

Through the Program Services Division, all inmates and offenders are routinely assessed for risk and need utilizing only validated diagnostics and serving as the basis for the development of individualized corrections plan. As preparation for re-entry the population is expected through practice and daily programming, to address their criminal thinking, make good decisions and cultivate sound work and wellness habits thereby reducing the likelihood of relapse, technical revocations and recidivism. This program is comprised of the Bureaus of Offender Services; Health Services; Work Force Development; Counseling and Treatment Services and Pastoral Services. Offender Services is responsible for inmate classification, intake and assessment, protective segregation assignments, time computation, inmate records and public access. The Health Services Bureau provides medical, dental, nursing and pharmaceutical services. Work Force Development consists of academic education (special education services, functional literacy and GED), Work-Based Education (Jobs training provided in partnership with community colleges) and Arizona Correctional Industries. The Counseling and Treatment Services Bureau provides assessment and treatment services in the areas of Addiction Treatment and Services (ATS); Mental Health (MH); Sex Offender Education and Treatment (SOETP); and Mental Retardation/Developmental Disability (MRDD). Through the Pastoral Services Bureau staff Chaplains recruit religious volunteers to provide inmates worship/study opportunities and make religious accommodations. The Division also proposes modifications to operations to improve long term outcomes for female offenders and oversees the professional development of the department's case workers. Finally, the Division identifies and schedules evidence-based leisure activities in the areas of self-improvement including wellness and relapse prevention and family reunification.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	20,772.6	23,230.1	23,605.1
Other Appropriated Funds	1,091.7	1,659.2	1,659.2
Other Non Appropriated Funds	33,384.0	41,188.0	41,188.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>55,248.3</b>	<b>66,077.3</b>	<b>66,452.3</b>
<b>FTE Positions</b>	<b>437.0</b>	<b>444.0</b>	<b>444.0</b>

◆ **Goal 1** To increase number of inmates achieving 8th grade Functional Literacy

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of eligible inmates placed in Functional literacy class	100	100	100
Percent of inmates enrolled in Functional Literacy program achieving grade eight proficiency	72	TBD	TBD

◆ **Goal 2** To ensure eligible inmates under age 22 will receive special education

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of inmates enrolled in special education within 21 days of intake	100	100	100

◆ **Goal 3** To increase number of inmates graduating with GED

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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# GED graduates	3,306	TBD	TBD
◆ <b>Goal 4</b> To provide 300,000 hours of community betterment per fiscal quarter			
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annual average quarterly hours provided for community betterment	509,232	300,000	300,000

**DCA 1.4 Subprogram Summary**  
**HEALTH CARE**  
 Audrey Burke, Division Director  
 Phone: (602) 364-3234  
 A.R.S. § 31-201.01, 41-1604

**Mission:**

*To improve the general health of the offender population to achieve maximum participation and benefit from full time programming in preparation for successful reentry civil and productive to protect and promote the public's health.*

**Description:**

This subprogram provides medical, dental, nursing and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists. Through early detection and intervention and comprehensive health education, immediate health care needs are addressed and life-style change initiated leading to an improved state of wellbeing. Inmates with chronic care conditions participate in specialized clinics in prison and those requiring continued health care for chronic conditions are referred to community-based providers upon release.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	111,202.3	130,430.5	144,497.9
Other Appropriated Funds	10,250.0	10,432.5	10,250.0
Other Non Appropriated Funds	1,269.8	1,035.8	1,035.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>122,722.1</b>	<b>141,898.8</b>	<b>155,783.7</b>
<b>FTE Positions</b>	<b>763.4</b>	<b>763.4</b>	<b>822.7</b>

◆ **Goal 1** To provide medically necessary in-patient hospital care while assessing appropriate utilization and reducing costs whenever possible

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average length of stay for in-patient hospital care	6.53	TBD	TBD

◆ **Goal 2** To improve general health of inmate population through comprehensive services, patient education, and effective provider-patient communication

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of medical grievances per 1,000 inmates per annual ADP	20.2	TBD	TBD

DCA 1.5 **Subprogram Summary**  
 PRIVATE PRISONS  
 Samuel Sublett, Division Director  
 Phone: (602) 542-3894  
 A.R.S. § 41-1604, 1604-02

DCA 1.6 **Subprogram Summary**  
 PRISON MANAGEMENT AND SUPPORT  
 Samuel Sublett, Division Director  
 Phone: (602) 542-3894  
 A.R.S. § 41-1604

**Mission:**

*To solicit and manage cost effective contracts with private prison providers and Arizona county jails through frequent monitoring to ensure vendors are compliant with the terms and conditions of the contracts, conditions of confinement are comparable to those in ADC facilities, and program services outcomes are competitive.*

**Description:**

This subprogram facilitates contract development, proposal evaluation, and contract negotiations, maintenance and enforcement. The Contract Beds Bureau works with private prison firms and Arizona county jails to ensure comparable custodial care and program services are provided to all Arizona state inmates regardless of location. Oversight of private prisons in Arizona and other jurisdictions and in-state county jail contracts are provided by ADC staff which monitor facility operations, the management of inmates, inmate services, clearance of contractor personnel and payment of fees consistent with the contract. ADC monitoring staff performs duties commensurate with the terms outlined in the individual facility and service contracts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	70,952.4	157,645.2	192,713.8
Other Appropriated Funds	26,419.5	34,807.3	34,413.2
Other Non Appropriated Funds	4,951.3	5,632.7	5,632.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>102,323.2</b>	<b>198,085.2</b>	<b>232,759.7</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>33.0</b>

◆ **Goal 1** To ensure private prisons are managed and operated in a manner consistent with ADC prisons

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of peer audit reviews that meet or exceed compliance standards	97.49	90	90

**Mission:**

*To provide leadership and direction in the administration and operations of all prisons and ensure uniformity in the supervision of all offenders completing their sentences in the community ensuring inmate and offender accountability and staff and public safety. To ensure timely release, realistic home plans, transition assistance and supervision of offenders released to the community, the Division utilizes a continuum of proven supervision strategies, evidence-based program services and meaningful incentives and sanctions. It ensures the swift return to custody of those who violate Conditions of Supervision and represent a serious threat to public safety; identifies and processes sex offenders per regulatory laws and provides meaningful interaction with crimes victims enhancing public protection through restorative justice activities.*

**Description:**

This subprogram oversees prison operations and community corrections and includes Regional Operations Directors, Community Supervision Bureau Administrators, Wardens and their immediate staff. Its responsibilities include administering prison budgets and staffing/safety issues; manages prison activation and centralized aspects of management issues, systems and services. This subprogram encompasses fiscal management, fire and safety, food service, warehouse and maintenance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	123,148.8	101,149.4	107,306.5
Other Appropriated Funds	697.8	1,439.2	1,439.2
Other Non Appropriated Funds	695.4	24,630.6	24,630.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>124,542.0</b>	<b>127,219.2</b>	<b>133,376.3</b>
<b>FTE Positions</b>	<b>824.5</b>	<b>824.5</b>	<b>824.5</b>

◆ **Goal 1** To forecast inmate population growth.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average daily inmate population	35,798	38,222	40,802
Average daily bed deficit	2,942	4,450	1,030

**DCA 2.0** **Program Summary**  
**COMMUNITY CORRECTIONS**  
 Samuel Sublett, Division Director  
 Phone: (602) 542-3894  
 A.R.S. § 41-1604

**DCA 3.0** **Program Summary**  
**ADMINISTRATION**  
 John Hallahan, Division Director  
 Phone: (602) 542-1160  
 A.R.S. § 41-1602, 41-1604

**Mission:**

To provide leadership and direction in the administration and operations of all prisons and ensure uniformity in the supervision of all offenders completing their sentences in the community ensuring inmate and offender accountability as well as staff and public safety. To ensure timely release, realistic home plans, transition assistance and supervision of offenders released to the community, the Division utilizes a continuum of proven supervision strategies, evidence-based program services and meaningful incentives and sanctions. It ensures the swift return to custody of those who violate Conditions of Supervision and represent a serious threat to public safety; identifies and processes sex offenders per regulatory laws; provides meaningful interaction with crime victims; and enhances public protection through restorative justice activities.

**Description:**

This subprogram encompasses fiscal management, fire and safety, warehouse and maintenance. This subprogram is also responsible for the operation of 18 parole offices statewide that supervise offenders in the community, coordinate reentry to the community by monitoring offenders' compliance with the Conditions of Supervision and returns to prison those offenders who represent a serious threat to public safety. The Prison/Community Corrections subprogram identifies sex offenders subject to registration, community notification and sexually violent person laws for referral to law enforcement or prosecutorial agencies; coordinates sex offender registration prior to release; assists in the apprehension and extradition processes and the transportation of fugitives; completes due process on all offenders returned to custody; represents the Department at revocation hearings conducted by the Board of Executive Clemency; conducts administrative hearings; provides criminal history information to authorized criminal justice agencies; manages the implementation of the Interstate Compact for the Supervision of Adult Inmates and Offenders (parolees); and collaborates with state and community agencies and interacts with individual victims and victim associations.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,648.4	12,481.8	12,481.8
Other Appropriated Funds	669.2	1,261.9	1,261.9
Other Non Appropriated Funds	3,851.4	3,598.8	3,598.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,169.0</b>	<b>17,342.5</b>	<b>17,342.5</b>
<b>FTE Positions</b>	<b>177.0</b>	<b>177.0</b>	<b>177.0</b>

◆ **Goal 1** To reduce the number of offenders returned to prison for technical violations of their community supervision

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of offenders revoked for technical violations	2360	TBD	TBD

◆ **Goal 2** To reduce the number of offenders who abscond while under community supervision

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of offenders under community supervision who absconded	2,787	TBD	TBD

◆ **Goal 3** To reduce number of offenders arrested for committing new felony crimes while under community supervision

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of offenders arrested for new felony crimes	233	0	0

**Mission:**

To provide direction and support for agency employees, administrative functions and resource management in support of the ADC Strategic Plan enabling the Department to serve and protect the people of the State of Arizona.

**Description:**

The Support Services Division provides support services to the Operations and Program functions in the Arizona Department of Corrections. This program provides support through Human Services; Training and Development; Administrative Services; Engineering and Facilities Bureau (FAB); Inspector General (including inspections and investigations); Planning, Budget and Research (PBR); and Information Technology (IT).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	30,510.4	29,818.6	39,381.7
Other Appropriated Funds	48.1	0.0	0.0
Other Non Appropriated Funds	133.8	184.3	184.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>30,692.3</b>	<b>30,002.9</b>	<b>39,566.0</b>
<b>FTE Positions</b>	<b>343.5</b>	<b>343.5</b>	<b>343.5</b>

◆ **Goal 1** To recruit and retain a qualified, professional, and diverse correctional workforce, and recognize staff's contributions to the actualization of the department's vision and achievement of its mission.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of employee formal grievances	156	TBD	TBD

◆ **Goal 2** To ensure that victims receive meaningful and effective services

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of victim requested packets sent	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of victim notifications sent timely	100	100	100

◆ **Goal 3** To provide opportunities for the inmate population to donate cash and/or in-kind contributions to crime victim organizations in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Rolling 12-month amount donated by ADC inmates	446,845	TBD	TBD

◆ **Goal 4** To ensure all affected staff receives Critical Incident Response Team services during and after critical incidents

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of staff referred to and contacted by CIRT	0	100	100

◆ **Goal 5** To retain a qualified, diverse and professional Correctional Officer II workforce

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annual Correction Officer II turnover rate	18.4	0	0

◆ **Goal 6** To continue state-of-the-art pre-service, in-service and career development training programs that prepare the ADC

workforce to assume and perform their duties with excellence.

◆ **Goal 7** To ensure inmates comply in full with court-ordered restitution obligations

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total dollar amount collected towards court-ordered restitution.	999,997	0	0
Number of inmates with court-ordered restitution	7089	TBD	TBD
Average amount of court-ordered restitution collected per inmate	141.06	TBD	TBD

CBA 0.0	<b>Agency Summary</b>
	BOARD OF COSMETOLOGY
Sue Sansom, Executive Director	
Phone: (480) 784-4539	
A.R.S. § 32-501 et seq.	

**Mission:**

To ensure the public health, welfare, and safety through education and enforcement of the cosmetology laws and rules by the efficient regulation of salons, schools, and individuals who practice Cosmetology.

**Description:**

The Board of Cosmetology is one of the largest regulatory agencies mandated to protect the public in Arizona. It issues 12 categories of licenses to salons, schools, and individuals who qualify by reciprocity or through the Board's administration of a written and practical examination. The Board enforces regulation by routine health and safety inspections of salons and schools, investigates consumer complaints, conducts hearings and imposes enforcement action when appropriate. The Board also establishes health and safety standards; educational and curriculum standards and oversight; and provides monthly classes on infection control and law and regulation practices for the general licensing population by registration. The Board also uses the educational classes for remediation and regulatory rehabilitation of violators by Board Order as terms of probation. Electronic service convenience is available to the Board's customers, along with other strategic uses of technology to provide efficient government and reduce the overall costs and demands on resources such as full-time employees.

The board is recognized by national industry entities as being progressive, insightful, and a leader in cosmetology regulation.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,662.2	1,855.6	1,705.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,662.2</b>	<b>1,855.6</b>	<b>1,705.4</b>
FTE Positions	23.0	24.5	24.5

**Strategic Issues:**

**Issue 1 Document Management System pending in 2008**

Due to ongoing improvement in electronic practices, the retrieval of information is necessary. Currently hand counting of service measurements are being preformed and are found to be less than dependable and time and resource expensive. The agency has also depended upon vendor retrieval for yearly reporting and budgeting. A system of electronic capture and retrieval is necessary for strategic planning and reporting. This plan should be in place by July 2008.

**Issue 2 System maintenance support, Equipment replacement, enhancements, and upgrades are necessary**

Continued support and maintenance of the agency AZBOC licensing system; LAN support and maintenance; Ongoing equipment replacement and repair; and system wide enhancements and upgrades are routinely required. The electronic system is used to provide customer service. Without it, the agency would be unable to comply with its mandate. Just as a well-oiled and maintained engine is a preventative measure, the entire service and mandate implementation by the Board rests on its electronic work force being constantly maintained. Maintenance, support, equipment replacement, enhancements, and upgrades are not optional to continue efficient government services by the Board.

**Issue 3 Appropriation is needed for user convenience fee replacement**

Online service access is expected to increase to 60% for renewals by the end of 2009. Other online services are expected to increase as well, such

as online examination application, license certification, and initial first-license application services. Because part of the service fees are based on a per transaction basis and most fees are set in statute, the impact of low fees for services versus the high number of expected transactions will be substantial. The only alternative is to pass the convenience fee to the user which may deter the user from using the online capabilities thus creating greater use of Agency resources. Since online services are far more cost effective, timely, and efficient, the Board prefers to not attach a convenience fee onto a renewal fee. Therefore, reimbursement for these fees to the Board is becoming a necessary issue.

**Issue 4 Need to continue participation with external partners**

These partners include health groups, Internal Revenue Service (for small business participation), Cut it Out (in partnership with Attorney General, Terry Goddard), National Interstate Council of State Boards of Cosmetology, National Accreditation Commission of Cosmetology Arts and Sciences, Council for Licensure, Enforcement, and regulation, Federal Association of Regulatory Boards, American Association of Cosmetology Schools, The Salon Association, and others. Participation and leadership involvement help the board benchmark, and remain current both as a regulatory agency and as industry requires. All require travel to meetings or electronic participation at the very least.

**Issue 5 System Housing to protect costly equipment is needed**

Recently an unexpected storm caused roof damage and water leakage into our equipment room. The room is a mass of wires, plugs, and massive configuration. Fortunately, the equipment required only minor downtime and repair. Housing would add protection and assure that expensive equipment is safe and properly stored; wires and cords would also be organized and secure. Even though we were granted an inexpensive housing in the last budget cycle, this is inadequate to house the seven servers we now have.

**Issue 6 Deposit of e gateway payments efficiently and timely is required**

The agency has worked diligently to provide greater efficiency through the use of the state E Gateway. It is counterproductive to encourage clients to use the electronic capabilities which enhance proficiency by the agency to find it is blocked by an inability to deposit the funds collected by the transaction with the state treasurer. The clerical requirements to do so are as cumbersome for the agency as providing the client service in-house, one-by-one, without the electronic provision. To have access to sophisticated electronic business practice technology and then find the gate closed to depositing the money electronically is inefficient and offsets the time that was saved initially.

**Issue 7 Increased Operating Expenses are necessary**

Cost increases such as postage, office supplies, rent, facility maintenance, utilities, and general office requirements have increased substantially. Appropriation is needed to fund general office operating costs. Failure to do so will cause a reduction in current efficiency levels. The Agency has actively systemized and redirected resources using as much technology as possible to provide services and cost reduction. Growth has been offset by technology; however, the operational costs are no longer containable. The agency has absorbed several postage increases without appropriation. Initiatives such as paper reduction, electronic communications, equipment maintenance, e gateway services, and others, have given mileage to holding the line on costs. Additional operating expenses require funding to continue providing efficient service.

**Issue 8 Scope of Practice Requires Law Change**

Increased use of chemicals, physical procedures of exfoliation, and popularity of salon spas have increased possible danger and threatens harm to the public without constant practice-review and alignment. Licensee association with medical practices, use of laser/IPL procedures and other enhanced cosmetic procedures requires change to existing law to clarify scope of practice and update course curriculums in rule as necessary. Infection control and disinfection procedures also require standard updates.

◆ **Goal 1** To establish standards for the professional practice of cosmetology and sufficiently serve the market demand for qualified cosmetology professionals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average calendar days from receipt	10	10	10

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

of completed application to issuance of license			
Total individuals and establishments licensed	96,164	97,000	97,500

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

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total inspections conducted	6,309	6,500	6,500
Total complaints and application denials	3,961	3,000	3,000

◆ **Goal 3** To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public, and the Board by delivering courteous, efficient, cost-effective service to the citizens, owners, and employees of state government.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Educational class opportunities offered to the public	25	24	24

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

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Licenses accepted through reciprocity from another state or country.	3,251	2,500	2,500

JCA 0.0 **Agency Summary**  
 CRIMINAL JUSTICE COMMISSION  
 John A. Blackburn, Jr., Executive Director  
 Phone: (602) 364-1146  
 A.R.S. § 41-2401

**Mission:**

To sustain and enhance the cohesiveness, the effectiveness, and the coordination of the criminal justice system in Arizona; to monitor the criminal justice system and identify needed revisions to the system; to monitor existing criminal justice statutes and proposed or new criminal justice statutes and identify needed revisions in the statutes or proposed legislation; to acquire and administer designated funds for the enhancement of specified criminal justice programs and activities in the State of Arizona; and to make reports on these activities and functions.

**Description:**

The Arizona Criminal Justice Commission is a nineteen-member, statutorily-authorized entity which is mandated to carry out various coordinating, administrative, management, monitoring, and reporting functions regarding the criminal justice system in Arizona. The nineteen Commission members are appointed by the Governor, according to statutory guidelines, and represent the various elements of the criminal justice system in the State. Ten of the nineteen are county or local elected officials and the remainder are appointed criminal justice agency heads. In addition to its statutorily-mandated duties, the Commission is the state agency responsible for the acquisition of several formula criminal justice grants each year and for the management, administration, and reporting on these federal grants. The Commission generates reports regarding the Criminal Justice Records Improvement Program and State Identification Program grants to the US Department of Justice, Bureau of Justice Assistance and the National Criminal History Improvement Program to the Bureau of Justice Statistics. The Commission also develops and publishes an annual records improvement plan.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ AGENCY MANAGEMENT	1,354.6	1,812.6	1,647.4
➤ CRIME VICTIMS	4,284.8	5,536.9	5,371.0
➤ STATISTICAL ANALYSIS CENTER	632.8	684.5	659.5
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	22,408.4	25,897.2	29,030.1
➤ CRIME CONTROL	5,013.6	6,852.9	6,942.4
<b>Agency Total:</b>	<b>33,694.2</b>	<b>40,784.1</b>	<b>43,650.4</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,103.5	2,202.0	4,102.0
Other Appropriated Funds	5,151.7	6,806.7	6,632.3
Other Non Appropriated Funds	24,439.0	31,775.4	32,916.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>33,694.2</b>	<b>40,784.1</b>	<b>43,650.4</b>
FTE Positions	29.2	31.2	31.2

**Strategic Issues:**

**Issue 1** The Criminal Justice Commission will provide mandated, responsible and reliable service to a significantly increasing and more complex population in Arizona over the next 5 years.

All new mandates, either Federal or State, will require expansion of staff and funding for the Criminal Justice Commission.

**Issue 2 Criminal Justice Records Integration Project**

The Arizona ICJIS Strategic Plan adopted by the Commission indicated a cost of \$28 million to complete. The funding would not provide the total answer to all integration efforts but would improve the integration process and eventually allow for complete full integration among all agencies. All funding would not be needed in a single year as the agencies would not be able to accomplish all the goals in a single year. As such, ACJC is pursuing a strategic funding plan that would call for \$5 million per year for four years and would continue to seek funds for the fifth year. This strategic issue ties with the critical funding issue submitted in the FY08/09 budget request.

JCA 1.0 **Program Summary**  
 AGENCY MANAGEMENT  
 John A. Blackburn, Jr., Executive Director  
 Phone: (602) 364-1146  
 A.R.S. § 41-2405

**Mission:**

To provide planning, direction, and administration for all Commission mandates, programs, functions, and activities to carry out the mission of the Agency.

**Description:**

The Agency Support operations consist of central management, coordination, and administrative functions of the Arizona Criminal Justice Commission. It organizes, supports, schedules, and carries out the many public meetings of the nineteen member Commission; the many meetings of the various committees, task forces, and working groups of the Commission; and implements the decisions of these groups. It serves as the clearing house and liaison focus for the enhancement and coordination of criminal justice system wide concerns and activities. It also provides for the direct management oversight, fiscal administration, and policy establishment functions for the Commission staff and for all programs contained within the Commission.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	278.9	541.4	392.0
Other Non Appropriated Funds	1,075.7	1,271.2	1,255.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,354.6</b>	<b>1,812.6</b>	<b>1,647.4</b>
FTE Positions	11.0	12.0	12.0

◆ **Goal 1** To acquire and distribute timely, accurate information regarding relevant criminal justice legislation at both state and federal levels and to provide an effective mechanism for both legislative advocacy and related informational resources.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of agency legislative events	200	200	200
Number of criminal justice lobbyist meetings coordinated	42	30	30

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	250	277	277

◆ **Goal 3** To provide a continuous, organized forum for the discussion of the criminal justice system, the identification of changes needed, the development of change mechanisms including legislative proposals, and the coordination of information regarding these activities.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Organize, support and conduct meetings under the Commission responsibility to produce effective results	85	35	35
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	153	125	125

◆ **Goal 4** To develop, implement and sustain processes that provide a relevant, reliable source of information on crime and the criminal justice system in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	100	100	100
Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	100	100	100
Accurately and successfully publish, distribute reports containing reliable info and data on crime activity and the criminal justice system in AZ	100	100	100

◆ **Goal 5** To develop and sustain programs, functions and activities related to the criminal justice system that increases productivity in the system, enhances the coordination of the system and the effectiveness of the system.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100	100	100
Develop and sustain fiscal processes that successfully acquire, allocate, monitor, and report on all programs, functions and activities under the Commission's control	100	100	100
Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	90	100	100

◆ **Goal 6** To provide a continuity of reliable, accurate, responsible service that meets the statutory mandates for the Commission and enhances the cohesiveness, the effectiveness and coordination of the criminal justice system in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	90	100	100
Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	100	100	100

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of required reports published	46	13	13

JCA 2.0 **Program Summary**

**CRIME VICTIMS**

Tony Vidale, Crime Victims Program Manager  
 Phone: (602) 364-1146  
 A.R.S. §§ 41-2407 et. seq.

**Mission:**

*To administer the Crime Victims Programs under the authority of the Arizona Criminal Justice Commission in a reliable and accurate manner which provides support to all agencies that assist and compensate the victims of crime.*

**Description:**

The Crime Victims Program administers the Arizona Crime Victim Compensation Fund, the Arizona Crime Victim Assistance Fund, and the Office of Justice Programs, Office for Victims of Crime, Victims of Crime Act (VOCA) victim compensation grant. The funds are disseminated on a state-wide basis through a grant and formula allocation to public and private service providers and operational units. These provide financial assistance, services, and reimbursement to victims of crime. This program also monitors all victim-related legislation on both the federal and state levels and disseminates this information to victim advocates and programs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,131.8	4,174.6	4,174.6
Other Non Appropriated Funds	1,153.0	1,362.3	1,196.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,284.8</b>	<b>5,536.9</b>	<b>5,371.0</b>
<b>FTE Positions</b>	<b>4.2</b>	<b>5.2</b>	<b>5.2</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Obtain increased spending authority for the crime victim compensation program	2.3m	2.8m	2.8m
Increase in compensation awards reported by Operational units	2.4m	2.6m	2.6m
Increase in eligible benefits available to crime victims	2.3m	2.8m	2.8m

◆ **Goal 2** To effectively manage the allocation and administration of Crime Victim Compensation Funds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Continuity of administration in the 15 counties	15	15	15
Percent of counties in which case reviews completed	60	60	60
Percent of cases reviewed showing no deficiencies	89	95	95
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	43	50	50

◆ **Goal 3** To effectively manage the allocation and administration of state crime victim assistance funds to provide a high probability of relieving the impact of crime on crime victims.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applicants requesting funds	48	47	47
Grants awarded in a timely manner to victim services providers	43	47	47
Number of site visits completed	22	24	24
Program audits reflecting no deficiencies	22	24	24
Program single audits reflecting compliance with Administrative Rules	22	24	24

- ◆ **Goal 4** To provide an organized forum for the discussion of victim issues, needs, gaps in services, and available resources.

JCA 3.0  
**Program Summary**  
 STATISTICAL ANALYSIS CENTER  
 Phillip Stevenson, Statistical Analysis Center Director  
 Phone: (602) 364-1146  
 A.R.S. § 41-2405

**Mission:**

*To improve the criminal justice system in Arizona through the efforts of a quality Statistical Analysis Center.*

**Description:**

The Statistical Analysis Center's purpose is to oversee the research, analysis, studies, reports, and publications regarding crime and criminal justice statistics for the benefit of criminal justice agencies across the State. The Statistical Analysis Center also conducts the biennial School Drug Survey (AYS) which provides critical information to the Governor and Legislature regarding the use of drugs among students in Arizona. Other statistical and research projects are conducted by the Center with the approval of the Executive Director.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	25.0	0.0
Other Non Appropriated Funds	632.8	659.5	659.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>632.8</b>	<b>684.5</b>	<b>659.5</b>
<b>FTE Positions</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of studies/research projects proposed by internal and external customers	40	30	30
Number of studies/reports completed and published	25	15	30
Number of completed research products requested and mailed to external customers	102	90	80
Number of public and media data requests processed	47	25	25
Number of legislative and policy-maker data requests processed	24	15	15

JCA 4.0  
**Program Summary**  
 CRIMINAL JUSTICE SYSTEM IMPROVEMENT  
 Pat Nelson, CJ Systems Improvement Program Manager  
 Phone: (602) 364-1146  
 A.R.S. § 41-2405

**Mission:**

*To improve the criminal history records in the State of Arizona as well as manage criminal justice records integration and criminal justice system improvements projects through out the state.*

**Description:**

The Records Improvement Program is an ongoing, long-term effort to coordinate the process of the integration of all criminal justice information systems. This is accomplished through the development and implementation of a comprehensive criminal justice records improvement plan. Activities in this area include, but are not limited to, encouraging and facilitating the development of common data standards among criminal justice agencies, facilitating the development and implementation of automated records systems and processes, encouraging and facilitating interagency cooperation and information sharing, and other activities intended to increase the accuracy, completeness, and timeliness of criminal justice and criminal history information.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,103.5	1,302.0	3,302.0
Other Appropriated Funds	1,741.0	2,065.7	2,065.7
Other Non Appropriated Funds	16,563.9	22,529.5	23,662.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,408.4</b>	<b>25,897.2</b>	<b>29,030.1</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

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

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Meetings conducted annually	23	20	20

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Meetings coordinated to discuss record improvement challenges by records coordinator annually.	12	10	10
Percentage of increase in disposition reporting utilizing the Records Quality Index (RQI) tool for record improvement projects funded through the program annually.	15	15	unk

- ◆ **Goal 4** To introduce legislation to change/improve criminal history reporting as needed.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Bills submitted to Legislature	1	1	2
Bills passed by the Legislature for the improvement of criminal history record reporting	1	1	2

- ◆ **Goal 5** To administer, monitor, and evaluate grant projects on a continual basis.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Site visits to grantee agencies	5	10	15
Assistance provided to grantee agencies	21	34	30

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Program progress and financial reports received on a quarterly basis from each grantee agency to monitor progress and ensure funding expenditure occurs prior to grant expiration date

◆ **Goal 6** To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of the Arizona Records Improvement Plan.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Grants awarded to agencies for improvement of criminal justice/history records	14	20	25

◆ **Goal 7** To apply for available funds from federal Justice Department agencies.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of grant applications submitted to proper agencies	5	6	6
Number of grant awards provided to the Commission by the various granting agencies	4	6	6
Number of applicants requesting funding	32	35	35

JCA 5.0 **Program Summary**

**CRIME CONTROL**

Kathy Karam, Crime Control Program Manager  
 Phone: (602) 364-1146  
 A.R.S. § 412402

**Mission:**

*To enhance and coordinate the funded efforts to deter, investigate, prosecute, adjudicate, and punish drug, violent crime, and criminal street gang offenders.*

**Description:**

The program administers the federally funded Edward Byrne Memorial Justice Assistance Grant (Byrne JAG Grant Program), a congressionally consolidated local law enforcement program in 2004 previously known as Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and the Local Law Enforcement Block Grant Program (LLEBG). This grant program provides enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth under A.R.S. § 41-2402. The Arizona Criminal Justice Commission is designated as the State Administrative Agency (SAA) for this program. In 1996 the Arizona Criminal Justice Commission was also designated as the State Administrative Agency for the Residential Substance Abuse Treatment Grant Program. This program administers a number of state grant programs, including Obscenity Prosecution grants, Aggravated Domestic Violence Prosecution grants, Gang Prosecution grants, and Sexual Exploitation of Children Investigation and Prosecution grants. In addition, this program also administers a number of non-grant projects such as Fill the Gap Methamphetamine Interdictions funds for distribution to counties.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	900.0	800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,013.6	5,952.9	6,142.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,013.6</b>	<b>6,852.9</b>	<b>6,942.4</b>
FTE Positions	4.5	4.5	4.5

◆ **Goal 1** To distribute appropriated funds and court fines to County Attorneys as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to county attorneys fund for the prior fiscal year and on the progress made in achieving

the goal of improved criminal case processing.

◆ **Goal 2** To distribute appropriated funds and court fines to County indigent defense agencies and contract indigent defense as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to indigent defense fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

◆ **Goal 3** To distribute appropriated methamphetamine interdiction funds to county board of supervisors as required by A.R.S. § 36-2007 (3) for the purpose of increased methamphetamine interdiction efforts including investigation, training, prosecution, abuse treatment and education programs and submit quarterly summary reports to those stated in the legislation 45 days after the close of the prior quarter on the use and effectiveness of the distributed monies.

◆ **Goal 4** To effectively manage the acquisition, allocation and administration of local, state and federal grant funds to provide a high potential for significant productivity and impact on drug, violent and street gang crime in Arizona.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Grants identified, applications submitted and approved by funding authorities	3	2	2
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	48	50	50
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	45	45	45
Number of arrests made by grant-funded task forces	5220	4500	4500
Convictions reported by grant-funded prosecution projects	20374	21000	21000
Percent of grant agreements executed in a timely manner by Commission staff	100	100	100
Percent of requests for training/technical assistance received and filled	100	100	100
On-site monitoring visits conducted by Commission staff	56	70	40
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	2	2	2
Complaints received by Commissioners regarding actions by the Commission staff in the administration of subgrants	0	0	0
Percent of complete, accurate reports submitted on or before due dates	100	100	100

SDA 0.0 **Agency Summary**  
 ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND  
 Dr. Harold E. Hoff, Superintendent  
 Phone: (520) 770-3704  
 A.R.S. § 15-1300 et. Seq

**Mission:**

*To work together with the parents, school districts, advocacy organizations, business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.*

**Description:**

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to sensory-impaired children and youth from birth to 22 years of age. School-aged children are served in one of the site based schools located in Tucson or Phoenix or in their home school district through one of the five Regional Cooperative programs. In addition to educational and evaluation services, the ASDB Tucson campus provides a residential program. Sensory impaired preschool children are served in both Tucson and Phoenix. Infants and toddlers with vision or hearing loss receive services in their homes throughout the State. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ PHOENIX DAY SCHOOL	9,502.7	11,280.4	11,986.7
➤ TUCSON CAMPUS	18,496.3	18,936.0	20,202.3
➤ REGIONAL COOPERATIVES	17,460.2	20,944.5	21,025.9
➤ PRESCHOOL	4,103.6	5,213.1	5,245.4
➤ ADMINISTRATION	4,011.6	5,020.9	5,406.2
<b>Agency Total:</b>	<b>53,574.4</b>	<b>61,394.9</b>	<b>63,866.5</b>

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	19,790.2	22,010.4	24,166.7
Other Appropriated Funds	13,673.5	14,317.6	14,695.4
Other Non Appropriated Funds	20,110.7	25,066.9	25,004.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>53,574.4</b>	<b>61,394.9</b>	<b>63,866.5</b>
FTE Positions	955.1	965.0	965.0

**Strategic Issues:**

**Issue 1 Fostering the development of parent and community partnerships**

The Parent Information Network Specialist implemented and coordinated a number of activities to involve more parents with the schools and their child's educational program. Family Literacy Program bringing literacy into the home with the support of tutors. Parent folders to inform parents of learning occurring in the classroom, activities at the school, and events in the community. Improved Parent-School Decision Making Family Weekend an event to bring parents of sensory impaired students together for a weekend of making connections with other parents, making connections with the school, and learning to become advocates for their children. Community Presentations the ASDB PINS works with other PINS and EAPN in presenting information to

community organizations and parents regarding advocacy and general information for accessing educational programs. Parent Associations are active on both site-based campuses. Parent groups provide support and information to other parents regarding the education of students with visual impairment. Parent groups provide support to school events for students in the form of after school activities. Agency staff provides speakers, location, and child care for meetings to occur and to encourage a larger number of parents. ASDB is developing cooperative arrangements with other community agencies to support provision of service to sensory impaired students. ASDB participates in local organizational meetings with other professionals in the education field, in the rehabilitation area, and community businesses to foster cooperation and increased success of students. Several agency employees are members of service organizations to expand ASDB's exposure to the community and to provide service to others. ASDB works with employers to support students in occupations that will be sustainable after graduation. ASDB works, in conjunction with other agencies serving sensory impairment, to increase choices and opportunities for the students. Agencies include SAAVI, CPY, VCD, AFB, COPD and FBC.

**Issue 2 Developing and maintaining a proactive work environment within the Agency.**

The Department of Human Resources implemented a number of changes to enhance operations in the Agency with the goal of being able to respond quicker to employee needs and requests. ASDB is part of the HRIS system which will better track work schedules, leave, etc. An HRIS Specialist is being employed with time dedicated solely to maintaining the HRIS and TMG systems and to keep the Agency in line with state requirements. Specialists in HR have developed a schedule for visiting ASDB sites outside of Tucson. They are conducting employee meetings to answer questions about benefits, policies, etc.

**Issue 3 Embracing technology into instructional and operational activities of the Agency.**

Educational technology has become a joint effort of the site-based programs. A representative group from both site-based programs worked together to develop an Educational Technology Plan, which was submitted and approved by the Arizona Department of Education. The Agency also submitted the GITA plan to the State. Staff attended a variety of technology workshops across the country, returned to the educational programs and presented information to be immediately utilized by teachers. An excess costs grant was written and successfully obtained to purchase assistive technology for use with students with visual impairment and blindness. The Agency database is being centralized for use from anywhere in the state to provide the most up-to-date information on students. The database provides demographic information that can be used for accountability reports. The database will be expanded to include additional information on student progress. An Internet based program called PowerSchool has been implemented at the site-based schools. This allows parents to review their son or daughter's school information from home using a secure password. It also allows parents and teachers to communicate directly via the Internet. The infrastructure of the technology system has been enhanced at the Agency to make communication more effective and efficient. New methods of communication are being provided for Hearing Impaired students through the implementation of a systemwide video relay system.

**Issue 4 Enhancing recruitment and retention of employees.**

Hiring enough qualified teachers is critical to the success of ASDB. The competition for teachers has become very intense with many districts offering bonuses as well as other incentives. To increase the awareness of potential teachers, ASDB is initiating a national recruiting effort. A fulltime recruiting supervisor has been hired to develop a strategy for managing the recruiting process. The Internet is being used as a means to recruit qualified staff from around the country. Websites offered by the Arizona Department of Education, Jobing.com, Gateway and CareerBuilder are a few of the most popular sites. The ASDB website is being modified to make it more user friendly for potential applicants. The selection process has been revamped for principals, directors and supervisors to reflect more consistency, more assessment steps, and greater inclusion of constituents in the selection panel. The department has been reorganized to focus on three areas: hiring, staff services and staff development. The Agency works with several university programs around the country to recruit talented future professionals to ASDB. Presentations are made by

ASDB teachers at universities and colleges that have teacher preparation programs to communicate information regarding the Agency and the students served. Student teachers and graduate interns are encouraged to come to ASDB to complete their university program.

Formal presentations and training's are made available during the school year to educate and inform staff regarding employment issues to enhance benefit opportunities. Employee seminars are held to inform staff of current benefits. New employee orientations are held to provide organization and procedural information regarding agency function. An extensive staff development program has been implemented to educate staff in strategies and techniques to improve student classroom performance. The focus is on developing existing skills, developing new skills, and succession planning. In addition to regularly scheduled staff meetings, larger blocks of time are reserved for more in-depth presentations by outside professionals and staff returning from national conferences. Compensation issues are currently not being addressed adequately due to budgetary deficits at the state level. The Agency continues to compare salaries of staff with other equal positions at other state agencies and at school districts to keep information current.

**Issue 5 Provide leadership and organizational support.**

ASDB Leadership has structured the Agency to create more communication and interaction opportunities between the site-based and cooperative programs consisting of the Northern and Southern Regions. This structure is in response to the creation of a continuum of service for all sensory impaired students. This structure offers the opportunity for fresh interactions among programs and with outside programs and agencies. Interagency agreements have been broadened to increase the provision of service to staff and students, and to increase service to other agency personnel. Interagency interactions with university and community college programs allow students with sensory impairment to access a wider choice of programs. Interagency interactions with university and community college programs allow programs to have more choices for their college students for practicum and internship possibilities, and brings specialized services (e.g. audiology) to programs. Interactions with state agencies allow provision of affordable service to clients and staff. Procurement has been centralized to more efficiently meet state procurement law. Training is provided at a variety of leadership levels to promote quality of service to constituents.

ASBA training has been accessed by ASDB Board Members to increase knowledge of board operations and responsibilities. Advocacy training at a national level has been provided by AER to promote passage of laws affecting persons with blindness. Intensive training has been obtained in NCLB, IDEA, and MIPS to maximize service to students served at ASDB.

**Issue 6 Enhancing curriculum and instructional accountability.**

Curriculum enhancement has occurred on a variety of levels with all programs served by ASDB. Curriculum Based Measurement is being conducted with students with hearing impairment. Quality Programming for the Visually Impaired training is being conducted at all regional cooperatives and at the site-based programs. A literacy program has been implemented with young students with hearing impairment and their families to promote increased reading. A curriculum selection process and accompanying textbook purchases have been completed in site-based programs. Curriculum enhancement activities continue in the areas of science and social studies through History Alive! and Science Alive! trainings. Instructional accountability continues to be a critical focus area of the Agency. A large data base has been collected to compare results of standardized testing with fixed factors. Training is provided for teachers to enhance their use of results from standardized assessment in planning the educational program for their students. The accountability coordinators have created an ongoing dialogue with ADE to obtain test results for those students that require accommodations.

**Issue 7 Restructuring the Agency to enhance efficiency and effectiveness.**

In order to facilitate communication, Internet and e-mail access is available to all agency personnel as well as the public. All programs in the Agency are now connected and able to access the Internet for resources. E-mail has increased the ability of staff to communicate across the state and results in faster services to students. The Agency is restructuring the operation of the Early Childhood Program in response to increased demand

on a statewide basis. The Birth to Three Program is being assessed and ideas proposed to promote better and increased services to infants and toddlers in home based programs. The Three to Five Program is being assessed to look at how to provide preschool services closer to the students' homes across the state. The Agency is investigating ways to provide services in conjunction with local school districts. An Instructional Council has been established to develop and follow the priorities of the Agency. The Council meets on a regular basis to bring issues pertinent to the entire agency together in one forum for discussion and planning. Regional Directors and Principals have monthly meetings to review agency issues.

**Issue 8 Providing students and staff with appropriate facilities.**

A new 10 room building was completed for the CBI program. The cafeteria was also remodeled. ASDB is currently reviewing the instructional needs to provide the foundation for a revised building plan that will be more compatible with the current student needs. The Legislature appropriated \$19 million dollars to be used to address building needs on both campuses. A new middle school/high school is being constructed on the PDSB campus. In Tucson, the current student health center and OT/PT buildings are being replaced. The building will also include a new Career and Technical Education center. The final four dormitories that did not have air conditioning are in the process of having air conditioning added. In Phoenix, satellite programs for the have been established in elementary schools in partnership with school districts to serve preschool students with sensory impairments. Additional programs are being explored with other local school districts. These programs are dependent on the availability of space.

**Program Summary**

SDA 1.0  
PHOENIX DAY SCHOOL

Robert Hill, Ass't Superintendent of Curriculum and Instruction  
Phone: (520) 770-3087  
A.R.S. § 15-1300 et. Seq

**Mission:**

*To create a nurturing environment in which children who are deaf or hard of hearing feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a complete education in a safe environment where they can fulfill their academic potential.*

**Description:**

PDSB was established in 1967 and has expanded over the years from its inception as an elementary school to include a middle school and high school. The campus in North-Central Phoenix sits on 14 acres and currently provides educational services to approximately 295 students aged 5 through 22 who live within the metropolitan Phoenix area to the extent that daily transportation is feasible.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,521.6	4,049.7	4,583.3
Other Appropriated Funds	5,447.3	4,913.7	5,043.3
Other Non Appropriated Funds	1,533.8	2,317.0	2,360.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,502.7</b>	<b>11,280.4</b>	<b>11,986.7</b>
FTE Positions	198.7	198.7	198.7

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	90	100	100

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Percent of IEP's developed with participation of parent	80	90	90	Percent of parents that are satisfied with the quality of boarding and health services	100	95	95
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◆ **Goal 2** To exceed all expected performance standards as identified by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of parents satisfied with the quality of the program in Phoenix	100	95	95
Percent of parents satisfied with their involvement in the program	100	90	90

**Program Summary**

SDA 2.0  
TUCSON CAMPUS

Robert Hill, Ass't Superintendent of Curriculum and Instruction  
Phone: (520) 770-3087  
A.R.S. § 15-1300 et. Seq

**Mission:**

*To work together with the parents, school districts, business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help students become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.*

**Description:**

ASDB's Tucson Campus is the home of the Arizona School for the Deaf (ASD), the Arizona School for the Blind (ASB), the Visually Impaired Preschool (VIP), the Center for Hearing Impaired Children (CHIC), the evaluation center for the entire agency (Technical Assistance to Schools [TAS]), and the ASDB administrative headquarters. The Tucson Campus has boarding facilities for students who live far from the Tucson Campus and need the services that only a special school for the deaf or the blind can provide. Currently about 251 students aged 5 through 22 attend the Tucson Campus, and of these about 102 live in the campus residence halls.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	11,542.8	10,145.3	11,214.7
Other Appropriated Funds	5,363.0	6,981.5	7,165.8
Other Non Appropriated Funds	1,590.5	1,809.2	1,821.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18,496.3</b>	<b>18,936.0</b>	<b>20,202.3</b>
<b>FTE Positions</b>	<b>303.5</b>	<b>303.5</b>	<b>303.5</b>

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts in Tucson	100	100	95
Percent of IEP's developed with participation of parent	90	90	90
Percent of parents satisfied with their involvement in the program in Tucson	100	95	95

◆ **Goal 2** To exceed all expected performance standards as identified by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of Tucson students successful in transition settings three years after graduation	TBD	90	90
Percent of parents satisfied with the quality of the program in Tucson	100	90	90

**Program Summary**

SDA 3.0  
REGIONAL COOPERATIVES

Dr. Harold E. Hoff, Superintendent  
Phone: (520) 770-3704  
A.R.S. § 15-1300 et. Seq

**Mission:**

*To work together with the parents, school districts, local business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society.*

**Description:**

The assessment of students is done by certified staff personnel many of whom have advanced degrees up to and including several individuals with Doctorates. Instruction is provided by itinerant teachers who serve several school districts. These teachers work in cooperation with the child's family and the local school district. Placement for each child is a team decision made by the family, the home school district and the staff. The decision is based on the individual comprehensive evaluation and the Individual Education Plan.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,706.4	1,590.0	1,671.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,753.8	19,354.5	19,354.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,460.2</b>	<b>20,944.5</b>	<b>21,025.9</b>
<b>FTE Positions</b>	<b>320.2</b>	<b>330.1</b>	<b>330.1</b>

◆ **Goal 1** To operate the Cooperatives in a cost effective manner

◆ **Goal 2** To provide quality programming for students

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of parents rating the program as good or excellent	97	95	95

◆ **Goal 3** To provide programming meeting the individual needs of students

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of parents rating the student IEP progress as good or excellent	99	95	95

◆ **Goal 4** To increase the number of students served through the regional cooperatives.

◆ **Goal 5** To increase the number of school districts served by the Cooperatives

SDA 4.0 **Program Summary**  
 PRESCHOOL  
 Dr. Harold Hoff, Superintendent  
 Phone: (520) 770-3704  
 A.R.S. § 15-1300 et. Seq

SDA 5.0 **Program Summary**  
 ADMINISTRATION  
 Robert Hill, Ass't Superintendent of Curriculum and Instruction  
 Phone: (520) 770-3087  
 A.R.S. § 15-1300 et. Seq

**Mission:**

*To looking at the whole child, as a member of a family, as a child first who happens to be visually impaired, blind, hearing impaired or deaf. We are committed to nurturing the child and the family through education, involvement and continued support. We will be sensitive to the cultural, emotional, social and educational priorities of each family. We are committed to fostering a partnership with families that will enable the child with visual impairments to reach personal independence.*

**Description:**

There two components to the Preschool program offered by ASDB, Parent Outreach and Preschool. The Parent Outreach Program serves children birth to three with hearing and visual impairments as well as children who are deaf-blind. The statewide program serves every county in the state of Arizona. ASDB participates with the Arizona Early Intervention Program (AzEIP) in providing early intervention services to families and their children with sensory impairments under IDEA (The Individuals with Disabilities Education Act) Part C. The AzEIP participating State Agencies are the five state agencies identified in A.R.S. §§ 8-651 and 8-652 as responsible for maintaining and implementing a comprehensive, coordinated, interagency system of early intervention services. The five participating state agencies identified in A.R.S. § 8-652 are: Arizona Department of Economic Security (DES), Arizona State School for the Deaf and the Blind (ASDB), Arizona Department of Health Services (ADHS), the Arizona Health Care Cost Containment System (AHCCS), and the Arizona Department of Education (ADE). Currently, 393 children are served by the program. The Preschool program serves VI and HI children from 3 to 5 in a structured learning environment on the Tucson campus and in Phoenix at several locations throughout the metropolitan area. Services offered to eligible children, their families and school districts include: Family education, developmentally appropriate center based preschool education, comprehensive educational assessment, functional vision assessments, audiological assessment, orientation/mobility services, physical therapy, sensory integration therapy, occupational therapy, speech/communication therapy, feeding therapy, transition to kindergarten and transportation.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	547.2	1,631.5	1,719.3
Other Appropriated Funds	2,863.2	2,422.4	2,486.3
Other Non Appropriated Funds	693.2	1,159.2	1,039.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,103.6</b>	<b>5,213.1</b>	<b>5,245.4</b>
<b>FTE Positions</b>	<b>63.7</b>	<b>63.7</b>	<b>63.7</b>

◆ **Goal 1** To increase the number of students participating in the Parent Outreach Program

◆ **Goal 2** To provide quality programming for preschool students

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents rating overall quality as good or excellent	100	90	90

**Mission:**

*To provide leadership and vision for the Arizona State Schools for the Deaf and the Blind programs and to secure, maintain, and protect resources needed to meet the mission of the Agency.*

**Description:**

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to sensory-impaired children and youth from birth to 22 years of age. School-aged children are served in one of the site based schools located in Tucson or Phoenix or in their home school district through one of the five Regional Cooperative programs. In addition to educational and evaluation services, the ASDB Tucson campus provides a residential program. Sensory impaired preschool children are served in both Tucson and Phoenix. Infants and toddlers with vision or hearing loss receive services in their homes throughout the State. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,472.2	4,593.9	4,977.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	539.4	427.0	428.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,011.6</b>	<b>5,020.9</b>	<b>5,406.2</b>
<b>FTE Positions</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>

◆ **Goal 1** To prudently and fairly manage personnel resources of the Agency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of permanent certified positions filled PDS	93	90	90
Percent of permanent classified positions filled PDS	94	90	90
Percent of permanent certified staff turnover PDS	12	13	14
Percent of permanent classified staff turnover PDS	13	16	16

◆ **Goal 2** To effectively manage facilities, transportation, food service and loss prevention to ensure that these services are supportive of the educational programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents satisfied with the quality of the physical environment PDS	100	95	95
Percent of parents satisfied with the quality of transportation services provided PDS	100	95	95
Percent of parents satisfied with the quality of food services PDS	100	90	90

◆ **Goal 3** To maintain a positive relationship with parents

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents rating overall quality of services as good or excellent based on annual survey PDS	100	95	95

◆ **Goal 4** To exceed all expected performance standards as identified by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

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◆ **Goal 5** To prudently and fairly manage personnel resources of the Agency

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of permanently certified positions filled (TC)	96	90	90
Percent of permanent classified positions filled (TC)	88	90	90
Percent of permanent certified staff turnover (TC)	8	10	10
Percent of permanent classified staff turnover (TC)	15	16	17

◆ **Goal 6** To effectively manage facilities, transportation, food service and loss prevention to ensure that these services are supportive of the educational programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents satisfied with the quality of the physical environment. (TC)	100	95	95
Percent of parents satisfied with the quality of transportation services (TC)	100	90	90
Percent of parents satisfied with the quality of food services (TC)	81	90	90

◆ **Goal 7** To maintain a positive relationship with parents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents rating overall quality of services as good or excellent based on annual survey (TC)	100	90	90

◆ **Goal 8** To provide quality services to the schools within the Regional Cooperatives

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of school districts rating the services as good (RC)	97	92	95



**DFA 0.0 Agency Summary**  
 COMMISSION FOR THE DEAF AND HARD OF HEARING  
 Sherri L. Collins, Executive Director  
 Phone: (602) 542-3336  
 A.R.S. §§ 36-1941 through 36-1978

**Mission:**

To ensure, in partnership with the public and private sectors, accessibility for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties to improve their quality of life.

**Description:**

The Commission, governed by a 14-member board, acts as a bureau of information to the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties, State agencies and institutions providing services to the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties, local agencies of government and other public or private community agencies and programs. The Commission is required to inform the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties of the availability of the programs and activities of the Commission and other services available for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties at all levels of government; establish and administer a statewide program to purchase, repair and distribute telecommunications devices to State residents who are Deaf, Hard of Hearing, DeafBlind or persons with speech difficulties; and to establish a dual party relay system making all phases of public telephone service available to persons who are Deaf, Hard of Hearing, DeafBlind or persons with speech difficulties; and to license interpreters and certify American Sign Language teachers.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ COUNCIL ACTIVITIES	1,567.2	2,357.2	1,655.1
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	2,510.1	3,416.3	3,732.2
<b>Agency Total:</b>	<b>4,077.3</b>	<b>5,773.5</b>	<b>5,387.3</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,076.2	5,448.1	5,387.3
Other Non Appropriated Funds	1.1	325.4	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,077.3</b>	<b>5,773.5</b>	<b>5,387.3</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>

**Strategic Issues:**

**Issue 1** *Lack of an effective quality assurance system to manage and monitor the telecommunications relay service (TRS), implementation of governmental mandates, products and services, and handling consumer complaints.*

1A.) Due to the size of the TRS operation and its statewide coverage, effective monitoring and management of products, services, consumer complaints and governmental mandates is hindered by the Commission's staffing limitations. Additionally, there is no set practice in place for quality assurance purposes. 1B.) The current appropriation will not satisfy the impending cost of intrastate video relay service.

**Issue 2** *Satisfaction of the legislative mandate to establish and administer a statewide program to purchase, distribute and repair telecommunications devices necessitates the establishment of demonstration sites throughout the state.*

In order to maintain and improve consumer satisfaction with the telecommunications equipment distribution program, demonstration sites

are needed to provide hands on training, as well as assistance in the selection of devices.

**Issue 3** *The Legislature has mandated the Commission to ensure that a sufficient supply of licensed interpreters are available, particularly those with legal interpreting skills; however, the demand is far greater than the supply.*

The state of Arizona faces a constant shortage of qualified interpreters, thus forcing consumers in the private and public sectors to rely on unqualified interpreters, to a probable detrimental effect on consumers.

Miscommunication in a medical environment may result in injury or death; miscommunication in the courts or with police may ultimately abridge the rights of a citizen; and miscommunication in the private sector may result in strained employer/employee relations.

**Issue 4** *Lack of awareness in the public and private sectors about the Commission's available resources and services results in under-service to the eligible population as well as the general population.*

While the Commission serves an ever-growing number of consumers, the number of those not provided with Commission resources and services is far greater. The general population as well as those with hearing loss can only utilize the Commission's resources and services if they are made aware of them.

**Issue 5** *Satisfaction of legislative mandates on American Sign Language (ASL) teacher certification standards.*

The Commission is tasked with the responsibility to develop ASL teacher certification standards. The need for ASL teacher certification standards results from the fact that the Arizona educational system does not have effective and efficient instruments to determine an individual's suitability as an ASL instructor.

**DFA 1.0 Program Summary**  
 COUNCIL ACTIVITIES  
 Lynn Wakefield, Business Manager  
 Phone: (602) 542-3363  
 A.R.S. §§ 36-1941 through 36-1978

**Mission:**

To assist agency administrators and political subdivision directors improve the quality of services available for Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties; and to educate the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties on how best to access services.

**Description:**

The agency director and staff make numerous presentations to public organizations, agencies and private businesses on the needs of the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties. These individuals coordinate consumer workshops, seminars, and interpreters for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties training programs. Support staff responds to hundreds of inquiries regarding technology, laws, and availability of services.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,566.1	2,031.8	1,655.1
Other Non Appropriated Funds	1.1	325.4	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,567.2</b>	<b>2,357.2</b>	<b>1,655.1</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

◆ **Goal 1** To increase public awareness of accessibility issues related to the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

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equipment distribution voucher program  
 Number of equipment distributed to consumers 1,697 2,000 2,000

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of applications distributed to consumers regarding the equipment distribution program	10	200	200
Number of demonstration performed	1,801	3,000	3,000

◆ **Goal 2** To increase the number of public and private sector partnerships in providing training and program services.

◆ **Goal 3** To prepare present and future American Sign Language instructors for national-level standards and certification.

◆ **Goal 4** To improve interpreter support services.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of certified legal interpreters	21	21	0
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	30	60	60
Number of complaints about certified/licensed interpreters	3	5	5

◆ **Goal 5** To improve public relations on issues related to hearing loss.

**Program Summary**

DFA 2.0  
 TDD - TELECOMMUNICATION DEVICE FOR THE DEAF  
 Lynn Wakefield, Business Manager  
 Phone: (602) 542-3363  
 A.R.S. §§ 36-1941 through 36-1978

**Mission:**

*To provide telecommunications access for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties TDD/TTY users in Arizona.*

**Description:**

The Agency provides various assistive devices on a loaner basis to State residents who are Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties. In addition the Agency, through a contract with an interstate telephone company (currently Hamilton Communications), provides telephone relay services 24 hours a day. This relay service provides a link between Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties and all other telephone users.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,510.1	3,416.3	3,732.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,510.1</b>	<b>3,416.3</b>	<b>3,732.2</b>
FTE Positions	4.0	5.0	5.0

◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of telecommunication relay service calls completed without a complaint	99	98	98

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Annual call minutes for the telecommunications relay service	1,299,430	1,400,000	1,300,000

◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of customer satisfaction with	97.22	97	97

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

DXA 0.0	<b>Agency Summary</b>
	BOARD OF DENTAL EXAMINERS
	Kevin B. Earle, MPH, Executive Director
	Phone: (602) 242-1492
	A.R.S. §§ 32-1201, 32-1299

**Mission:**

*To provide professional, courteous service and information to the dental profession and the general public through examination, licensing, complaint adjudication and enforcement processes to protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system.*

**Description:**

The State Board of Dental Examiners examines, licenses, and certifies professionals to practice in the field of dentistry. The Board also accepts complaints against licensees and certificate holders, investigates allegations, and administratively adjudicates complaints. The Board serves approximately 8,000 professionals licensed or certified to practice in the state, as well as all Arizona citizens who receive their professional services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,026.3	1,145.8	1,072.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,026.3</b>	<b>1,145.8</b>	<b>1,072.6</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>

**Strategic Issues:**

**Issue 1 Information Technology Development**

The Board continues to work through the Project Investment Justification (PIJ) process in upgrading existing equipment and software toward the development of a new database. Efforts will be directed to accomplish the following PIJ objectives as approved by GITA and the Legislature. 1) Replace the existing DOS platform DataPerfect database with a current Windows based system. 2) Provide software capable of enabling current key staff to manage the network and build the new database. 3) Launch the new database for universal access to the agency. 4) Take control of the web site with a staff member serving as webmaster and publish portions of the database for public use via the internet. 5) Initiate paperless media for Board member review at Board meetings. Development of the new database and purchase of state-of-the-art software enables staff to update, access and retrieve information in a more efficient and timely manner. A web-ready database designed for ultimate interface with the web site will enable the public to access licensing and complaint histories on line reducing staff time spent in verbal and written license and complaint history verifications. Developing the potential of paperless Board meetings will reduce printing and delivery costs from the current 10,000 plus pages per Board member, per meeting. Staff will manage documents via electronic archiving. Board members will view Board meeting materials via laptop computers.

◆ **Goal 1** To ensure the health, safety, and welfare of the public through regulation of the dental profession.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days from receipt of completed application to issuance or denial of certification or license	3	10	10
Total number of applications received	953	874	874
Total number of individuals or facilities licensed	7638	8226	8637
Customer satisfaction rating (scale 1-5)	5	4	4
Total number of licenses/renewals issued	3342	2973	2882
Average calendar days to renew a license (from receipt of application to issuance)	10	10	10

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	132	90	90
Average number of calendar days from receipt of complaint to resolution of complaint	96	150	150
Percent of investigations resulting in disciplinary or enforcement action	15	15	15
Number of licenses revoked or suspended	7	11	11
Total number of investigations conducted	516	503	503
Total number of complaints received annually	468	453	453
Total number of inspections conducted	252	173	173
Percent of total licensees with disciplinary action	2	5	5

◆ **Goal 2** To ensure compliance with statutory mandates

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Publication of periodic newsletter that provides information to licensees regarding statutes and rules	2	2	2

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total cost	5.2	5.0	5.0

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

DPA 0.0 **Agency Summary**  
**DRUG AND GANG PREVENTION RESOURCE CENTER**  
 Gail S. Chadwick, Director  
 Phone: (602) 496-1320  
 A.R.S. § 41-2402

**Mission:**

*To help organizations, individuals, neighborhoods, and communities decrease drug and gang related problems and other destructive behaviors. To help Arizonans encourage and develop healthy and successful families and communities.*

**Description:**

The Arizona Drug and Gang Prevention Resource Center is a statewide resource system that assists agencies, organizations, coalitions, and individuals in their community's drug and gang prevention activities. The Center provides 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, and addresses evaluation of drug and gang prevention programs through facilitating development of outcome evaluation models for the State. The Arizona Prevention Resource Center provides leadership in the planning and development of effective prevention initiatives.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	536.5	642.4	616.4
Other Non Appropriated Funds	1,113.3	1,394.8	1,393.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,649.8</b>	<b>2,037.2</b>	<b>2,009.8</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>24.2</b>	<b>24.2</b>

**Strategic Issues:**

**Issue 1 Statewide Accountability System**

The Center funded the development and implementation for the Statewide Resource Management System through a direct federal grant for a two year period commencing in 1998 and ending in 2000. An Auditor General's report on the Drug Policy Council recognized the importance of the work the Prevention Center was doing on an overall statewide accountability and evaluation system, and recommended stable funding be provided to continue the effort. The Center continues to seek state or grant funding to enable it to continue the implementation of the Statewide Accountability System. The System is now being referred to by Arizona Agency personnel as a Substance Abuse Resource Management System.

◆ **Goal 1** To provide prevention services to communities, schools, and government agencies. To help Arizonans encourage and develop healthy and successful families and communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Prevention service requests completed (in thousands)	4.1	3.3	2.5
Number of people directly and indirectly impacted (in thousands)	22.1	33.0	35.0

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating of agencies being served by the Center (scale of 1 to 8)	7.0	7.2	7.3

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of grant proposals the Center assisted organizations, schools and agencies in writing.	20	20	22
Value of grant proposals awarded to organizations, schools and agencies through collaborative proposals the Center assisted on (in thousands)Twenty	694.3	750.0	760.0

◆ **Goal 2** To facilitate state level policy analysis by providing research and drug and gang program information to the Governor's Office, State Agency Directors, providers and local communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of nationally recognized effective (research-based) programs identified to serve as a resource for Arizona based agencies who are planning and delivering programs. This is a simple count of the different types of effective programs in use. It does not count the number of times each program was used	298	300	302
Number of agencies reporting publicly supported education, prevention and treatment programs related to substance abuse and participation in criminal street gangs in operation in this state through the Center's Annual Program Inventory (reported in whole numbers)	12	12	12

DEA 0.0	<b>Agency Summary</b>
DEPARTMENT OF ECONOMIC SECURITY	
Tracy L. Wareing, Director	
Phone: (602) 542-5678	
A.R.S. 41-1954	

**Mission:**

*To promote the safety, well-being and self-sufficiency of children, adults, and families.*

**Description:**

The Department of Economic Security (DES) is an integrated human services agency that provides critical protective and assistance services each month to more than one million of Arizona's children, adults and families.

Together, DES' programs impact the safety, well-being and self-sufficiency of Arizonans. Some of these programs include: Child Protective Services; Children Services to provide families the tools they need to care for their children; child care assistance for working parents; Adult Protective Services; domestic violence shelter and supports; early intervention services for infants and toddlers at risk of developmental delays; home and community-based services for individuals with developmental disabilities and the aged; independent living programs for both seniors and young adults; unemployment insurance; employment assistance including vocational rehabilitation and job training; and child support enforcement.

DES and its services are an integral part of the Arizona community. Recognizing the interconnectedness and interdependence between DES services and community resources, the Department works closely with a network of community organizations and providers, as well as federal agencies that oversee Department programs, other state agencies, and Native American tribes in the delivery of services to the people of Arizona.

The Department's objective is to move beyond simply delivering services to ensuring that these services are offered to improve outcomes and are integrated to best meet the clients' needs in the most effective and efficient manner possible. Emphasis is on assisting individuals and families to gain the tools they need to effectively and permanently escape the hardships of poverty and other barriers that currently prevent them from being self-sufficient.

The following overarching, interrelated goals have been established for DES:

- Strengthen individuals and families
- Increase self-sufficiency
- Develop the capacity of communities

These goals serve as the framework and foundation for the DES vision that every child, adult, and family in the state of Arizona will be safe and economically secure.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	119,056.1	137,571.9	152,971.8
➤ DEVELOPMENTAL DISABILITIES	930,754.4	864,164.5	967,940.1
➤ BENEFITS AND MEDICAL ELIGIBILITY	1,001,350.2	1,019,663.9	1,034,165.8
➤ CHILD SUPPORT ENFORCEMENT	15,015.8	16,877.7	17,190.4
➤ AGING AND COMMUNITY SERVICES	97,639.7	106,798.7	109,258.6
➤ CHILDREN, YOUTH AND FAMILIES	476,295.4	483,972.8	540,431.0
➤ EMPLOYMENT AND REHABILITATION SERVICES	597,982.1	691,036.7	716,174.3
<b>Agency Total:</b>	<b>3,238,093.7</b>	<b>3,320,086.2</b>	<b>3,538,132.0</b>

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	723,613.9	794,336.4	922,234.6
Other Appropriated Funds	397,907.0	462,610.6	460,278.5
Other Non Appropriated Funds	2,116,572.8	2,063,139.2	2,155,618.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,238,093.7</b>	<b>3,320,086.2</b>	<b>3,538,132.0</b>
FTE Positions	11,329.8	11,555.0	12,260.1

**Strategic Issues:**

**Issue 1 Population Growth**

Arizona is now the fastest-growing state in the nation. State statistics identify several populations that will grow significantly, including the birth-to-five year old population, and the number of individuals ages 65 and older.

The number of children in Arizona birth to five years of age will increase by almost 40 percent in the coming years, and there are a number of investments to be made in order to attain the best outcomes for children. Research shows that comprehensive, high-quality care and early learning experiences are linked to children's success in school and in life, and investments in early learning save money by preventing future expenses for remedial education, incarceration, and other public benefits. The Department is working with community partners and with other state agencies to meet the needs of this population. Additionally, the Department remains committed to improving outcomes in the early childhood development field through its work in the Arizona Early Intervention Program and the Child Care Administration's efforts to improve the quality of child care in the state. As Arizona continues to grow, and the number of children under five years old increases, DES will be required to work with its partners in state government and in the community to assure that these challenges are effectively addressed.

Older adults, ages 65 and over, are the fastest-growing segment of the U.S. population. By 2020, 26 percent of Arizona's population will be over 60 years of age compared to 17 percent in 2003, and for those over 60, the fastest-growing age group is of persons over 85 years of age. As the population ages, Arizona is likely to see an increase in people with medical complications that will limit their ability to live independently. These changes will likely produce a significant increase in demand for long-term care services. At the same time, Arizona's population will have unprecedented numbers of senior citizens as life expectancy edges higher each year. This will require a change in thinking about how to support independence in the elderly population and people with disabilities, recognizing how this will impact all segments of society – not just human services, but also transportation, housing, etc. Additionally, as more and more people have children later in life, there is a growing segment of the population that are raising children at the same time they are taking care

of parents. Supports must be put in place for these caregivers and families. This population growth also presents an opportunity for DES, through work with its partners, to develop civic engagement and volunteerism for the senior population.

The Department must engage in strategic short-term and long-range planning for this growth, engaging partners in other state agencies such as the Department of Health Services and AHCCCS, as well as local governmental entities, public and private service providers, and communities to help meet the needs of these growing populations.

### **Issue 2 Social and Economic Stressors**

Numerous factors in today's changing society, individually and combined, create special challenges in the continuum of human service delivery. These factors have a direct, immediate effect, as well as long-range implications on the volume and array of DES assistance services needed.

In Arizona, more than 14 percent of people live in poverty, and 20 percent of Arizona's children are living below the federal poverty level. The federal poverty level for a family of four is currently \$20,444. At DES, best practice research on anti-poverty practices is being utilized to develop strategies to meet these challenges. Strategies include: expanding knowledge for working families of the federal Earned Income Tax Credit (EITC) and the child care tax credit; helping families with relatives transitioning out of prison to successfully reintegrate back into their home communities; providing training and education for employment through the Jobs program; and strengthening the role of fathers in supporting their families. Additional areas must be addressed through innovative program designs utilizing community partnerships.

Families today face increasingly complex issues. Violence against children continues to be an issue, oftentimes brought on by the compounding effect of multiple risk factors including poverty and substance abuse, thus establishing critical needs for protective, remedial, prevention and intervention services for children and families. Arizona leadership has recognized that the state faces a methamphetamine crisis. DES has been involved from the start in efforts to respond to this problem, particularly in the areas of prevention, treatment for adults and juveniles, improving access to services throughout the state, and enhancing community efforts to establish Drug Endangered Children (DEC) protocols.

Because the challenges that families face are complex and often interrelated, the strategies and remedies to address them call for a collective effort. The Department continues to look for innovation and to integrate the spectrum of human services both internally and with communities in order to provide and coordinate the most effective services and delivery systems to assist the vulnerable individuals, children and families of Arizona.

### **Issue 3 Responsive to the Community**

DES and its services are an integral part of the Arizona community. In order to carry out its mission to promote the safety, well-being, and self-sufficiency of Arizona's children, adults, and families, the Department recognizes the interconnectedness and interdependence between DES services and community resources. Strong, mutually beneficial relationships are being forged with a broad range of local community organizations and providers, including private, non-profit, faith-based and advocacy organizations, as well as other state agencies and Native American tribes.

Working closely with communities throughout Arizona is a top priority for the Department. The Department is committed to continuing to expand and strengthen these relationships by involving community constituencies in strategic planning and resource allocation efforts. DES recognizes that each community is unique and knows best what they need. Not only do communities have the answers, but they also know what questions need to be asked and DES is committed to listening. The Department is enhancing the role of family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families.

Utilizing the principles of Asset-Based Community Development through the DES Community Network Teams and the Community Development and Family Leadership Workgroup, DES is working to further embed community

involvement and capacity building into the work of DES in the community. DES collaborations are involving individuals in the community to build their capacity as leaders. A foundational effort to develop leadership utilizes principles of the Breakthrough Series Collaborative on Service Integration as a fundamental practice of the Department for further embedding the voice of families.

DES is poised to move forward in collaboration with its many community partners to accomplish the goals set forth by the Department. The integrated and innovative approach to human services that is inherent to DES is crucial to developing and incorporating how to best assist the populations DES serves in order to achieve the best possible outcomes for the vulnerable individuals, children and families of Arizona.

### **Issue 4 Federal Funding Reductions**

In recent years, the federal government has shifted costs in a number of social services programs to the states, creating additional strains upon the agency and the state's budget. Most recently, DES was detrimentally impacted by the Deficit Reduction Act of 2005, which shifted costs to states for child welfare and child support enforcement services, as well as established new administrative burdens. While the Governor and the Legislature provided funding to replace most of these cuts in the Department's fiscal year 2008 budget, these investments do not represent an increase in the overall investment in human services programs. Since the state has limited resources, these backfills restrict Arizona's ability to strengthen existing programs or invest in new, innovative services.

### **Issue 5 Department Capacity**

In order to function as a high performance organization in providing integrated services to individuals and families served by the Department, DES must position itself within the community with a solid foundation grounded in qualified, motivated employees and high quality business systems, including a sound technological base. These are absolute requisites for doing business in the 21st century. To facilitate integrated services and improved outcomes for children, adults and families in Arizona, the Department is placing particular focus on workforce planning and information technology improvements.

DES, like many other state agencies, experiences challenges in attracting and retaining a qualified workforce. Recruitment, development and retention of qualified staff are crucial to achieving the Department's vision, mission, and goals. Qualified employees are a good investment to prevent the costs of turnover, retraining and low morale.

Repositioning the workforce is a major focus of health and human services across the country. While fewer students are electing to enter the social work and related fields, more experienced staff are reaching retirement age. Across Arizona, DES and its partners are advocating for solutions and developing strategies to improve employee recruitment, retention and training. Arizona can be a national leader in this area through strong partnerships, and DES will continue to address workforce needs in a collaborative way.

State government, like most American businesses, increasingly relies on information technology for the provision of services, financial management, personnel management and responding to federal and state reporting requirements. The Department requires a sound technological infrastructure to support integrated service delivery, increased demand for services, and E-government expansion to improve access to services and facilitate improved outcomes for children, adults, and families throughout Arizona.

Several information technology systems within the Department are no longer functionally adequate to meet internal and external business needs. DES must invest in improvements and modern, integrated systems.

Beyond addressing specific needs of the human services workforce and information technology, capacity is a key environmental factor in service delivery. Capacity issues include lack of early intervention services; substance abuse treatment; transportation; and other infrastructure issues. In addition, Arizona's smaller and rural communities, while sometimes facing capacity concerns themselves, also present an opportunity for DES engagement and improvement by working together, and seeing the smaller

size as an advantage.

To address this strategic issue and to help move DES forward as a high-performance organization, twelve department-wide strategies have been identified. These have been structured according to the five areas of focus of the DES Business Model as either foundational – what must take place now to move forward – or as actions that help strengthen the organization. Each action area is reflective of a sector of the Business Model, and incorporates proactive communication and individual and family voice.

Strategies Foundational to the Organization:

1. Ensure alignment of the Department's vision, mission, values and overall goals and engage in disciplined and strategic thinking
2. Develop Executive Leadership
3. Ensure effective Department evaluation
4. Effectively frame issues, aligning all communication with agency vision, mission, values and overall goals
5. Ensure meaningful engagement of key management and decision-making bodies in DES, such as the Economic Security Advisory Council (ESAC), Executive Leadership, Partners in Action, Change, and Excellence (PACE), District Quality Councils (DQC), Native American Advisory Council, etc.

Strategies that Strengthen the Organization:

1. Enhance the role of family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families
2. Engage in continuous improvement of staff by aligning employee performance expectations with organizational values and expected results
3. Continuous improvement of customer service
4. Ensure a quality workforce
5. Enhance training and supports for supervisors
6. Improve technology to support agency goals
7. Provide a quality physical work environment that furthers the mission of the agency

DEA 1.0	<b>Program Summary</b>
	ADMINISTRATION
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1954

**Mission:**

*To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.*

**Description:**

The Administration Program provides leadership, direction, coordination, and support to the Department and its nine divisions in delivering human services to the people of Arizona.

**This Program Contains the following Subprograms:**

- ▶ Central Administration
- ▶ Finger Imaging
- ▶ Attorney General Legal Services
- ▶ Disaster Recovery
- ▶ Governor's Advisory Council on Aging
- ▶ Governor's Council on Developmental Disabilities
- ▶ Arizona Early Intervention Program

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	33,036.7	36,265.8	45,927.7
Other Appropriated Funds	6,625.2	10,391.9	10,146.6
Other Non Appropriated Funds	79,394.2	90,914.2	96,897.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>119,056.1</b>	<b>137,571.9</b>	<b>152,971.8</b>
FTE Positions	1,070.2	1,097.6	1,140.6

DEA 1.1	<b>Subprogram Summary</b>
	CENTRAL ADMINISTRATION
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1954

**Mission:**

*To provide leadership, direction, coordination, and support to enable the Department of Economic Security (DES) to achieve its mission and vision.*

**Description:**

The Central Administration of DES consists of the Office of the Director, Employee Services and Support, Business and Finance, Technology Services, Financial Services, Human Resources, and Organization and Management Development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	31,658.1	34,782.9	40,699.7
Other Appropriated Funds	6,119.2	9,548.8	9,303.5
Other Non Appropriated Funds	66,990.7	77,678.5	83,291.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>104,768.0</b>	<b>122,010.2</b>	<b>133,294.4</b>
FTE Positions	1,032.6	1,060.0	1,097.0

- ◆ **Goal 1** To improve communication and collaboration within the Department and with other stakeholders, including clients, other agencies, and the broader community in order to improve customer access, service, outcomes, and satisfaction throughout the state.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Agencywide customer satisfaction rating (Scale 1-5)	3.62	3.9	3.9
Human Resources Administration customer satisfaction rating based on annual customer survey (Scale 1-5)	4.64	4.5	4.5
Customer satisfaction rating based on annual survey for the Appellate Services Administration (Scale 1-5)	3.9	4.0	4.1
Customer satisfaction rating based on annual survey for Office of Organization and Management Development (OMD) (Scale 1-5)	3.85	4.23	4.23
Number of referrals to the Ombudsman Program	10,979	11,500	12,100
Number of equal opportunity cases received	93	93	93

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Percent of equal opportunity cases completed	100	100	100
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◆ **Goal 2** To create a Department culture and infrastructure that supports employees, promotes excellence, and fosters culturally and linguistically appropriate human service delivery.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Agencywide employee satisfaction rating (Scale 1-5)	3.71	3.6	3.6
Percent of agency staff turnover as reported by Arizona Department of Administration	20.36	19.0	19.0
Number of new employee recruitment and retention strategies implemented	6	2	2
Percent of hires filled through internal promotion	6.6	10.0	10.0
Number of employee recognition celebrations	2,616	2,675	2,685
Number of staff attending cultural diversity training	993	1,000	1,000

◆ **Goal 3** To improve the quality and efficiency of services delivered to our customers.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total Office of Accounts Receivable and Collections cost per dollar to administer, bill, and collect debts	.0608	.06	.07
Number of audits and process improvement projects completed	27	27	27
Number of reviewed DES provider Single Audits with notification letters sent to the programs by Audit and Management Services	NA	75	75

◆ **Goal 4** To improve public service by enhancing IT systems and expanding electronic access.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of increase in total number of Family Assistance Administration applications for benefits via One-e-App	20	6	3

◆ **Goal 5** To increase operational efficiencies through the implementation of innovative and leveraged IT solutions.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of Department divisions with Web pages on the DES Intranet	8	9	9
Percentage of design strategy completed to create a foundation for the development of Service Oriented Architecture (SOA) compatible objects based on common processing functions	NA	50	100

DEA 1.2	<b>Subprogram Summary</b>
FINGER IMAGING	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 46-217; 46-218	

**Mission:**

*To utilize a fingerprint imaging comparison system in the FAA eligibility determination process for General Assistance, Cash Assistance, and Food Stamps to ensure participants receive benefits appropriately.*

**Description:**

The Arizona Fingerprint Imaging Program (AFIP) is an automated fingerprint imaging comparison system for use in the eligibility determination process. AFIP is designated to ensure that participants only receive benefits for which they are entitled.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	460.1	461.4	461.4
Other Appropriated Funds	60.3	277.5	277.5
Other Non Appropriated Funds	362.1	486.7	486.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>882.5</b>	<b>1,225.6</b>	<b>1,225.6</b>
<b>FTE Positions</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>

◆ **Goal 1** To maintain an automated fingerprint imaging system used to eliminate multiple enrollments.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Cost-avoidance savings (in thousands of dollars)	*	13,765.3	13,765.3

DEA 1.3	<b>Subprogram Summary</b>
ATTORNEY GENERAL LEGAL SERVICES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-191	

**Mission:**

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

**Description:**

The Attorney General Child and Family Protection Division is responsible for providing legal services to all programs and business operations of the Department of Economic Security (DES). The division provides these services through three sections: the Protective Services Section, which represents Child Protective Services; the Child Support Enforcement Section, which represents the Division of Child Support Enforcement; and the Civil, Criminal Litigation and Advice Section (CLA) which provides legal advice and representation in administrative hearings and state and federal courts to all other programs within the Department, as well as all personnel and operations matters. In addition, CLA prosecutes criminal cases relating to various DES programs, including recipient benefit fraud, employee embezzlement, provider fraud, and criminal nonpayment of child support.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	661.4	755.7	1,000.8
Other Appropriated Funds	174.2	294.1	294.1
Other Non Appropriated Funds	1,485.3	1,818.3	2,188.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,320.9</b>	<b>2,868.1</b>	<b>3,483.8</b>
<b>FTE Positions</b>	<b>35.5</b>	<b>35.5</b>	<b>41.5</b>



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DEA 1.4 **Subprogram Summary**  
 DISASTER RECOVERY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-3504

**Mission:**

To provide a Disaster Recovery Plan and the most efficient and cost-effective recovery services possible for the DES Data Center and network.

**Description:**

The Division of Technology Services must maintain acceptable Recovery Point Objective and Recovery Time Objective for the equipment and DES application systems, which support the DES mission.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	271.5	271.5	271.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>271.5</b>	<b>271.5</b>	<b>271.5</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To maintain a viable DES Data Center "hot site" backup Disaster Recovery Plan.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of annual testing of the Department's Data Center Disaster Recovery Plan completed	100	100	100

DEA 1.5 **Subprogram Summary**  
 GOVERNOR'S ADVISORY COUNCIL ON AGING  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 46-183

**Mission:**

To advise the Governor, Legislature, and all state departments that the Council deems necessary on all matters and issues relating to the aging population, including the administration of the State Plan on Aging.

**Description:**

The Governor's Advisory Council on Aging (GACA) is a policy advisory body and does not have regulatory authority. It was established and organized to meet the responsibilities and duties prescribed in A.R.S. § 46-183. The Council advises the Governor, the Legislature, and state departments about aging policies and programs. The Council works to find solutions to the current aging problems and lay groundwork for the future needs of an increasingly aging population.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	257.1	265.8	265.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8.0	8.3	8.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>265.1</b>	<b>274.1</b>	<b>274.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To obtain input regarding aging issues, programs, and policies from Council members in order to make legislative, program, and awareness recommendations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of GACA meetings	9	7	7

◆ **Goal 2** To engage the public in efforts to inform public policy process on issues related to aging.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Biannual Senior Action Days	7	n/a	5
Number of seniors informed on legislative issues at biannual action days	1,500	n/a	1,200

◆ **Goal 3** To educate the public on aging issues in Arizona and the U.S.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cosponsor a Maturer Workers education seminar and job fair	1	1	1
Number of mature workers and employers informed regarding resources and opportunities	2,500	5,000	5,000
Sponsor biannual conference on aging	n/a	1	n/a
Number of conference participants informed regarding current aging resources, research, and programs	n/a	500	n/a
Number of Legislative Updates issued to keep senior Arizonans informed of aging issues in the Legislature	20	15	15
Number of State Plan on Aging hearings monitored (occurs only once every 4-5 years)	7	n/a	n/a

DEA 1.6 **Subprogram Summary**  
 GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-2451

**Mission:**

To work in partnership with individuals with developmental disabilities and their families through systems change, advocacy, and capacity building activities that promote independence, choice, and the ability of all individuals to pursue their own dreams.

**Description:**

The Governor's Council on Developmental Disabilities (GCDD) is Arizona's state planning council for people with developmental disabilities. It was established in 1974 and organized to meet the responsibilities and duties prescribed in the Developmental Disabilities Assistance and Bill of Rights Act (Public Law 98-527 as amended by Public Law 104-183, Public Law 106-402 and state statute (A.R.S. §§ 41-2451 to 41-2454).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,295.0	1,347.0	1,347.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,295.0</b>	<b>1,347.0</b>	<b>1,347.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To ensure all individuals with developmental disabilities will have the choice to acquire, retain, and advance in paid employment with benefits consistent with their interests, abilities, and needs, including supported employment or self-employment, in integrated settings in the community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of employers and providers of employment services to persons with developmental disabilities who attend best practices training sessions	NA	50	50

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◆ **Goal 2** To provide all individuals with developmental disabilities unrestricted opportunities and choice for inclusive living.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of professional users registered with Socialserve and completing satisfaction and outcomes surveys on services used to support individuals with disabilities (*federal fiscal year)	*	20	20
Number of people with disabilities living in homes as a result of the Socialserve housing search services (*federal fiscal year)	*	200	200

◆ **Goal 3** To have the service system fully responsive to individuals with developmental disabilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of the Self Advocacy Coalition of Arizona planning committee who participate in board leadership training	10	30	30
Number of individuals with developmental disabilities interested in becoming staff members of a nonprofit organization who participate in a mentoring program	NA	10	10

◆ **Goal 4** To ensure all individuals with developmental disabilities will be valued participating members of their community and will have access to the full range of community services and supports.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of young women with developmental disabilities at the Black Canyon School for Girls who participate in the "Youth in Transition" mentoring program	15	15	15
Number of first responders who receive training on the "Smart Card" first responders program and how it would impact their service to the community	250	250	250

◆ **Goal 5** To ensure members of the general public and policymakers statewide will be educated about issues impacting the lives of individuals with developmental disabilities and be informed about the council's initiatives.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of the general public educated about Council initiatives through staff conducted outreach at conferences	2,115	1,600	1,600

DEA 1.7	<b>Subprogram Summary</b>
ARIZONA EARLY INTERVENTION PROGRAM	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
PL 105-17	

**Mission:**

*To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.*

**Description:**

As defined in Section 1431 of Public Law 105-17, the Individuals with Disabilities Education Act (IDEA) Part C, Infant and Toddlers with Disabilities, Congress finds that there is an urgent and substantial need to (1) enhance the development of infants and toddlers with disabilities and to minimize their potential for developmental delay, and to recognize the significant brain development that occurs during a child's first three years of life; (2) to reduce the educational cost to our society, including our nation's schools, by minimizing the need for special education and related services after infants and toddlers with disabilities reach school age; (3) to maximize the potential for individuals with disabilities to live independently in society; (4) to enhance the capacity of families to meet the special needs of their infants and toddlers with disabilities; and (5) to enhance the capacity of state and local agencies and service providers to identify, evaluate, and meet the needs of all children, particularly minority, low-income, inner-city, and rural children, and infants and toddlers in foster care. It is, therefore, the policy of the United States to provide financial assistance to States to (1) develop and implement a statewide, comprehensive, coordinated, multidisciplinary, interagency system that provides early intervention services for infants and toddlers with disabilities and their families; (2) to facilitate the coordination of payment for early intervention services from federal, state, local, and private sources (including public and private insurance coverage); (3) to enhance state capacity to provide quality early intervention services and expand and improve existing early intervention services being provided to infants and toddlers with disabilities and their families; and (4) to encourage states to expand opportunities for children under three years of age who would be at risk of having substantial developmental delay if they did not receive early intervention services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	3,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,253.1	9,575.4	9,575.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,253.1</b>	<b>9,575.4</b>	<b>13,075.4</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the family-centered model for Arizona's children birth to age three who have developmental delays and their families.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of counties that have participated in and completed the AzEIP on-site monitoring process	13	15	15

**DEA 2.0** **Program Summary**  
 DEVELOPMENTAL DISABILITIES  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-554

**Mission:**

*To support the choices of individuals with developmental disabilities and their families by promoting and providing flexible, quality, consumer-driven services and supports.*

**Description:**

The Division of Developmental Disabilities, in partnership with individuals with developmental disabilities, their families, advocates, community members, and service providers, administers and manages the various programs, services, and supports to Arizonans and their families who have autism, cerebral palsy, epilepsy, or a cognitive disability, which is manifested before the age of 18, or children who are below the age of six and at risk of having a developmental disability.

**This Program Contains the following Subprograms:**

- ▶ Developmental Disabilities Operations
- ▶ Case Management - Title XIX
- ▶ Case Management - State Only
- ▶ Home and Community Based Services - Title XIX
- ▶ Home and Community Based Services - State Only
- ▶ Institutional Services - Title XIX
- ▶ Institutional Services - State Only
- ▶ Medical Services
- ▶ ATP-Coolidge - Title XIX
- ▶ ATP-Coolidge - State Only
- ▶ State-Funded Long Term Care
- ▶ Dental Pilot
- ▶ Autism Training and Oversight
- ▶ Medicare Clawback Payments
- ▶ Children's Autism Intensive Behavioral Treatment Services
- ▶ Children's Autism Intensive Early Intervention Services for Toddlers

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	279,461.9	314,778.4	353,823.2
Other Appropriated Funds	20,623.2	25,200.9	26,681.4
Other Non Appropriated Funds	630,669.3	524,185.2	587,435.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>930,754.4</b>	<b>864,164.5</b>	<b>967,940.1</b>
<b>FTE Positions</b>	<b>1,854.2</b>	<b>1,903.2</b>	<b>2,192.2</b>

**DEA 2.1** **Subprogram Summary**  
 DEVELOPMENTAL DISABILITIES OPERATIONS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-554

**Mission:**

*To enhance supports and services to consumers and families through the effective and efficient use of state and federal funding.*

**Description:**

The Division of Developmental Disabilities serves both Arizona Long Term Care System (ALTCS) eligible individuals and state only eligible individuals with developmental disabilities. ALTCS is a federally matched Medicaid research and demonstration program. Individuals with developmental disabilities who are eligible for services through the Division may also be eligible for services through the Arizona Long Term Care System. The Division of Developmental Disabilities coordinates services and resources through six district offices and approximately 52 local offices in various communities throughout the state.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,740.5	15,190.9	16,301.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,383.7	21,758.2	23,929.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>44,124.2</b>	<b>36,949.1</b>	<b>40,231.1</b>
<b>FTE Positions</b>	<b>322.7</b>	<b>322.7</b>	<b>322.7</b>

◆ **Goal 1** To enhance the supports and services available to consumers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of families/individuals using Cooperatives, Microboards, or Support Brokerage models	101	125	125
Number of consumers interviewed by peers regarding in-home supports	21	50	125

◆ **Goal 2** To increase the number of therapists serving consumers with developmental disabilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of occupational therapists	267	280	290
Number of physical therapists	193	198	210
Number of speech therapists	298	346	360

**DEA 2.2** **Subprogram Summary**  
 CASE MANAGEMENT - TITLE XIX  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-554

**Mission:**

*To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.*

**Description:**

Case management services coordinate services and supports for Long Term Care and state only eligible individuals and their families.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,648.8	13,279.6	15,679.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,837.3	25,905.8	30,600.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>42,486.1</b>	<b>39,185.4</b>	<b>46,279.7</b>
<b>FTE Positions</b>	<b>712.5</b>	<b>761.5</b>	<b>868.5</b>

◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of individuals/families who choose where they (or their family member) live (Survey conducted every two years.)	NA	63	NA
Number of individuals/families who choose contracted case management services	685	690	700
Number of consumers participating in the Fiscal Intermediary Program	2,507	2,507	2,507

◆ **Goal 2** To provide quality case management services for all eligible consumers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of consumer satisfaction with case management services (Title XIX only)	98	98	98
Percent of individuals/families who choose the case manager (Survey conducted every two years.)	NA	64	NA
Average number of consumers with developmental disabilities served	18,631	19,800	20,000

**DEA 2.3 Subprogram Summary**

CASE MANAGEMENT - STATE ONLY

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 36-554

**Mission:**

*To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.*

**Description:**

Case management services coordinate services and supports for Long-Term Care and state only eligible individuals and their families.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,360.7	4,537.6	6,590.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,163.4	4,191.0	4,825.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,524.1</b>	<b>8,728.6</b>	<b>11,416.0</b>
<b>FTE Positions</b>	<b>125.6</b>	<b>125.6</b>	<b>163.6</b>

◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals/families who choose contracted case management services	774	775	775
Number of consumers participating in the Fiscal Intermediary Program	143	145	145

◆ **Goal 2** To promote quality case management services for all eligible consumers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of consumers with developmental disabilities served	8,483	8,900	9,100

**DEA 2.4 Subprogram Summary**

HOME AND COMMUNITY BASED SERVICES - TITLE XIX

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 36-552

**Mission:**

*To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self-determination to promote independence and inclusion within the community.*

**Description:**

This program consists of Home- and Community-Based Services including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	170,829.4	189,770.3	212,220.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	439,818.2	372,825.4	416,773.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>610,647.6</b>	<b>562,595.7</b>	<b>628,994.7</b>
<b>FTE Positions</b>	<b>99.2</b>	<b>99.2</b>	<b>220.2</b>

◆ **Goal 1** To provide Home- and Community-Based services that support the majority of consumers in their family or own home.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of child and adult consumers with a developmental disability that live in their family or own home	83.9	84	84

◆ **Goal 2** To increase consumer satisfaction with Home- and Community-based services and supports.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of consumers living at home who are satisfied with services and supports (Survey conducted every two years.)	NA	66	NA
Percent of families of children under 18 who are satisfied with services and supports (Survey conducted every two years)	48.8	NA	65
Percent of families or individuals for people over 18, who do not live at home with family, who are satisfied with services and supports (Survey conducted every two years.)	73.4	NA	75

◆ **Goal 3** To maintain the number of children returned to a family or relative home or placed in adopted settings.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of foster children with permanency plans	322	330	335
Number of foster children returned to family or relative home	21	21	21
Number of foster children adopted	31	31	31
Percent of children returned to family or relative	10	10	10

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- ◆ **Goal 4** To increase consumers' economic prosperity and self-sufficiency by placing adult consumers in community employment opportunities.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of adult consumers eligible for employment services	4,209	4,220	4,440
Percentage of eligible adult consumers placed in community employment	12.9	13	13
Consumer satisfaction rating with Employment Services program (scale 1 to 5)	NA	4.5	4.5

DEA 2.5 **Subprogram Summary**  
 HOME AND COMMUNITY BASED SERVICES - STATE ONLY  
 Alcira Angulo, Strategic Planning  
 Phone: (605) 542-0213  
 A.R.S. 36-552

**Mission:**

To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self determination to promote independence and inclusion within the community.

**Description:**

This program consists of Home- and Community-Based Services, including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	32,404.2	35,873.9	40,132.7
Other Appropriated Funds	0.0	848.1	848.1
Other Non Appropriated Funds	1,421.6	1,428.8	1,428.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>33,825.8</b>	<b>38,150.8</b>	<b>42,409.6</b>
<b>FTE Positions</b>	<b>48.4</b>	<b>48.4</b>	<b>57.4</b>

- ◆ **Goal 1** To provide Home- and Community-Based services that support the majority of consumers in their family or own home.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of child and adult consumers with a developmental disability who live in their family or own home	98.6	98.6	98.6

- ◆ **Goal 2** To maintain the number of children returned to a family or relative home or placed in adoptive settings.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of foster children with permanency plans	206	210	210
Number of foster children returned to family or relative home	14	15	15
Number of foster children adopted	58	58	58
Percent of children returned to family or relative home or adopted	14	14	14

- ◆ **Goal 3** To increase economic prosperity and self-sufficiency of adult consumers by providing community employment opportunities.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of adult consumers eligible for employment services	375	375	375
Percentage of eligible adult consumers placed in community employment	60.5	60	60

DEA 2.6 **Subprogram Summary**  
 INSTITUTIONAL SERVICES - TITLE XIX  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-552

**Mission:**

To provide services and supports to eligible individuals with developmental disabilities that will promote home- and community-based placement whenever appropriate.

**Description:**

This program consists of state and privately operated Intermediate Care Facilities for individuals with cognitive disabilities and nursing facilities.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	6,184.7	4,487.5	6,215.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,179.0	9,127.8	12,507.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>21,363.7</b>	<b>13,615.3</b>	<b>18,722.8</b>
<b>FTE Positions</b>	<b>77.7</b>	<b>77.7</b>	<b>77.7</b>

- ◆ **Goal 1** To place individuals with developmental disabilities transitioning from nursing facility settings into home- and community-based settings as indicated by the Pre-admission Screening and Annual Resident Review process.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of consumers screened	67	67	67
Percent of identified individuals moved within 30 days of notification	100	100	100

- ◆ **Goal 2** To reduce or maintain the number of people placed in institutional settings.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of consumers at Phoenix ICF/MR	40	40	40
Number of consumers in private ICF/MR	44	45	45
Number of consumers at skilled nursing facilities	48	48	48

DEA 2.7 **Subprogram Summary**  
 INSTITUTIONAL SERVICES - STATE ONLY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-552

**Mission:**

To provide services and supports to eligible individuals with developmental disabilities that will promote home- and community-based placement whenever appropriate.

**Description:**

This program consists of state and privately operated Intermediate Care Facilities for individuals with cognitive disabilities and nursing facilities.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	63.8	294.9	294.9
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>63.8</b>	<b>294.9</b>	<b>294.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To place individuals with developmental disabilities transitioning from nursing facility settings into home- and community-based settings as indicated by the Pre-admission Screening and Annual Resident Review process.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of consumers screened (New measure in FY 2008)	NA	10	10

<b>DEA 2.8</b>	<b>Subprogram Summary</b>
	<b>MEDICAL SERVICES</b>
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 36-2939

**Mission:**

*To provide cost-effective, quality medical services that enable Arizona Long Term Care System (ALTCS) eligible individuals with developmental disabilities to achieve and maintain optimal health and well-being.*

**Description:**

The program provides medical care and services for Long Term Care-eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; and Early and Periodic Screening Diagnosis and Treatment and other medical services, and care, and supports.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	30,180.7	39,823.1	44,119.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	93,612.6	77,565.9	85,987.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>123,793.3</b>	<b>117,389.0</b>	<b>130,107.6</b>
<b>FTE Positions</b>	<b>36.7</b>	<b>36.7</b>	<b>50.7</b>

◆ **Goal 1** To provide cost effective, quality health care.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of consumers satisfied with care received from their primary care physician	87.2	88	88
Number of consumers that have an advance health-care directive (New measure in FY 2008)	NA	3,000	3,000

<b>DEA 2.9</b>	<b>Subprogram Summary</b>
	<b>ATP-COOLIDGE - TITLE XIX</b>
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 36-2939

**Mission:**

*To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.*

**Description:**

Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,494.7	5,700.9	5,700.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,253.5	11,382.3	11,382.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>20,748.2</b>	<b>17,083.2</b>	<b>17,083.2</b>
<b>FTE Positions</b>	<b>417.4</b>	<b>417.4</b>	<b>417.4</b>

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge Intermediate Care Facility for the Mentally Retarded.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals living in Intermediate Care Facilities for the Mentally Retarded at the Arizona Training Program at Coolidge	105	101	101
Number of individuals living in state-operated group homes at the Arizona Training Program at Coolidge	28	28	28
Total number of consumers living at Arizona Training Program at Coolidge	133	129	129
Average cost per member year at the Arizona Training Program at Coolidge (in dollars)	145,752	154,780	159,423

<b>DEA 2.10</b>	<b>Subprogram Summary</b>
	<b>ATP-COOLIDGE - STATE ONLY</b>
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 36-2939

**Mission:**

*To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.*

**Description:**

Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	87.7	572.4	572.4
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>87.7</b>	<b>572.4</b>	<b>572.4</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge Intermediate Care Facility for the Mentally Retarded.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals served through the Senior Companion Program	25	25	25

**Subprogram Summary**

DEA 2.11  
STATE-FUNDED LONG TERM CARE  
Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
Laws 2007, Chapter 255, Section 28

**Mission:**

*To effectively meet the needs of Long Term Care-eligible individuals with developmental disabilities.*

**Description:**

This funding provides non-Title XIX services to Long-Term Care eligible consumers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,954.2	762.9	1,510.4
Other Appropriated Funds	20,552.8	24,152.8	25,633.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,507.0</b>	<b>24,915.7</b>	<b>27,143.7</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To provide state funded services to Long Term Care-eligible consumers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Long Term Care-eligible consumers that receive state-funded room and board to live in community-based homes	2,845	2,845	2,845

**Subprogram Summary**

DEA 2.12  
DENTAL PILOT  
Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
Laws 2006, Chapter 350, Section 24

**Mission:**

*To improve access to dental services for adults enrolled in the Division of Developmental Disabilities.*

**Description:**

The Division has contracted with A.T. Sill University's Arizona School of Dentistry and Oral Health in Mesa to provide dental services. The original appropriation, which designated the funding as one-time, is non-lapsing through the end of FY 2008.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	443.5	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>443.5</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide dental services to adult consumers that qualify for Title XIX.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of consumers referred to the dental program	1,500	1,200	N/A
Number of consumers approved to receive dental services	400	550	N/A
Number of consumers who received funded transportation services	45	60	N/A

**Subprogram Summary**

DEA 2.13  
AUTISM TRAINING AND OVERSIGHT  
Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 36-574

**Mission:**

*To enhance the quality of intensive behavioral training for providers of children with autism.*

**Description:**

Provides training and oversight of habilitation workers utilizing intensive behavioral treatment for children with or at risk of developing autism.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	70.4	200.0	200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>70.4</b>	<b>200.0</b>	<b>200.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide training in intensive behavioral treatment to habilitation workers that serve children with autism.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of habilitation workers that received training and certification to provide services to children with autism	266	274	300
Number of children that receive services from a certified habilitation provider	333	343	350

DEA 2.14 **Subprogram Summary**  
 MEDICARE CLAWBACK PAYMENTS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 Laws 2007, Chapter 255, Section 28

**Mission:**

To provide Medicare clawback funds as required by federal law under the Medicare Modernization Act.

**Description:**

The Medicare clawback payment budget provides for payments to Medicare, as required by the Medicare Modernization Act (MMA). The health plan medical costs are reconciled on actual claims data rather than on accrued audited financial statements. A data warehouse has been developed to house claims data and to facilitate the production of standard reporting.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,069.0	2,184.4	2,184.4
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>2,069.0</b>	<b>2,184.4</b>	<b>2,184.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To effectively coordinate medical benefits for consumers that are dually eligible for Medicaid and Medicare.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of dually eligible consumers	3,857	3,860	3,890

DEA 2.15 **Subprogram Summary**  
 CHILDREN'S AUTISM INTENSIVE BEHAVIORAL TREATMENT SERVICES  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-574

**Mission:**

To effectively meet the needs of children who have or are at risk for autism.

**Description:**

This program provides interventions using individualized curricula based on the principles of applied behavior analysis.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	1,800.0	1,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>1,800.0</b>	<b>1,800.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote social, language, and positive behavioral development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of families satisfied with applied behavioral analysis services.	NA	80	80

DEA 2.16 **Subprogram Summary**  
 CHILDREN'S AUTISM INTENSIVE EARLY INTERVENTION SERVICES FOR TODDLERS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-574

**Mission:**

To effectively meet the needs of children who have or are at risk for autism.

**Description:**

This program provides early intervention services to children who have or are at risk for autism.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>500.0</b>	<b>500.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide intensive early intervention services to children who have or are at risk for autism.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of families satisfied with pre-school services	NA	80	80

DEA 3.0 **Program Summary**  
 BENEFITS AND MEDICAL ELIGIBILITY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

The Division of Benefits and Medical Eligibility administers programs in the following areas:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. FAA programs ensure conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance Only programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance (CA), Food Stamps (FS), General Assistance (GA), and specialized areas within 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.

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.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**This Program Contains the following Subprograms:**

- ▶ Benefits and Medical Eligibility Operations
- ▶ Disability Determination Services Administration
- ▶ TANF Cash Benefits
- ▶ Tribal Pass-Through Funding
- ▶ General Assistance
- ▶ Tuberculosis Control Payments
- ▶ Food Stamps Benefits
- ▶ Child Passenger Restraint
- ▶ Eligibility System Upgrade
- ▶ Document Management

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	82,586.0	88,414.3	95,163.8
Other Appropriated Funds	101,183.7	100,986.0	102,006.5
Other Non Appropriated Funds	817,580.5	830,263.6	836,995.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,001,350.2</b>	<b>1,019,663.9</b>	<b>1,034,165.8</b>
<b>FTE Positions</b>	<b>3,979.4</b>	<b>4,000.8</b>	<b>4,113.6</b>

**Subprogram Summary**

DEA 3.1  
 BENEFITS AND MEDICAL ELIGIBILITY OPERATIONS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954

**Mission:**

*To promote the safety, well-being, and self-sufficiency of children, adults, and families.*

**Description:**

The Division of Benefits and Medical Eligibility administers programs in the following areas:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. FAA programs ensure conformity with federal and state laws in the Food Stamp, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance Only programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance (CA), Food Stamps (FS), General Assistance (GA), and specialized areas within 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.

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	34,923.0	33,723.9	37,090.5
Other Appropriated Funds	22,069.3	21,688.8	22,709.3
Other Non Appropriated Funds	152,586.8	150,965.2	152,483.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>209,579.1</b>	<b>206,377.9</b>	<b>212,283.6</b>
<b>FTE Positions</b>	<b>3,744.4</b>	<b>3,744.4</b>	<b>3,842.6</b>

◆ **Goal 1** To attract, develop, and retain qualified employees and improve job satisfaction.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Family Assistance Administration staff satisfied with job	84	90.8	90.8
Percent of employees satisfied with Office of Program Evaluation	100	94	94
Percent of Family Assistance Administration staff turnover as reported by Arizona Department of Administration	22.9	19.5	19.5

◆ **Goal 2** To improve customer service and accessibility.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of recipients receiving medical assistance per month	871,136	906,411	972,692
Percent of clients satisfied with Family Assistance Administration	88.4	88.0	88.0
Percent of customers satisfied with Office of Program Evaluation	100	98	98
Percent of stakeholders satisfied with Office of Program Evaluation	100	97	97

◆ **Goal 3** To increase Family Assistance Administration efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Medical Assistance timeliness rate	95.1	98.0	98.0
Medical Assistance case accuracy rate (*federal fiscal year)	*	97.0	97.0
State Focus Offices/District Focus Offices accuracy rates	95	95.5	95.5
Percent of reviews completed timely (95 days)	100	99	99
Total dollar amount of federal food stamp differences in sub-sample reviews	102	430	430
Number of invalid negative reviews per year	0	3	3

**DEA 3.2 Subprogram Summary**  
**DISABILITY DETERMINATION SERVICES ADMINISTRATION**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-251

**DEA 3.3 Subprogram Summary**  
**TANF CASH BENEFITS**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-291

**Mission:**

To provide timely and accurate disability determinations for the people we serve.

**Description:**

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona. Federal statutes and regulations require the states to administer the disability documentation and decision-making process for claimants who are residents. The DDSA operates under federal statutes and regulations that require states to make SSDI and SSI disability determinations for their residents. The Social Security Administration (SSA) funds 100 percent of the program cost and mandates specific program guidelines and performance standards. In addition, the DDSA reviews and determines entitlements for all referred initial and continuing Arizona Long Term Care System claims. The applicant's potential for vocational rehabilitation is considered, with referrals made as appropriate. DDSA measures are reported on federal fiscal year.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,947.4	26,834.0	26,834.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,947.4</b>	<b>26,834.0</b>	<b>26,834.0</b>
<b>FTE Positions</b>	<b>235.0</b>	<b>235.0</b>	<b>235.0</b>

◆ **Goal 1** To improve Disability Determination Services Administration performance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of correct cases	92.7	95.9	96.1
Average Social Security Disability Insurance initial case processing time (days)	118.8	98.5	97.0
Average Supplemental Security Income initial case processing time (days)	113.9	98.5	97.0

◆ **Goal 2** To improve customer satisfaction.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating (Scale 1-5)	4.4	4.5	4.5

◆ **Goal 3** To increase the effectiveness of relationships with business partners.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of rural vendors	120	150	150

◆ **Goal 4** To increase job satisfaction.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of job satisfaction	70.9	80.0	85.0

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

Cash Assistance (CA) under Temporary Assistance for Needy Families (TANF) provides for financial benefit payments to those individuals who meet the eligibility criteria. The CA Program operates under the Welfare Reform Demonstration Project EMPOWER (Employing and Moving People Off Welfare and Encouraging Responsibility). EMPOWER provides temporary Cash Assistance to families who are seeking employment or completing an education or training program that enables them to move into the work force and leave the welfare system. The major provisions of EMPOWER include: Time Limited Assistance - Adult Household members can only receive CA for 24 months during a five-year period of time; Family Benefit Cap - CA benefits will not be increased for additional children; Unwed Minor Parents - Eligibility of unwed minor parents is limited; Individual Development Account - Allowing an educational/training savings account that will not count against the CA or Food Stamp resource limits; and Transitional Medical Assistance - extending benefits from 12 to 24 months. In addition to the EMPOWER provisions, the CA Program includes a grant diversion option. The diversion option offers a one-time up-front payment to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment may eliminate the applicant's need for ongoing CA assistance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	42,208.7	45,850.8	45,850.8
Other Appropriated Funds	79,114.4	79,297.2	79,297.2
Other Non Appropriated Funds	234.8	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>121,557.9</b>	<b>125,148.0</b>	<b>125,148.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases diverted from TANF	364	364	364
Average number of TANF Cash Assistance recipients	82,408	70,482	66,706
Average cash benefits caseload (unduplicated)	37,616	32,610	30,863
Average TANF cash benefits adult caseload (non-child only cases)	20,125	18,445	18,445
Percentage of reduction in TANF cash benefits adult caseload (non-child-only cases)	15	5.0	5.0
Average length of stay in months in current TANF spell (adult caseload, non-child-only cases)	10.3	10.0	10.0
Percentage of TANF recipients who leave due to employment and do not return for at least six months	80.8	80.8	80.8
Number of kinship cases who receive TANF	9,160	9,160	9,160
Average length of stay in months in current TANF spell (kinship cases)	27.3	27.0	27.0
Percent of TANF Cash Benefits issued timely	96.3	98.6	98.6
Percent of total TANF Cash Benefits payments issued accurately	88	95.0	95.0

DEA 3.4 **Subprogram Summary**  
 TRIBAL PASS-THROUGH FUNDING  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 46-134

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

Tribal Pass-Through Funding provides financial assistance to Native American tribes who elect to operate their own Temporary Assistance for Needy Families (TANF) programs by providing cash assistance for eligible households to help them become self-sufficient through increased educational and employment opportunities and supportive services while maintaining tribal values. In addition to monies received from this pass-through, these tribes independently receive TANF block grant monies from the federal government.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,633.3	4,288.7	4,288.7
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>3,633.3</b>	<b>4,288.7</b>	<b>4,288.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide financial assistance to tribes who operate their own TANF program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of tribes operating their own TANF program	5	6	6

DEA 3.5 **Subprogram Summary**  
 GENERAL ASSISTANCE  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-231

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

This 100 percent state-funded program provides financial assistance to individuals who are unemployable because of physical or mental disability.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,797.6	3,060.8	3,060.8
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>1,797.6</b>	<b>3,060.8</b>	<b>3,060.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Assistance timeliness rate	91.8	92.0	92.0

DEA 3.6 **Subprogram Summary**  
 TUBERCULOSIS CONTROL PAYMENTS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-716

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

This program provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	23.4	32.2	32.2
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>23.4</b>	<b>32.2</b>	<b>32.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Tuberculosis Control timeliness rate	87.1	100	100

DEA 3.7 **Subprogram Summary**  
 FOOD STAMPS BENEFITS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954

**Mission:**

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

**Description:**

Food Stamps (FS) provide low-income households increased food-purchasing power, enabling them to obtain a more adequate nutritional diet. This is a federal program regulated by the U.S. Department of Agriculture (USDA). The state administers the distribution of food stamps through electronic benefit transfers (EBT) and food stamp coupons.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	640,569.0	648,465.4	648,465.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>640,569.0</b>	<b>648,465.4</b>	<b>648,465.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
FS timeliness rate	95.9	96.5	96.5
Mean number of days to process initial food stamp applications	19.9	19.6	19.6
Percent of total food stamp payments issued accurately	95	95.5	95.5

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Average monthly number of FS recipients      537,072      555,105      573,868

◆ **Goal 2**    To improve customer service and accessibility.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of persons in poverty receiving food stamps	68.0	68.0	68.0

**DEA 3.8      Subprogram Summary**  
CHILD PASSENGER RESTRAINT

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 28-907

**Mission:**

*To promote the safety, well-being, and self-sufficiency of children, adults, and families.*

**Description:**

The program provides car seats for distribution to requesting hospitals, health clinics, domestic violence shelters, and homeless shelters for loan to indigent applicants.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	242.5	215.0	215.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>242.5</b>	<b>215.0</b>	<b>215.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1**    To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraints seats.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Car seats purchased and distributed	4,916	3,157	3,157
Cost per car seat	38.64	39.73	39.73

**DEA 3.9      Subprogram Summary**  
ELIGIBILITY SYSTEM UPGRADE

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
Laws 2007, Chapter 255, Section 28

**Mission:**

*To promote the safety, well-being, and self-sufficiency of children, adults, and families.*

**Description:**

The Arizona Systems Replacement Project (ASRP) provides for a five-year project (2008-2012) for information technology (IT) upgrades to replace the current case management/eligibility determination system used for Jobs case management, Medicaid, Food Stamps, Temporary Assistance For Needy Families (TANF), General Assistance, Child Care Assistance and other public assistance programs. This includes equipment, internal IT support, and contracted programming and system development. The ASRP replaces the AZTECS, JAS, and AZCCATS systems with one Web-based system which integrates a Web-based "rules-driven" eligibility and case management IT support system with one set of client data and consolidated enabling technologies.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	963.3	4,840.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	3,238.0	8,997.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>4,201.3</b>	<b>13,838.1</b>
FTE Positions	0.0	18.0	36.0

◆ **Goal 1**    To implement the eligibility system upgrade by FY 2012.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Develop requirements for systems redesign	Done	NA	NA
Develop and issue the Advance Planning Document (APD)	NA	Done	NA
Prepare and issue the Request for Proposal	NA	Done	NA
Evaluate and award the contract	NA	Done	NA
Work with contractor to finalize and complete internal and external design requirements	NA	NA	Done

**DEA 3.10      Subprogram Summary**  
DOCUMENT MANAGEMENT

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
Laws 2007, Chapter 255, Section 28

**Mission:**

*To promote the safety, well-being, and self-sufficiency of children, adults, and families.*

**Description:**

This program provides a statewide document imaging and barcoding system for Family Assistance Administration (FAA) local office documents. Document Management is a multi-year project that will expand an existing pilot program in Maricopa County statewide.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	494.6	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	546.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>1,040.6</b>	<b>0.0</b>
FTE Positions	0.0	3.4	0.0

◆ **Goal 1**    To develop and implement a statewide document imaging and barcoding system for FAA local office documents.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of FAA offices imaged in Maricopa County	100	NA	NA
Percent of balance of FAA offices imaged statewide	NA	100	NA

DEA 4.0	<b>Program Summary</b>
CHILD SUPPORT ENFORCEMENT	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; Laws 1994, Ch 374	

DEA 4.1	<b>Subprogram Summary</b>
CHILD SUPPORT ENFORCEMENT OPERATIONS	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; Laws 1994, Ch 374	

**Mission:**

To provide effective and fair child support services.

**Description:**

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS) Medical Assistance services, Foster Care, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security, Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, IV-D and non-Title IV-D.

**This Program Contains the following Subprograms:**

- ▶ Child Support Enforcement Operations
- ▶ Genetic Testing
- ▶ County Participation
- ▶ CSE Attorney General Legal Services

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	792.1	948.0	1,033.0
Other Appropriated Funds	2,927.0	3,809.1	3,830.4
Other Non Appropriated Funds	11,296.7	12,120.6	12,327.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,015.8</b>	<b>16,877.7</b>	<b>17,190.4</b>
<b>FTE Positions</b>	<b>145.0</b>	<b>145.0</b>	<b>149.0</b>

**Mission:**

To provide effective and fair child support services.

**Description:**

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS) Medical Assistance services, Foster Care, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security, Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

◆ **Goal 1** To increase IV-D child support collections.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of IV-D cases	217,164	221,507	225,937
Number of court ordered IV-D cases	166,946	170,285	173,691
Number of IV-D cases with payments in the state fiscal year	110,241	113,548	116,955
Total IV-D collections (millions)	336.2	353.0	370.7
Percentage of change in IV-D collections from prior fiscal year	9.42	5.00	5.00

◆ **Goal 2** To improve the cost-effectiveness ratio.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
IV-D dollars collected for each IV-D dollar expended (cost-effectiveness ratio)	4.36	4.40	4.44
Percentage of change in IV-D dollars collected for each IV-D dollar expended from prior fiscal year	-3.25	0.96	0.96

◆ **Goal 3** To sustain the number of paternity establishments for children who were born out of wedlock.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of the IV-D caseload in the paternity function	12.27	12.03	11.79
Number of children in the IV-D caseload requiring paternity establishment	31,972	31,972	31,972
Number of children for whom paternity was established in the IV-D caseload	13,562	13,833	14,110
Total number of children for whom paternity was established including those established in the Hospital Based Paternity Program	49,314	49,807	50,305
Percentage of IV-D children in the paternity function for whom paternity was established during the year	36.29	43.27	44.13

◆ **Goal 4** To increase the number of court-ordered IV-D cases.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of court ordered IV-D cases	166,946	170,285	173,691
Number of IV-D cases	217,164	221,507	225,937
Ratio of court ordered cases (in percent)	76.88	76.88	76.88

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Percentage of cases in the establishment function for which orders were established during the year 27.52 34.70 30.83

◆ **Goal 5** To increase compliance with court orders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Title IV-D cases in the enforcement function (excludes collection cases which represent paying cases with no arrears)	159,900	163,098	166,360
Percentage of Title IV-D caseload in a Title IV-D enforcement function (excludes collection cases that represent paying cases with no arrears)	73.63	73.63	73.63
Number of Title IV-D cases with payments in the state fiscal year	110,241	113,548	116,955
Percentage of change in Title IV-D cases with a IV-D payment from prior fiscal year	4.86	3.00	3.00
Percentage of Title IV-D caseload with a Title IV-D payment	50.76	51.26	51.76
Percentage of Title IV-D court ordered cases with a payment during the year	66.03	66.68	67.34
Ratio of current IV-D child support collected and distributed to current IV-D support due	49.44	49.93	50.43
Percentage of change in ratio of current Title IV-D support collected and distributed from prior fiscal year	2.89	1.00	1.00

**DEA 4.2 Subprogram Summary**

**GENETIC TESTING**

Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; Laws 1994, Ch 374

**Mission:**

*To provide funding to cover the cost of genetic testing services required to establish potential paternities.*

**Description:**

Genetic testing is a small part in the overall process of establishing paternities. Some cases require DNA testing of the biological mother and child to the alleged father. The result can potentially end with paternity established for which a child support order can be pursued. Genetic testing is performed by vendors secured under the state procurement process.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	72.4	122.4	122.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	166.0	237.6	237.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>238.4</b>	<b>360.0</b>	<b>360.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To pay for genetic testing in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of genetic tests performed	6,539	6,539	6,539
Number of invoices received	234	234	234
Number of invoices paid within 30 days of receipt	234	234	234
Percent of invoices paid on time	100	100	100

**DEA 4.3 Subprogram Summary**

**COUNTY PARTICIPATION**

Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; Laws 1994, Ch 374

**Mission:**

*To ensure that the participating County Attorney-operated Child Support offices provide effective and fair child support services.*

**Description:**

The Division of Child Support Enforcement has intergovernmental agreements with four participating County Attorneys to provide multiple services to custodial persons who receive Temporary Assistance to Needy Families (TANF), Arizona Health Care Cost Containment System (AHCCCS) Medical Assistance services, Foster Care, as well as any other custodial or noncustodial person who applies for child support services. All measures shown are based on a federal fiscal year.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	719.7	825.6	910.6
Other Appropriated Funds	2,265.5	2,425.0	2,446.3
Other Non Appropriated Funds	5,497.0	6,421.9	6,628.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,482.2</b>	<b>9,672.5</b>	<b>9,985.2</b>
FTE Positions	145.0	145.0	149.0

◆ **Goal 1** To provide Child Support services at a comparable rate of growth to the State run program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ratio of Children born out of wedlock with paternity established during the federal fiscal year ( IV-D PEP)	114.85	114.85	114.85
Percent of change in the paternity establishment ratio from prior federal fiscal year	25.22	0.00	0.00
Ratio of open cases with support orders established during the federal fiscal year	84.74	85.59	86.44
Percent of change in the ratio of cases with support orders established during the federal fiscal year	1.72	1.00	1.00
Ratio of current IV-D Child Support collected and distributed to current IV-D support due during the federal fiscal year.	51.68	52.20	52.72
Percent of change in ratio of current IV-D support collected and distributed from prior federal fiscal year	2.91	1.00	1.00
Ratio of cases with arrears due paying arrearages during the federal fiscal year	62.05	62.67	63.30
Percentage of change in ratio of cases paying arrearages from prior federal fiscal year	2.18	1.00	1.00

DEA 4.4	<b>Subprogram Summary</b>
CSE ATTORNEY GENERAL LEGAL SERVICES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-191	

DEA 5.0	<b>Program Summary</b>
AGING AND COMMUNITY SERVICES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954	

**Mission:**

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

**Description:**

The Attorney General Child and Family Protection Division/Child Support Enforcement Section (CSE) represents DES's Division of Child Support Enforcement (DCSE). This includes establishing paternity and obtaining and enforcing support orders. The section also represents DCSE in appeals and class-action litigation, and it provides general legal advice. CSE provides representation in 10 counties.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	661.5	1,384.1	1,384.1
Other Non Appropriated Funds	5,633.7	5,461.1	5,461.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,295.2</b>	<b>6,845.2</b>	<b>6,845.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Mission:**

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To provide leadership by establishing partnerships and building provider networks that deliver premiere human services to at-risk populations. To identify through the Family Connections program voluntary families that are at high risk of CPS involvement and/or long-term Cash Assistance and to jointly identify the risk issues and problem areas and provide services to address the issues and assist families to achieve self-sufficiency and become less reliant upon state systems.

**Description:**

The Division of Aging and Adult Services administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and Adult services include investigative and protective services, case management, home care (housekeeper, home health aide, personal care, and home nursing), home repair/adaptation/renovation, transportation, State Health Insurance Assistance Program, Family Caregiver Support Program, Long-Term Care Ombudsman, legal assistance, congregate meals, home-delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

The Office of Community Partnerships and Innovative Practices (CPIP) addresses urgent, short-term basic needs, and strategies for long-term solutions by providing direct services and utilizing networks and partnerships. The goal of CPIP is to establish and provide vision and leadership at all levels that result in effective responses to identified needs. The Family Connections Program serves voluntary families who are identified by Child Protective Services (CPS), schools, community agencies, self-referral, shelters, law enforcement, and other resources. Upon receipt of a referral, Family Connections teams provide a rapid response to families to address crisis situations and, once stability has been achieved, to outline problems and issues that have contributed to their involvement with CPS, Family Assistance Administration, or other crisis responders and assist families to identify resources to address the issues.

**This Program Contains the following Subprograms:**

- ▶ Aging and Community Services Operations
- ▶ Adult Services
- ▶ Community and Emergency Services
- ▶ Coordinated Hunger
- ▶ Coordinated Homeless
- ▶ Domestic Violence Prevention
- ▶ Community-Based Marriage and Communication Skills Program Fund Deposit
- ▶ Refugee Resettlement Program
- ▶ Permanent Guardianship Subsidy
- ▶ Lifespan Respite Care

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	30,460.5	38,804.9	42,928.1
Other Appropriated Funds	15,325.1	16,642.6	15,895.0
Other Non Appropriated Funds	51,854.1	51,351.2	50,435.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>97,639.7</b>	<b>106,798.7</b>	<b>109,258.6</b>
<b>FTE Positions</b>	<b>253.2</b>	<b>276.6</b>	<b>270.1</b>

DEA 5.1 **Subprogram Summary**  
 AGING AND COMMUNITY SERVICES OPERATIONS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954

**Mission:**

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To provide leadership by establishing partnerships and building provider networks that deliver premiere human services to at-risk populations. To identify through the Family Connections program voluntary families that are at high risk of CPS involvement and/or long-term Cash Assistance and to jointly identify the risk issues and problem areas and provide services to address the issues and assist families to achieve self-sufficiency and become less reliant upon state systems.

**Description:**

The Division of Aging and Adult Services administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and Adult services include investigative and protective services, case management, home care (housekeeper, home health aide, personal care, and home nursing), home repair/adaptation/renovation, transportation, State Health Insurance Assistance Program, Family Caregiver Support Program, Long-Term Care Ombudsman, legal assistance, congregate meals, home-delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

The Office of Community Partnerships and Innovative Practices (CPIP) addresses urgent, short-term basic needs, and strategies for long-term solutions by providing direct services and utilizing networks and partnerships. The goal of CPIP is to establish and provide vision and leadership at all levels that result in effective responses to identified needs. The Family Connections Program serves voluntary families who are identified by Child Protective Services (CPS), schools, community agencies, self-referral, shelters, law enforcement, and other resources. Upon receipt of a referral, Family Connections teams provide a rapid response to families to address crisis situations and, once stability has been achieved, to outline problems and issues that have contributed to their involvement with CPS, Family Assistance Administration, or other crisis responders and assist families to identify resources to address the issues.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,498.8	6,830.5	6,468.1
Other Appropriated Funds	173.6	247.5	-0.1
Other Non Appropriated Funds	5,093.1	6,085.8	6,051.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,765.5</b>	<b>13,163.8</b>	<b>12,519.1</b>
<b>FTE Positions</b>	<b>242.7</b>	<b>265.1</b>	<b>258.6</b>

◆ **Goal 1** To increase communication and collaboration within the Department and with other stakeholders, including consumer families, other agencies, and the broader community in order to identify and test anti-poverty strategies with real families in real situations and refine the strategies to make them most effective. Proven strategies are incorporated into appropriate parts of the agency to become part of the way DES does business.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Community Network Teams	14	20	22
Number of service integration activities that engage family members in improving local outcomes	86	90	90

◆ **Goal 2** To assist Family Connections families in conducting a self-assessment of family needs utilizing various techniques to identify issues, i.e. Family Eco Map, Self-Sufficiency Matrix, or other tools, and encourage the family to develop their case plan including goals and target dates for achieving goals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of families receiving a telephonic and/or in-person response on the same day to identify the crisis and determine the response plan	NA	98	98
Percent of families who have the Discovery Meeting for identifying family issues and problems and developing a case plan within two weeks of the initial contact	NA	98	98
Percent of families that complete the Self-Sufficiency Matrix (New measure beginning FY 2008.)	NA	90	90

◆ **Goal 3** To strengthen and support kinship placements in order to provide safe and economically secure homes for children.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Family Connections kinship referrals who are connected with state and community resources	NA	90	90
Percent of Family Connections kinship providers who are assisted with the completion of the legal guardianship or foster care licensing process (New measure beginning FY 2008.)	NA	90	90

◆ **Goal 4** To enhance administrative and contract management procedures to improve the quality of services provided to customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average Division of Aging and Adult Services provider satisfaction rate (Based on a scale of 1-5.)	3.91	3.93	3.93

◆ **Goal 5** To improve the effectiveness and efficiency of the Office of Community Partnerships and Innovative Practices

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of invoices processed within 10 business days (New measure beginning FY 2008.)	NA	90	90



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DEA 5.2 **Subprogram Summary**  
**ADULT SERVICES**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-191

**Mission:**

To further develop and provide a continuum of services in designing to meet the needs of older or at-risk adults so they may retain independence and autonomy; to provide statewide leadership in the areas of planning, developing, and coordinating a comprehensive system of protection and advocacy programs that assist disabled and vulnerable elders to exercise their rights and choices promised by law; and to empower economically disadvantaged persons aged 55 or older with job opportunities in training programs or stipend volunteer programs to enhance the participants' quality of life.

**Description:**

The system of home- and community-based services includes services that assist disabled adults and the elderly to live as independently as possible in their homes and community. Services provided include home care, home delivered meals, transportation, adult day health care, respite, home repair, and case management. Services are also available for family caregivers and grandparents raising grandchildren.

Adult Protective Services accepts and evaluates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults and offers appropriate services. Elder Rights, as part of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention, Legal Services Assistance, State Long-Term Care Ombudsman, and State Health Insurance Assistance Program. Elder Rights is an advocacy program that incorporates all services, support, and protection to assist vulnerable adults in understanding their rights, maintaining and exercising control over decision making, and benefiting from services and benefits promised by law.

The Older Workers Program consists of two programs. The first is the Senior Community Service Employment Program (SCSEP), also known as Title V of the Older Americans Act, which provides subsidized job training to older workers 55 years of age and older who are at or below 125% of poverty levels. The purpose of Title V is to train workers to enable them to move to unsubsidized employment in the public and private sectors. The second is the Foster Grandparent Program, which provides stipends and travel expenses to volunteers 60 years of age and older who are at or below poverty guidelines to work with children with special needs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,731.9	19,277.7	19,463.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,111.1	18,111.1	18,111.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>33,843.0</b>	<b>37,388.8</b>	<b>37,574.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To improve the ability of the Home- and Community-Based Services system to ensure that clients are retaining independence through the provision of services in the least restrictive environment and based upon the client's choice.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of survey respondents indicating provision of Home- and Community-Based Services avoided premature institutionalization (active cases) (biannual survey)	NA	85	n/a

◆ **Goal 2** To provide caregiver support services aimed at meeting the needs of the family caregiver

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of caregivers receiving services	23,793	26,175	28,800

◆ **Goal 3** To improve the Adult Protective Services investigation process.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Adult Protective Services investigation percentage rate	95.54	100	100

◆ **Goal 4** To enhance Medicare beneficiaries' knowledge and understanding of their benefits, health care coverage, and options.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Estimated dollars saved by Arizona beneficiaries (in thousands of dollars)	2,448.0	2,648.0	2,818.0

◆ **Goal 5** To improve residents of Long-Term Care facilities knowledge and understanding of their rights.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of verified complaints resolved to the resident's satisfaction	83	85	87

◆ **Goal 6** To improve the provision of legal services assistance for vulnerable adults in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of client satisfaction with Legal Services	96	99	99

◆ **Goal 7** To improve the economic self-sufficiency of eligible workers aged 55 and over by moving them toward self-sufficiency through training and employment opportunities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of participants in Older Workers program transitioned from subsidized to unsubsidized positions	24	24	24

◆ **Goal 8** To improve the quality of life of low-income persons aged 60 and over while providing meaningful intergenerational contact with special needs children.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of respondents indicating satisfaction with the Foster Grandparent program	95	96	97

DEA 5.3 **Subprogram Summary**  
**COMMUNITY AND EMERGENCY SERVICES**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-241; PL 97-35; Title VI

**Mission:**

To assist Community Action Agencies in addressing the causes of poverty, pursue community revitalization, and assist low-income people become more self-sufficient.

**Description:**

This program funds Community Action Agencies both for services that assist with short-term basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with energy assistance and homeless prevention.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,706.5	5,924.9	5,424.9
Other Non Appropriated Funds	18,838.7	16,368.2	15,487.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,545.2</b>	<b>22,293.1</b>	<b>20,912.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To ensure the provision of emergency and utility assistance services to low-income households throughout the State of Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of households receiving financial assistance in paying rent and mortgage to prevent eviction	3,390	3,390	3,390
Number of households receiving financial assistance for paying home energy bills	36,095	25,000	25,000
Number of households participating in utility or telephone discount programs	62,569	62,560	62,560

DEA 5.4 **Subprogram Summary**  
**COORDINATED HUNGER**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 41-1981; PL 97-35; Title VI

**Mission:**  
*To implement effective policies, services, programs, and partnerships that address food security in Arizona.*

**Description:**  
 The Coordinated Hunger Program (CHP) provides a focal point for addressing hunger issues in Arizona and promoting food security. The program coordinates with various federal, state, and local organizations that provide food assistance to the hungry and contracts with various hunger organizations to leverage federal and state resources.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,247.0	1,514.6	1,514.6
Other Appropriated Funds	469.6	500.0	500.0
Other Non Appropriated Funds	1,317.7	1,548.7	1,548.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,034.3</b>	<b>3,563.3</b>	<b>3,563.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To facilitate the resolution of critical hunger issues identified by customers and stakeholders, relative to the Coordinated Hunger Program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Hunger Advisory Council meetings held	6	6	6

◆ **Goal 2** To administer The Emergency Food Assistance Program (TEFAP) that provides commodities from the United States Department of Agriculture (USDA) for low-income households and congregate meals through contracts with regional food bank warehouses and a statewide food bank organization.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Temporary Emergency Food Assistance Program (TEFAP) pounds distributed (in millions of	7.1	8.0	7.5

Average number of households served quarterly with TEFAP	185,000	185,000	185,000
Average number of congregate meals served quarterly with TEFAP	926,000	890,000	900,000

◆ **Goal 3** To more effectively distribute food resources among counties in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total pounds of food distributed by DES-contracted food banks from all food sources (millions of pounds)	126	125	125

DEA 5.5 **Subprogram Summary**  
**COORDINATED HOMELESS**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; PL 100-77; PL 100-628

**Mission:**  
*To work toward ending homelessness for homeless individuals and families and those at risk of homelessness throughout the state.*

**Description:**  
 The Coordinated Homeless Program is responsible for staffing the Interagency and Community Council on Homelessness, co-chaired by the DES Director and Department of Housing Director and for the development and implementation of the State Plan To End Homelessness. Additional areas of responsibility include implementation of the Statewide Program Evaluation Project, data collection and analysis, and support for and participation in local homeless planning activities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,108.0	1,155.4	1,155.4
Other Appropriated Funds	2,369.2	1,649.5	1,649.5
Other Non Appropriated Funds	617.7	880.4	880.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,094.9</b>	<b>3,685.3</b>	<b>3,685.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To assess the needs and characteristics of homeless individuals and families on an annual basis

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Surveys completed	1	1	1

◆ **Goal 2** To develop and fund needed services for homeless individuals and families through a variety of strategies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Individuals receiving emergency shelter	14,056	14,500	15,000
Individuals receiving transitional housing	1,503	1,550	2,000

◆ **Goal 3** To staff the development of and provide leadership to implement the State Plan to End Homelessness, which will focus on increased access to mainstream resources, integration of services, rapid re-housing, and permanent supportive housing for homeless individuals and families.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
State Plan to End Homelessness developed and implemented	Yes	Yes	Yes

**DEA 5.6 Subprogram Summary**  
**DOMESTIC VIOLENCE PREVENTION**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 36-3001

**DEA 5.7 Subprogram Summary**  
**COMMUNITY-BASED MARRIAGE AND COMMUNICATION SKILLS PROGRAM FUND DEPOSIT**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-2031; 41-2032

**Mission:**

*To provide safety and services to the victims of domestic violence and their children and to improve the comprehensive Domestic Violence Program in Arizona.*

**Description:**

The Domestic Violence Program provides contractual funding for shelter and supportive services for victims of domestic violence and their children utilizing a statewide network of private nonprofit shelter facilities including safe houses. Technical assistance is provided to the domestic violence network members in collaboration with a statewide coalition against domestic violence.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,006.3	8,326.7	11,626.7
Other Appropriated Funds	7,606.2	8,320.7	8,320.7
Other Non Appropriated Funds	619.3	869.0	869.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,231.8</b>	<b>17,516.4</b>	<b>20,816.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To assist the community in meeting the needs of victims of domestic violence and their children.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of women and children sheltered in emergency shelters	10,866	13,700	15,700
Number of unduplicated women and children sheltered in transitional housing	576	525	525
Number of victims assisted in self-help clinics	1,934	3,200	3,200
Number of victims provided with civil legal assistance	4,016	4,000	4,000
Number of victims provided with lay legal advocacy	1,824	2,000	2,000

◆ **Goal 2** To partner with the shelter providers to improve the accessibility and quality of the domestic violence service network.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average cost to operate an emergency shelter - annualized and based on 21 beds	730,947	600,000	600,000

**Mission:**

*To reduce the divorce rate in Arizona by providing skills training and education for individuals and couples who wish to be better prepared for marriage or who wish to establish and sustain a healthy marriage. Healthy marriages will result in better outcomes and a more stable society.*

**Description:**

Contractors provide marriage and communication skills workshops that promote healthy marriages and strong two-parent families. The workshops are designed to improve communication and relationship skills for couples who are planning to marry or who are already married. The courses include negotiation skills to help couples resolve common relationship problems.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,200.0	1,200.0	1,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,200.0</b>	<b>1,200.0</b>	<b>1,200.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide marriage and communication skills workshops.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of persons who register for workshops who attend the first session	95	88	88
Percentage of participants who start workshops who complete the workshops	95	88	88
Accuracy rate in eligibility determinations for the voucher program (percentage)	99	98	98
Percentage of participants served who are eligible for the Voucher program	92	88	88

**DEA 5.8 Subprogram Summary**  
**REFUGEE RESETTLEMENT PROGRAM**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 PL 96-212

**Mission:**

*To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being.*

**Description:**

The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations, through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being. RRP partners with a wide array of organizations, including local Voluntary Agencies (VOLAGs) and Mutual Assistance Associations (MAAs), to coordinate and provide core employment and case management services that promote self-sufficiency and integration, such as housing, school enrollment, cultural orientations, employment orientations, benefits applications, and ongoing adjustment services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,256.5	7,488.0	7,488.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,256.5</b>	<b>7,488.0</b>	<b>7,488.0</b>
<b>FTE Positions</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of refugees receiving refugee cash assistance	530	1,300	1,300
Number of refugees placed in employment	725	800	800
Average hourly salary of refugees placed in employment	7.95	7.41	7.41
Percent of refugee medical assistance program eligibility determinations made within 48 hours of receipt of a complete application	100	100	100
Number of eligible refugees receiving medical assistance	3,097	4,500	4,500
Number of older refugees who obtain U.S. citizenship	40	50	50

**DEA 5.9 Subprogram Summary**  
**PERMANENT GUARDIANSHIP SUBSIDY**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 8-814;

**Mission:**

*To assist and support grandparents as they transition into their role of raising grandchildren for whom they are responsible.*

**Description:**

The Grandparent Kinship Care Support Service allows payments of the following expenses if the kinship caregiver is the child's grandparent: (1) clothing and personal allowances not to exceed \$75 per child per month; (2) upon submission of written receipts for each purchase, one-time transitional assistance not to exceed \$300 per child to help cover the cost of additional beds and furniture and other necessary expenses related to transitioning the child into the grandparents home.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	668.5	0.0	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>668.5</b>	<b>0.0</b>	<b>1,000.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To enhance the ability of grandparents to provide a stable environment for their grandchildren during the time of transition.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of grandparents receiving subsidy	825	825	825

**DEA 5.10 Subprogram Summary**  
**LIFESPAN RESPITE CARE**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 46-171

**Mission:**

*To coordinate respite care services for family caregivers who are not eligible for other publicly funded respite care programs.*

**Description:**

The Lifespan Respite Care Program establishes a respite program for primary caregivers of individuals who do not currently qualify for other publicly funded respite services. The program will coordinate with other respite services, support the growth and maintenance of a statewide respite coalition, conduct a study on the need for respite care throughout the lifespan of individuals, identify local training resources for respite care providers, link families with respite care providers and other types of respite caregiver consultant,; and create an evaluation tool for recipients of respite care to ensure quality of care.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>500.0</b>	<b>500.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>

◆ **Goal 1** To preserve the family unit and support family stability through the coordination of respite care services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of caregivers served (New measure beginning FY 2008)	NA	117	134

DEA 6.0	<b>Program Summary</b>
	CHILDREN, YOUTH AND FAMILIES
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1954; 8-800

**Mission:**

*To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.*

**Description:**

The Division of Children, Youth and Families (Division) provides services to children and families, which includes the following services: prevention, family support and preservation, substance abuse treatment, Child Protective Services, out-of-home care, adoptions, permanent guardianship, independent living, health care services, and other child welfare programs.

The Division serves as the state-administered child welfare services agency, and is divided into three administrations: Child Welfare Administration (CWA); Finance and Business Operations Administration (FBOA); and Comprehensive Medical and Dental Program (CMDP).

Arizona's fifteen counties are divided into six regions, which are referred to as districts. District 1 (Maricopa County) and District 2 (Pima County) are the urban districts, while Districts 3 through 6 are the rural districts, although some rural counties are growing rapidly.

Each district provides directly or through contracts with community providers: investigation of Child Protective Services (CPS) reports, case management, in-home services, out-of-home services, contracted support services, permanency planning, foster and adoptive home recruitment, study and supervision.

The Statewide Child Abuse Hotline is centralized for the receiving and screening of incoming communications regarding alleged child abuse and neglect. Incoming communications are centrally screened to determine if the communication meets the definition and criteria of a CPS report. Report information is triaged to determine risk of harm to the child, and to establish a response timeframe. Reports are investigated by Child Protective Services Specialists or referred to other jurisdictions (such as tribal jurisdictions) for action.

Central Office Operations provide oversight of district functions; policy and program development, including analysis of state and federal legislation; management of the Child Welfare Training Institute (CWTI) for initial in-service staff training, ongoing/advanced staff training, and out-service and education programs; management of the Comprehensive Medical and Dental Program (CMDP) that provides dental and health care services for children in out-of-home care; oversight of programs including: Healthy Families Arizona, Promoting Safe and Stable Families, Arizona Families F.I.R.S.T., Adoption Subsidy, Subsidized Guardianship, Independent Living Programs including Chafee, Child Abuse Prevention and Treatment Act, Foster and Adoptive Home Recruitment, Study and Supervision, the Interstate Compact on the Placement of Children, and the Title IV-E Demonstration Project on Expedited Reunification, oversight of statewide practice improvement, including case record reviews, data and trend analysis, the federal Child and Family Services Review process, continuous quality improvement processes, new practice improvement initiatives, and implementation of Family to Family strategies; oversight of strategic planning, including development and implementation of the federal Child and Family Services Plan; management of the appeals process for proposed substantiated CPS reports; management of family advocacy and high profile cases; management of business operations, including finance, budget, contracts, payment operations, and the Division's case management and payment processing automated system; and management of data, data analysis, report preparation, and the Division's Data Dashboard.

**This Program Contains the following Subprograms:**

- ▶ Children, Youth and Families Operations
- ▶ Children Support Services
- ▶ CPS Emergency Placement
- ▶ CPS Residential Placement
- ▶ Foster Care Placement
- ▶ Education and Training Vouchers
- ▶ Healthy Families
- ▶ Family Builders Program
- ▶ Intensive Family Services
- ▶ Child Abuse Prevention
- ▶ Homeless Youth Intervention
- ▶ Comprehensive Medical and Dental Program
- ▶ Residential Drug Treatment
- ▶ Joint Substance Abuse Treatment (JSAT)
- ▶ Permanent Guardianship Subsidy
- ▶ Adoption Services
- ▶ Adoption Services - Family Preservation Projects
- ▶ CPS Appeals
- ▶ CYF Attorney General Legal Services
- ▶ Adoption Services - Tutoring

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	203,974.3	211,221.3	254,150.8
Other Appropriated Funds	84,947.3	93,687.7	93,687.7
Other Non Appropriated Funds	187,373.8	179,063.8	192,592.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>476,295.4</b>	<b>483,972.8</b>	<b>540,431.0</b>
<b>FTE Positions</b>	<b>2,211.1</b>	<b>2,211.1</b>	<b>2,391.1</b>

**Subprogram Summary**

DEA 6.1

**CHILDREN, YOUTH AND FAMILIES OPERATIONS**

Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 8-800

**Mission:**

*To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.*

**Description:**

The Division of Children, Youth and Families (Division) provides services to children and families, which includes the following services: prevention, family support and preservation, substance abuse treatment, Child Protective Services, out-of-home care, adoptions, permanent guardianship, independent living, health care services, and other child welfare programs.

The Division serves as the state-administered child welfare services agency, and is divided into three administrations: Child Welfare Administration (CWA); Finance and Business Operations Administration (FBOA); and Comprehensive Medical and Dental Program (CMDP).

Arizona's fifteen counties are divided into six regions, which are referred to as districts. District 1 (Maricopa County) and District 2 (Pima County) are the urban districts, while Districts 3 through 6 are the rural districts, although some rural counties are growing rapidly.

Each district provides directly or through contracts with community providers: investigation of Child Protective Services (CPS) reports; case management; in-home services; out-of-home services; contracted support services; permanency planning; foster and adoptive home recruitment, and study and supervision.

The Statewide Child Abuse Hotline is centralized for the receiving and screening of incoming communications regarding alleged child abuse and neglect. Incoming communications are centrally screened to determine if the communication meets the definition and criteria of a CPS report. Report information is triaged to determine risk of harm to the child, and to establish a response timeframe. Reports are investigated by Child Protective Services Specialists or referred to other jurisdictions (such as tribal jurisdictions) for action.

Central Office Operations provides oversight of district functions; policy and program development, including analysis of state and federal legislation; management of the Child Welfare Training Institute (CWTI) for initial in-service staff training, ongoing/advanced staff training, and out-service and education programs; management of the Comprehensive Medical and Dental Program (CMDP) that provides dental and health care services for children in out-of-home care; oversight of programs including: Healthy Families Arizona; Promoting Safe and Stable Families; Arizona Families F.I.R.S.T.; Adoption Subsidy; Subsidized Guardianship; Independent Living Programs, including Chafee; Child Abuse Prevention and Treatment Act; Foster and Adoptive Home Recruitment, Study and Supervision; the Interstate Compact on the Placement of Children; and, the Title IV-E Demonstration Project on Expedited Reunification; Oversight of statewide practice improvement, including case record reviews, data and trend analysis, the federal Child and Family Services Review process, continuous quality improvement processes, new practice improvement initiatives, and implementation of Family to Family strategies; oversight of strategic planning, including development and implementation of the federal Child and Family Services Plan; Management of the appeals process for proposed substantiated CPS reports; management of family advocacy and high profile cases; management of business operations, including finance, budget, contracts, payment operations, and the Division's case management and payment processing automated system; and management of data, data analysis, report preparation, and the Division's Data Dashboard.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	61,541.3	61,447.0	68,118.2
Other Appropriated Funds	29,453.9	30,353.8	30,353.8
Other Non Appropriated Funds	38,084.5	36,516.8	37,981.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>129,079.7</b>	<b>128,317.6</b>	<b>136,453.4</b>
<b>FTE Positions</b>	<b>2,002.6</b>	<b>2,002.6</b>	<b>2,123.6</b>

<b>DEA 6.2</b>	<b>Subprogram Summary</b>
	<b>CHILDREN SUPPORT SERVICES</b>
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 8-802; 8-701; 8-521

◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of newly hired Child Protective Services (CPS) Specialists completing training within seven months of hire	100	100	100
Percent of CPS complaints reviewed by the Office of the Citizens Aide where allegations are reported as valid by the Ombudsman	12	14	14
Number of CPS reports received	34,690	33,000	33,000
Child protective services response rate (percent)	100	100	100
Percent of child protective service reports that are substantiated	8.26	9.5	9.5
Number of substantiated reports of child maltreatment	2,380	2,158	2,158
Number of substantiated CPS reports of child maltreatment per 1,000 children (*federal fiscal year)	4.6	4.6	4.6
Percent of CPS original dependency cases where the court denied or dismissed the dependency	<1	<1	<1

◆ **Goal 2** To improve employee satisfaction, retention, and recruitment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Employee satisfaction rating for employees in the Division of Children, Youth and Families (Scale 1-5)	3.6	3.6	3.6

**Mission:**

*To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services which are comprehensive, coordinated, community-based, accessible, and culturally responsive. (In-Home Children Services Program and Family Support and Family Preservation Program)*

*To provide young adults with the opportunity to achieve self-sufficiency with independent living skills. (Young Adult Program and Transitional Independent Living Program)*

**Description:**

The In-Home Children Services Program focuses on families where unresolved problems have produced visible signs of existing or imminent child abuse, neglect, or dependency, and the home situation presents actual and potential risk to the physical or emotional well-being of a child. In-home children services seek to prevent further dependency or child abuse and neglect through provision of social services to stabilize family life and preserve the family unit. These services, including voluntary services without court involvement and court-ordered in-home intervention, are available statewide, although the actual design of services varies by district. Services include parent aide, parenting skills training, counseling, self-help, and contracted case management. Families may also receive referrals for services provided by other Divisions within the Department or other state agencies, including behavioral health services and other community resources.

Contracted services provided are available statewide. This integrated services model includes two service levels, intensive and moderate, which are provided based upon the needs of the child and family. The model is provided through collaborative partnerships between CPS, community social service agencies, family support programs, and other community and faith-based organizations.

The Division uses in-home service units to support delivery of integrated services and other in-home supports. Cases served include voluntary foster care, in-home court intervention, in-home dependency, integrated services, and other in-home support cases. Districts I, II, III, and VI have specialized in-home service units and districts IV and V have In-Home Services Specialists.

The Family Support and Family Preservation Program provides community-based family support and preservation services, which are not limited to Child Protective Services cases, to improve the safety and well-being of families, enhance family functioning, foster a sense of self-reliance, reduce risk factors, and stabilize families. A broad array of services are provided including, but not limited to, case management, assistance in securing child care, early intervention, food and nutrition, information and referral, mentoring, parenting skills training, peer self-help, supportive counseling, transportation, emergency services, and intensive family preservation services. Service providers are required to form collaborative partnerships with other agencies for the provision of family-centered services. Services provided are contingent upon the needs of the family and the community resources, and are voluntary. Family Support and Family Preservation outcomes are evaluated and reported on a federal fiscal year. FY 2007 outcome data will be available in May 2008.

In the Young Adult Program and the Transitional Independent Living Program, youth and Division staff work together to establish youth-centered case plans that include services and supports to assist each youth to reach his or her full potential while transitioning to adulthood and maintain safe, stable, long-term living arrangements and relationships with persons committed to their support and nurturance. State policy requires an

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individualized independent living case plan for every youth age 16 and older in out-of-home care, regardless of his or her permanency goal. Life skills assessments and services are provided to ensure each youth acquires the skills and resources necessary to live independently of the foster care system at age 18.

Youth who do not have a goal of reunification, adoption, or guardianship are assisted to establish another planned permanent living arrangement (Independent Living permanency goal) through participation in services, opportunities, and activities through the Arizona Young Adult Program, which is Arizona's State Chafee Program. The Arizona Young Adult Program provides training and financial assistance to children in out-of-home care who are expected to make the transition from adolescence to adulthood while in foster care. Youth served under the Arizona Young Adult Program are currently in out-of-home care, in the custody of the Department.

State policy allows youth to continue to receive Division services and supports to age 21 through voluntary foster care services and/or the Transitional Independent Living Program. Young adults served under the Transitional Independent Living Program are former foster youth, ages 18 through 20, who were in out-of-home care and in the custody of the Department while age 16, 17, or 18. This program provides job training, skill development, and financial and other assistance to former foster youth, to complement their efforts toward becoming self-sufficient.

The Young Adult Transitional Insurance Program (YATI) serves young adults who reached the age of 18 while in out-of-home care and who may be eligible for medical services through the YATI Program, which was implemented in FY 2000. YATI is a Medicaid program operated by AHCCCS. All foster youth who are Medicaid eligible are pre-enrolled into an AHCCCS plan as they turn 18 years of age. This program provides continuous health coverage until the age of 21, regardless of income. Approximately 200 additional youth who reached the age of 18 while in foster care during the last year will benefit from this program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	51,167.8	48,539.3	61,396.7
Other Appropriated Funds	10,711.1	16,879.1	16,879.1
Other Non Appropriated Funds	24,228.9	16,756.2	17,669.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>86,107.8</b>	<b>82,174.6</b>	<b>95,944.9</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost-effective services that promote the safety of all family members.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of families receiving in-home services (point in time 6/30)	5,154	5,725	6,012

◆ **Goal 2** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of families served by Family Support and Family Preservation program (*federal fiscal year)	*	7,668	7,668
Percent of Family Support and Family Preservation participants not having subsequent substantiated CPS report (*federal fiscal year)	*	99	99
Percent of all Family Support and Family Preservation families, regardless of service provided, who reported an improvement in parental competence (*federal fiscal year)	*	88	88
Percent of Family Support and Family Preservation families who reported they were satisfied with the program (*federal fiscal year)	*	97	97

Percent of Family Support and Family Preservation families who received Parenting Skills Training who reported an improvement in parental competence (*federal fiscal year)	*	96	96
Percent of Family Support and Family Preservation families who showed a positive change on at least one presenting issue (*federal fiscal year)	*	75	75
Average participant satisfaction with the Family Centered Practice Conference (Scale 1-5)	4.3	4.6	4.6

◆ **Goal 3** To assist young adults to achieve self-sufficiency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Young Adult Program participants (*federal fiscal year)	*	1,300	1,300
Number of Young Adult Independent Living Subsidy participants (*federal fiscal year)	*	450	450
Number of youth exiting the Young Adult Program, currently age 18-21 (*federal fiscal year)	*	165	170
Percent of Young Adult Program participants age 18 or older, who have graduated from high school or received a General Equivalency Diploma (*federal fiscal year)	*	93	94
Percent of Transitional Independent Living (TIL) participants who have graduated from high school or received a General Equivalency Diploma (*federal fiscal year)	*	40	43
Percent of Young Adult Program participants who are employed or participating in post-secondary education or training at the time of discharge (*federal fiscal year)	*	62	64
Percent of TIL participants who are employed or participating in post-secondary education or training at the time of discharge (*federal fiscal year)	*	79	80



DEA 6.3	<b>Subprogram Summary</b>
	CPS EMERGENCY PLACEMENT
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 8-514

DEA 6.4	<b>Subprogram Summary</b>
	CPS RESIDENTIAL PLACEMENT
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 8-514

**Mission:**

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

**Description:**

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as only aggregate data for out-of-home children services is available.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,880.1	2,180.1	2,428.8
Other Appropriated Funds	3,019.3	3,006.4	3,006.4
Other Non Appropriated Funds	5,268.3	2,574.6	2,574.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,167.7</b>	<b>7,761.1</b>	<b>8,009.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Mission:**

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

**Description:**

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as only aggregate data for out-of-home children services is available.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,754.6	6,543.4	7,336.4
Other Appropriated Funds	11,702.7	11,166.6	11,166.6
Other Non Appropriated Funds	17,317.6	15,509.3	15,509.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>40,774.9</b>	<b>33,219.3</b>	<b>34,012.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

DEA 6.5 **Subprogram Summary**  
 FOSTER CARE PLACEMENT  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-514

**Mission:**

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

**Description:**

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for the Foster Care Placement Program, CPS Emergency Placement, and CPS Residential Placement SFY 2008 state appropriated line items are contained in this program as only aggregate data for out-of-home children services is available.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	14,818.3	17,139.5	22,881.2
Other Appropriated Funds	6,194.3	6,223.1	6,223.1
Other Non Appropriated Funds	20,512.5	18,968.2	23,687.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>41,525.1</b>	<b>42,330.8</b>	<b>52,791.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote permanent placement for children who enter out-of-home care.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of children in out-of-home care	9,820	9,623	9,431
Percent decrease in number of children in out-of-home care	1.58	2	2
Percent of children in out-of-home care who exit the child welfare system who achieve permanent placement through reunification, adoption, or legal guardianship	33	36	36
Percent of children in out-of-home care who have not returned to their families or been placed in another type of permanent placement for more than 24 consecutive months since they were removed from their homes	23.3	25	25
Number of children with finalized adoptions	1,468	1,511	1,663

Of the children who leave DES custody by reason of adoption, the percentage who exited in less than 24 months from the time of their latest removal from home	36	36	36
Of all children who were safely reunified with parents or caretakers, the percent who exited in less than 12 months from the time of their latest removal from home	78	82	84
Of all children who entered out-of-home care, percent who re-entered within 12 months of a prior discharge	12	9	9

◆ **Goal 2** To enhance children's health and development by providing stable and nurturing environments.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of children in congregate care (includes shelters, group homes, and residential treatment) as of June 30	1,717	1,545	1,390
Percent decrease in the number of children in congregate care (includes shelters, group homes, and residential treatment) as of June 30	4.13	10	10
Number of children remaining in shelter more than 21 days (April-September)	1,214	653	600
Average number of days spent in shelter care for those children in shelter care 21 days or longer	78.6	73	66
Number of children under 3 in shelter care as of June 30	36	35	35
Number of children under 6 in group homes as of June 30	14	14	14
Number of licensed foster family homes as of September 30	3,119	3,456	3,638

DEA 6.6 **Subprogram Summary**  
 EDUCATION AND TRAINING VOUCHERS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 P.L. 107-133

**Mission:**

To provide young adults with the opportunity to achieve self-sufficiency.

**Description:**

Through funding received from the federal Education and Training Voucher (ETV) Program, vouchers to support post-secondary education and training costs, including related living expenses, are provided to eligible youth up to 23 years of age. In accordance with the current state Chafee Foster Care Independence Program (CFCIP), a youth may apply for assistance through the State ETV program if the youth: was in out-of-home care in the custody of the Department when age 16, 17, or 18; is age 18-21 and was previously in the custody of the Department or a licensed child welfare agency, including tribal foster care programs; was adopted from foster care at age 16 or older; or was participating in the state ETV program at age 21.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	461.3	700.0	700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	595.7	801.0	801.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,057.0</b>	<b>1,501.0</b>	<b>1,501.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increase the number of new participants in the Education and Training Vouchers Program.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of new participants	100	140	140

delays at appropriate intervals during year one of program participation

DEA 6.7

**Subprogram Summary**

HEALTHY FAMILIES

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 8-701

**Mission:**

To utilize home-based, family-centered services which promote child health and development, prevent child abuse and neglect, and enhance positive parent/child interaction.

**Description:**

The Healthy Families Arizona program is a community-based, multi-disciplinary program serving pregnant women and families of newborns. The program is designed to reduce stress, enhance family functioning, support positive parent/child interaction, promote child development and health, and minimize the incidence of abuse and neglect. This voluntary home visitation program provides a Family Support Specialist (FSS) who assists the family to obtain concrete services and provides emotional support; informal counseling; role modeling; effective life-coping skills; bonding; education on child development and school readiness activities; developmental assessments to identify developmental delays, physical handicaps, or behavioral health needs; and referrals when needed.

The program provides education on the importance of preventive health care, assistance and encouragement to access comprehensive private and public preschool and other school readiness programs, assistance in applying for private and public financial assistance and employment services, and assistance to improve parent-child interaction, develop healthy relationships, and access prenatal care. The FSS works closely with the child's medical provider in monitoring the child's health. Families may be visited anywhere from weekly to quarterly, according to the family's level of need. The program's statutory authority was expanded in 2004 to permit the program to serve women and their families prior to their child's birth, and to serve people who have a substantiated report of abuse or neglect. Program services are available until the child reaches age five. The program has expanded, increasing the number of program sites to 58. The program now serves over 150 communities throughout Arizona, including all of the Division's six administrative districts. FY 2007 outcome data will be available December 2007.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,715.8	8,715.8	8,715.8
Other Appropriated Funds	5,034.2	5,034.2	5,034.2
Other Non Appropriated Funds	6,567.4	7,641.7	7,641.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,317.4</b>	<b>21,391.7</b>	<b>21,391.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To prevent and reduce abuse and neglect of children while protecting vulnerable children under the age of five years.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of at-risk families served	5,869	5,869	5,869
Percent of program families not having a substantiated report of child abuse or neglect	99.7	99.2	99.2
Percent of program participants who show improvement on the risk and protective factors measured by the Healthy Families Parenting Inventory	68.5	68.5	68.5

◆ **Goal 2** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of program children having developmental screens to identify	74.9	80	80

DEA 6.8

**Subprogram Summary**

FAMILY BUILDERS PROGRAM

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 8-816

**Mission:**

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

**Description:**

This program provides funding for the In-Home Children Services Program which is shown at DEA 6.2, Children Support Services. Goals and performance measures for this program are contained in the Children Support Services Program as only aggregate data for in-home children services is available.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,200.0	5,200.0	5,200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,200.0</b>	<b>5,200.0</b>	<b>5,200.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

DEA 6.9

**Subprogram Summary**

INTENSIVE FAMILY SERVICES

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 41-1954

**Mission:**

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

**Description:**

This program provides funding for the In-Home Children Services Program which is shown at DEA 6.2, Children Support Services. Goals and performance measures for this program are contained in the Children Support Services Program as only aggregate data for in-home children services is available.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,985.6	1,985.6	1,985.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,479.7	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,465.3</b>	<b>1,985.6</b>	<b>1,985.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

DEA 6.10 **Subprogram Summary**  
 CHILD ABUSE PREVENTION  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-701

**Mission:**

*To strengthen and stabilize families and to increase public awareness of child abuse prevention.*

**Description:**

The Child Abuse Prevention Fund provides financial assistance to community agencies for the prevention of child abuse. The funds are generally used for the Regional Child Abuse Prevention Councils and the Child Abuse Prevention Conference.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	35.7	826.9	826.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35.7</b>	<b>826.9</b>	<b>826.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average participant satisfaction with the Child Abuse Prevention Conference (scale 1-5)	4.4	4.4	4.4

DEA 6.11 **Subprogram Summary**  
 HOMELESS YOUTH INTERVENTION  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-521

**Mission:**

*To provide family support, preservation, and reunification, along with independent living skills, establishing a sense of self-reliance and reducing risk factors to Arizona's homeless or potentially homeless youth.*

**Description:**

The focus of this program is to reunify homeless youth with their families and enhance the parent-child relationship by providing the necessary resources and services to enable a safe and stable environment. Referrals are received from parents, schools, or any significant person in a child's life. Participation by the youth is voluntary. Upon referral, staff contact the youth to gather input regarding his or her needs, resources, and interest in services and to engage and motivate the youth to participate in services. Services may include, but are not limited to: case management, parent aide, parent training, shelter care, counseling, and crisis intervention. Services continue, as needed, to support and stabilize children in-home following reunification. When reunification is not possible, the focus becomes the enhancement of the homeless youth's ability to be self-sufficient. Self-sufficiency services include: shelter care and supervision (with parental consent), employment skills training, employment assistance, personal living skills training, independent/transitional living programs, counseling, mentoring, and the provision of emergency supplies. Homeless Youth Intervention measures are on federal fiscal year.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	375.1	400.0	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>375.1</b>	<b>400.0</b>	<b>400.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To reunify homeless/runaway youth with their families.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of youth referred for Homeless Youth Intervention Program services (*federal fiscal year)	*	143	150
Percent of Homeless Youth Intervention Program youth who have been reunified with their families (*federal fiscal year)	*	60	60

- ◆ **Goal 2** To provide homeless/runaway youth with the opportunity to become self-sufficient if reunification with their family is not possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Homeless Youth Intervention Program youth who have improved two or more presenting self-sufficiency issues (*federal fiscal year)	*	65	65

DEA 6.12 **Subprogram Summary**  
 COMPREHENSIVE MEDICAL AND DENTAL PROGRAM  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-512

**Mission:**

*To promote the well-being of Arizona's children in foster care by ensuring, in partnership with the foster care community, the provision of appropriate and quality health care services.*

**Description:**

The program provides for the full coverage of medical and dental care for Arizona's children in foster care who are under the jurisdiction of DES, the Arizona Department of Juvenile Corrections, or the Administrative Office of the Courts/Juvenile Probation Offices. The program facilitates access to health care services provided by medical professionals in the community, and coordinates with the foster caregivers and custodial agencies who are responsible for children in foster care. A full scope of health care services is covered, including all Early and Periodic Screenings, Diagnosis and Treatment (EPSDT) services, inpatient and outpatient hospital care, laboratory services, vision care, drug prescription services, and necessary services of physicians and other specialty providers. CMDP operates as an acute health care plan under the Arizona Health Care Cost Containment System (AHCCCS) for children who are determined Medicaid eligible.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,057.0	2,057.0	2,057.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,751.6	27,931.2	27,931.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,808.6</b>	<b>29,988.2</b>	<b>29,988.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To improve the well-being of children in foster care.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Average number of children enrolled	10,563	10,352	10,352
Number of children enrolled	18,940	18,561	18,561
Number of children age 2 and under	3,856	3,779	3,779
Percentage of children age 2 and under who are immunized	64	68	71
Number of children age 2 to 6 years of age	5,034	4,933	4,933
Percentage of children ages 2 to 6 who have received at least one EPSDT visit while in care	68	71	74
Number of children over age 6 and under 21 years of age	10,050	9,849	9,849
Percentage of children over age 6 and under age 21 who had at least 1 Primary Care Physician visit	62	66	69

◆ **Goal 2** To optimize fiscal responsibility by increasing the percentage of children receiving health care funded through Medicaid (Title XIX).

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of children enrolled	10,563	10,352	10,352
Percentage of children who are Medicaid (Title XIX) eligible	89	91	92
Average annual cost per child served	2,613	2,927	3,278

**Subprogram Summary**

DEA 6.13  
RESIDENTIAL DRUG TREATMENT

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213

**Description:**

NOTE: This program is no longer funded.

**Subprogram Summary**

DEA 6.14  
JOINT SUBSTANCE ABUSE TREATMENT (JSAT)

Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213  
A.R.S. 8-812

**Mission:**

*To promote permanency for children and stability in families, protect the health and safety of abused and/or neglected children, and promote economic security for families. This is accomplished through the provision of family-centered substance abuse and recovery support services to parents whose substance abuse is a significant barrier to maintaining or reunifying the family.*

**Description:**

Arizona Families F.I.R.S.T. provides an array of structured interventions to reduce or eliminate abuse of and dependence on alcohol and other drugs, and to address other adverse conditions related to substance abuse. Services are available statewide. Interventions are provided through contracted community providers in outpatient and residential settings. Specific modalities include educational, outpatient, intensive outpatient, residential treatment, and aftercare services. In addition to the traditional services, AFF includes an emphasis on face-to-face outreach and engagement at the beginning of treatment; concrete supportive services, transportation, and housing; and an aftercare phase to manage relapse occurrences. Several residential providers also allow children to remain with their parent during treatment. Essential elements based on family and community needs are incorporated into the service delivery, such as culturally responsive services, gender specific treatment, services for children, and motivational interviewing to assist the entire family in its recovery. Data for FY 2007 outcomes will be available November 2007.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,806.3	5,224.5	7,724.5
Other Appropriated Funds	1,808.4	2,000.0	2,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,614.7</b>	<b>7,224.5</b>	<b>9,724.5</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote recovery from alcohol and drug abuse for Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of CPS clients referred for substance abuse treatment services	5,087	6,700	6,700
Percent increase in number of referred CPS clients who participated in at least six months of therapeutic services (*federal fiscal year)	*	8	8
Percent increase in referred individuals who participated in at least one therapeutic service (*federal fiscal year)	*	9	9

◆ **Goal 2** To reduce the recurrence of child abuse and neglect of Arizona Families F.I.R.S.T. program participants' children.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent increase in referred families who have engaged in substance abuse treatment and do not have a subsequent CPS report after six months of enrollment in Arizona Families F.I.R.S.T. (*federal fiscal year)	*	1	1

◆ **Goal 3** To establish permanency for the children of Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent increase of children who achieve permanency through reunification, adoption, or guardianship following at least six months parental participation in the substance abuse treatment program (*federal fiscal year)	*	10	10
Percent decrease in the number of days in out-of-home care following at least six months of parental participation in the substance abuse treatment program (*federal fiscal year)	*	10	10

DEA 6.15 **Subprogram Summary**  
 PERMANENT GUARDIANSHIP SUBSIDY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-814

DEA 6.16 **Subprogram Summary**  
 ADOPTION SERVICES  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 8-141 - 8-173

**Mission:**

To provide permanency for children by strengthening the guardianship placement with a monetary subsidy to persons appointed permanent guardians of a dependent child.

**Description:**

Guardianship subsidy provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department. These are children for whom reunification and adoption has been ruled out as unachievable or contrary to the child's best interest. Medical services are provided to Title XIX eligible children through the Arizona Health Care Cost Containment System (AHCCCS). Administrative services include payment processing, administrative review, and authorization of services. Many of the permanent homes supported by Subsidized Guardianship are kinship placements.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,482.3	7,192.3	8,231.1
Other Appropriated Funds	700.0	859.3	859.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,182.3</b>	<b>8,051.6</b>	<b>9,090.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increase permanency for children who have been adjudicated dependent by providing a monetary subsidy to persons appointed as permanent guardians.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of children with finalized guardianships	927	1,210	1,331
Average number of children receiving subsidized guardianships	1,911	2,248	2,578

**Mission:**

To promote the timely placement of children into permanent adoptive homes, to provide adoption support services to these children and families to maintain the placement, and to provide for the special needs of children who are adopted.

**Description:**

Adoption promotion and support services are provided with the goal of placing children in safe nurturing relationships that last a lifetime. Kinship care with another member of the child's extended family, including a person who has a significant relationship with the child and foster parents who are able to meet the child's needs are given placement preference. New contracts for foster care and adoption home study, recruitment, and supervision emphasize targeted and child specific recruitment. The contracts provide incentives for placement of sibling groups, teens, children whose ethnicity is over-represented in the foster care system, and children with special needs. In collaborative effort with the Department's contract providers, the Department is addressing issues of disproportionality by specifically targeting the African American and Hispanic populations. The agencies are also being requested to recruit homes in specific geographical areas.

Adoption promotion and support services include: placement of the child on the Central Adoption Registry; assessment of the child's placement needs; preparation of the child for adoptive placement; recruitment and assessment of adoptive homes; selection of an adoptive placement; supervision and monitoring of the adoptive placement; and application for adoption subsidy services. Adoption promotion and support funds are used to support adoptive families through pre-placement adoptive family and child visits and facilitation of post-placement visitation with siblings. Adoption promotion and support services also include post-adoption individual, group, or family counseling services for adoptive children, adoptive parents, and the adoptive parents' other children. These counseling services supplement the services that are available through the Title XIX mental health system. Services are provided by contracted providers who are experts in the field of adoption. There are no geographic limitations on adoptive home identification, placement, and support services, although some support services, such as specialized counseling, may be more readily available in some areas.

The Adoption Subsidy program subsidizes adoptions of special needs children who would otherwise be difficult to place for adoption because of physical, mental, or emotional disorders; age; sibling relationship; or racial or ethnic background. The physical, mental, or emotional disorders may be a direct result of the abuse or neglect the children suffered before entering the child welfare system. Services include monthly maintenance payments, eligibility for Title XIX services, reimbursement of services rendered by community providers, crisis intervention, case management, and information and referral.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	32,251.2	36,242.2	44,224.2
Other Appropriated Funds	10,686.1	10,686.1	10,686.1
Other Non Appropriated Funds	45,075.9	47,818.5	53,351.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>88,013.2</b>	<b>94,746.8</b>	<b>108,261.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote placements in permanent adoptive homes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

adoptions			
Average monthly number of children receiving adoption subsidy	9,800	10,802	11,665

DEA 6.17	<b>Subprogram Summary</b>
<b>ADOPTION SERVICES - FAMILY PRESERVATION PROJECTS</b>	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
Laws 2007, Chapter 255, section 28	

**Mission:**  
*To promote adoption as a permanent option for children in foster care and to promote placement stability for these children through transitional and after-care services.*

**Description:**  
 The Adoption Promotion Services - Family Preservation Program provides funding to promote adoption as an option for children. Expenditures of these funds are based upon the recommendations of the Joint Legislative Committee on Adoption Promotion established by Laws 2005, Chapter 328, Section 3. The current expenditure plan provides for the expansion and enhancement of operations of the 1-(877) KIDSNEEDU home recruitment information and resource line, the development of a database to track inquiries from current and prospective adoptive parents, the provision of specialized training for staff working with prospective adoptive parents, the hiring of one staff person to provide constituent support, and the hiring of one staff person to recruit Native American homes. The plan also addresses adoption transition and preservation and includes crisis intervention services, individual and family counseling with specialized adoption therapists, and special services such as tutoring or specialized items or products to support adoption transition and preservation of adoptive families. Note: program began January 2007.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18.7	1,000.0	1,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18.7</b>	<b>1,000.0</b>	<b>1,000.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increase community awareness of the need for foster and adoptive homes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of calls to the 1-877-KIDSNEEDU foster and adoptive parent recruitment information line	1,454	2,393	2,786
Percentage of calls immediately answered by a recruitment response specialist	71	72	73

◆ **Goal 2** To increase support services for adoptive parents of special needs children.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of families referred to family transition and support crisis response services that expressed that the service provided the needed support to their family	23	51	56
Number of children referred for transition counseling and therapeutic services that remain in the adoptive placement without a placement disruption	187	400	440

DEA 6.18	<b>Subprogram Summary</b>
<b>CPS APPEALS</b>	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; 8-800	

**Mission:**  
*To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.*

**Description:**  
 The CPS Appeals program provides management of the appeals process for proposed substantiated CPS reports.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	711.2	732.9	732.9
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>711.2</b>	<b>732.9</b>	<b>732.9</b>
<b>FTE Positions</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>

◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Office of Administrative Hearings where CPS case findings are affirmed	89.8	86	86

DEA 6.19	<b>Subprogram Summary</b>
<b>CYF ATTORNEY GENERAL LEGAL SERVICES</b>	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-191	

**Mission:**  
*To provide the department of economic security (DES) with high-quality and timely legal advice and representation to promote the safety, economic self-sufficiency, and well-being of children, adults, and families.*

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

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,341.5	12,221.7	17,318.4
Other Appropriated Funds	7.8	52.2	52.2
Other Non Appropriated Funds	4,491.7	4,546.3	5,445.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,841.0</b>	<b>16,820.2</b>	<b>22,816.3</b>
<b>FTE Positions</b>	<b>197.0</b>	<b>197.0</b>	<b>256.0</b>

<b>Subprogram Summary</b>	
DEA 6.20	ADOPTION SERVICES - TUTORING
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 8-173	

**Mission:**

*To improve educational outcomes for children who have been adopted who are behind grade level or failing.*

**Description:**

The Adoption Subsidy Tutoring Program is administered through the Adoption Subsidy Program and provides financial assistance to adoptive parents to pay for educational tutoring services for children they have adopted.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	300.0	300.0
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>300.0</b>	<b>300.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the number of adoptive children who benefit from tutoring services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of children participating in adoption subsidy tutoring (New measure in FY 2008)	NA	63	63

<b>DEA 7.0</b>	<b>Program Summary</b>
	EMPLOYMENT AND REHABILITATION SERVICES
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1967; 41-1954; 46-801; 46-136

**Mission:**

*To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.*

**Description:**

The Division of Employment and Rehabilitation Services administers a comprehensive range of employment programs, services, and supports to Arizonans and their families which includes employment, education, and training services to individuals receiving TANF Cash Assistance and food stamps; child care assistance for eligible recipients; assistance to individuals with disabilities in achieving and/or maintaining employment; independent living services and supports to individuals with significant disabilities; Workforce Investment Act (WIA) programs for adults, dislocated workers, and economically disadvantaged youth administered through Local Workforce Investment Areas (LWIAs); Unemployment Insurance benefits to eligible individuals and collection of payroll taxes from subject employers to fund the payment of those benefits; and employment services to assist job seekers and employers to achieve a quality workforce.

**This Program Contains the following Subprograms:**

- ▶ Employment and Rehabilitation Services Operations
- ▶ JOBS
- ▶ Day Care Subsidy
- ▶ Transitional Child Care
- ▶ Vocational Rehabilitation Services
- ▶ Independent Living Rehabilitation Services
- ▶ Summer Youth Employment and Training
- ▶ Workforce Investment Act - Discretionary
- ▶ Workforce Investment Act - Local Governments
- ▶ Unemployment Insurance
- ▶ Employment Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	93,302.4	103,903.7	129,208.0
Other Appropriated Funds	166,275.5	211,892.4	208,030.9
Other Non Appropriated Funds	338,404.2	375,240.6	378,935.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>597,982.1</b>	<b>691,036.7</b>	<b>716,174.3</b>
<b>FTE Positions</b>	<b>1,816.7</b>	<b>1,920.7</b>	<b>2,003.5</b>



DEA 7.1 **Subprogram Summary**  
 EMPLOYMENT AND REHABILITATION SERVICES OPERATIONS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1967; 41-1954; 46-801; 46-136

**Mission:**

*To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.*

**Description:**

The Division of Employment and Rehabilitation Services administers a comprehensive range of employment programs, services, and supports to Arizonans and their families which includes employment, education, and training services to individuals receiving TANF Cash Assistance and food stamps; child care assistance for eligible recipients; assistance to individuals with disabilities in achieving and/or maintaining employment; independent living services and supports to individuals with significant disabilities; Workforce Investment Act (WIA) programs for adults, dislocated workers, and economically disadvantaged youth administered through Local Workforce Investment Areas (LWIAs); Unemployment Insurance benefits to eligible individuals and collection of payroll taxes from subject employers to fund the payment of those benefits; and employment services to assist job seekers and employers to achieve a quality workforce.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,379.6	9,847.0	11,609.5
Other Appropriated Funds	15,929.5	19,343.3	19,343.3
Other Non Appropriated Funds	6,273.7	6,511.2	7,794.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>31,582.8</b>	<b>35,701.5</b>	<b>38,746.8</b>
<b>FTE Positions</b>	<b>1,623.5</b>	<b>1,656.5</b>	<b>1,697.5</b>

◆ **Goal 1** To increase customer satisfaction with services provided.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Division of Employment and Rehabilitation Services customer satisfaction rating (scale 1-5)	3.55	3.6	3.7

DEA 7.2 **Subprogram Summary**  
 JOBS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 46-136

**Mission:**

*To provide eligible individuals the opportunity to become economically independent through employment. Jobs removes barriers by providing a variety of services that make a positive difference in their lives.*

**Description:**

The Jobs Program provides comprehensive employment, education, and training services to individuals receiving Temporary Assistance for Needy Families (TANF) Cash Assistance benefits. The services provided include job readiness activities, unpaid work experience, job search, vocational training, basic education, GED preparation, job development and placement, case management, and support services.

The Food Stamp Employment and Training (FS E&T) program provides short-term education, training, unpaid work experience (UWE), and job search and also authorizes limited support services for mandatory Food Stamp recipients in the program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,823.5	1,825.2	1,664.2
Other Appropriated Funds	12,247.0	21,746.5	21,907.5
Other Non Appropriated Funds	26.9	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,097.4</b>	<b>23,571.7</b>	<b>23,571.7</b>
<b>FTE Positions</b>	<b>93.0</b>	<b>93.0</b>	<b>93.0</b>

◆ **Goal 1** To increase the number of TANF and FS E&T individuals who obtain employment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of unduplicated TANF and FS E&T individuals who obtained employment	14,240	14,640	15,452

◆ **Goal 2** To increase the number of Jobs TANF individuals who obtain employment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of unduplicated Cash Assistance individuals who obtained employment	13,562	14,240	14,952
Average cost per participant	519	519	519
Number of Cash Assistance employment placements	16,780	17,619	18,500

◆ **Goal 3** To maintain the number of Food Stamp recipients who obtain employment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
FSE&T clients who obtained employment	678	400	500

DEA 7.3 **Subprogram Summary**  
 DAY CARE SUBSIDY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1967; 46-801

**Mission:**

*To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care*

**Description:**

The program provides child care assistance for eligible recipients under state appropriation of state and federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Note: The Transitional Child Care Program in conjunction with the Day Care Subsidy Program is a component of the overall DES Child Care Program. Neither of these two subprograms are stand-alone in that the Child Care Program is a seamless service delivery system. Although funding is appropriated separately for both Day Care Subsidy and Transitional Child Care, the underlying program mission and goals and most performance measures are identical and not uniquely tracked. For additional performance measure data associated with the Transitional Child Care Program, please refer to information cited in the subprogram information for the Day Care subsidy Program

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	75,244.2	84,482.9	105,132.9
Other Appropriated Funds	67,871.5	77,806.1	72,256.1
Other Non Appropriated Funds	221.6	239.4	239.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>143,337.3</b>	<b>162,528.4</b>	<b>177,628.4</b>
<b>FTE Positions</b>	<b>100.2</b>	<b>100.2</b>	<b>100.2</b>

◆ **Goal 1** To improve the efficiency and quality of the child care program administration.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of customer satisfaction with child care	87.4	87.4	87.4

◆ **Goal 2** To increase the availability, supply, and quality of child care providers to support the needs of children and families.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of children whose families are assisted by Child Care Resource and Referral	79,606*	81,596	83,636
Percent of increase in average yearly number of children assisted by Child Care Resource and Referral services	54.8*	2.5	2.5
Number of accredited providers	170	174	178
Percent of increase in average yearly number of accredited providers	17	2.5	2.5

◆ **Goal 3** To increasingly meet the child care needs for families that are working or are in work activities and are at or below 165% of the federal poverty level. (This population includes Temporary Assistance for Needy Families (TANF) and Transitional Child Care families, as well as non-TANF families.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total average number of children in Day Care Subsidy program per month	35,818	36,789	37,917
Monthly average number of additional children in Day Care Subsidy program compared to prior year	744	971	1,128

<b>DEA 7.4</b>	<b>Subprogram Summary</b>
	<b>TRANSITIONAL CHILD CARE</b>
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1967; 46-801

**Mission:**

*To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care.*

**Description:**

The program provides child care assistance for eligible recipients under state appropriation of federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Note: The Transitional Child Care Program in conjunction with the Day Care Subsidy Program is a component of the overall DES Child Care Program. Neither of these two subprograms are stand-alone in that the Child Care Program is a seamless service delivery system. Although funding is appropriated separately for both Day Care Subsidy and Transitional Child Care, the underlying program mission and goals and most performance measures are identical and not uniquely tracked. For additional performance measure data associated with the Transitional Child Care Program, please refer to information cited in the subprogram information for the Day Care subsidy Program

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	2,400.0
Other Appropriated Funds	30,572.1	36,193.0	36,193.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>30,572.1</b>	<b>36,193.0</b>	<b>38,593.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increasingly meet the child care needs for families that are working or are in work activities and are at or below 165% of the federal poverty level. (This population includes Transitional Child Care families but does not include Temporary Assistance for Needy Families (TANF) as well as non-TANF families.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total average number of children in Transitional Child Care program per month	8,791	8,582	8,350
Monthly average number of additional children in Transitional Child Care programs compared to prior years.	-672	-209	-232

**DEA 7.5 Subprogram Summary**  
**VOCATIONAL REHABILITATION SERVICES**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 23-501; 36-552

**DEA 7.6 Subprogram Summary**  
**INDEPENDENT LIVING REHABILITATION SERVICES**  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 (SLI) PL 93-112

**Mission:**

*To work with individuals with disabilities to achieve gainful employment through the provision of jointly developed and individually planned vocational rehabilitation services in a partnership with the State Rehabilitation Council (SRC), Community Rehabilitation Programs (CRP), and all other stakeholders.*

**Description:**

This subprogram assists individuals with disabilities to evaluate and determine appropriate employment goals and to identify the activities and services necessary to achieve these goals, including the provision of employment support services. To assist individuals in achieving and/or maintaining employment, this subprogram provides counseling and an array of individually planned and purchased services, including medical and psychological restoration, training, job development and placement, job coaching, rehabilitation technology aids, etc. The subprogram also provides program development grants to community rehabilitation programs to develop new or different patterns of services that will benefit clients of the Vocational Rehabilitation (VR) program and provides for the purchase of services and goods that benefit groups of individuals eligible for the VR program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,214.4	5,214.4	5,867.2
Other Appropriated Funds	165.7	204.7	204.7
Other Non Appropriated Funds	73,359.5	75,221.2	77,633.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>78,739.6</b>	<b>80,640.3</b>	<b>83,705.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To assist consumers to achieve meaningful and sustained work as effectively and efficiently as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Individuals in the Vocational Rehabilitation program successfully rehabilitated	1,934	2,029	2,130
The difference from application to closure in the percent of individuals in the Vocational Rehabilitation program who report monthly wages as their primary income (federal standard 53%)	69.8	69.8	69.8
Of all individuals who achieve an employment outcome in the Vocational Rehabilitation program the percent who are employed in competitive settings	94.4	94.4	94.4
Number of individuals with the most significant disabilities who require long-term supports	90	90	90

**Mission:**

*To work with individuals who have significant impairments to maintain and increase self-determination and independence (placing primary emphasis on core services: information and referral services, independent living skills services, peer counseling, and self-advocacy) in partnership with the Centers for Independent Living, other Independent Living Programs, and the Statewide Independent Living Council.*

**Description:**

The Independent Living Rehabilitation Services (ILRS) program promotes and advocates for the independent living needs and goals of individuals with significant disabilities; provides information and referral services; provides peer support and counseling services; provides grants and contracts to community programs to provide services and for community development; provides training in independent living skills to individuals; provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	640.7	1,284.2	1,284.2
Other Appropriated Funds	1,284.5	1,707.7	1,707.7
Other Non Appropriated Funds	1,245.2	1,600.0	1,600.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,170.4</b>	<b>4,591.9</b>	<b>4,591.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To improve the ability of individuals to make decisions leading to self-determination and to live independently.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals receiving services in order to achieve or maintain their independence	1,669	1,669	1,669

◆ **Goal 2** To provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals receiving eye exams/glasses	9,849	9,849	9,849

**DEA 7.7 Subprogram Summary**  
 SUMMER YOUTH EMPLOYMENT AND TRAINING  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; 11-1041; PL 105-220

**Mission:**

To provide support for programs that prepare youth for participation in the labor force.

**Description:**

The Summer Youth Employment and Training Program (SYETP) passes through General Funds to counties and cities to enhance the basic skills of youth and prepare them for participation in the labor force. NOTE: DES passes these funds directly to the counties and cities to operate their SYETP programs and has no control or reporting requirements once the monies are distributed. It is not possible to develop and track goals and performance measures for this program.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,000.0	1,250.0	1,250.0
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>1,000.0</b>	<b>1,250.0</b>	<b>1,250.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**DEA 7.8 Subprogram Summary**  
 WORKFORCE INVESTMENT ACT - DISCRETIONARY  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; PL 105-220

**Mission:**

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

**Description:**

The Employment Administration, Workforce Investment Act Section, is the administrative agency and state grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. Fifteen percent of the federal WIA allocation is available for discretionary purposes such as administration, statewide initiatives, and competitive grants for employment and training programs.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,773.2	3,614.0	3,614.0
Other Non Appropriated Funds	18.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,791.2</b>	<b>3,614.0</b>	<b>3,614.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Goal 1** To conduct on-site programmatic monitoring reviews for each of the Local Workforce Investment Areas (LWIAs).

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of LWIAs monitored for programmatic compliance	14	14	14
Total number of LWIAs monitored for fiscal compliance	14	14	14

**DEA 7.9 Subprogram Summary**  
 WORKFORCE INVESTMENT ACT - LOCAL GOVERNMENTS  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 41-1954; PL 105-220

**Mission:**

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

**Description:**

The Employment Administration, Workforce Investment Act Section, is the administrative agency and state grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. It has the responsibility for state program planning and policy direction, overall management, program development, and performance oversight of the employment and training programs operated in 14 Local Workforce Investment Areas (LWIAs). The LWIAs administer the programs for adults, dislocated workers, and economically disadvantaged youth.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	34,432.0	48,040.6	48,040.6
Other Non Appropriated Funds	51.5	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>34,483.5</b>	<b>48,040.6</b>	<b>48,040.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Goal 1** To meet or exceed the statewide goal for entered employment rate federal performance standards for adults, youth, and dislocated workers.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of entered employment rate federal performance standards for adults	81.6	77.0	78.5
Percent of entered employment rate federal performance standards for youth	77.4	72.0	73.0
Percent of entered employment rate federal performance standards for dislocated workers	87.0	85.0	86.0

**DEA 7.10 Subprogram Summary**  
 UNEMPLOYMENT INSURANCE  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 A.R.S. 23-601

**Mission:**

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

**Description:**

The program provides Unemployment Insurance benefits to eligible individuals based on their past earnings and collects payroll taxes from subject employers to fund the payment of those benefits.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	3,236.5	2,661.4
Other Non Appropriated Funds	243,947.1	276,793.3	276,793.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>243,947.1</b>	<b>280,029.8</b>	<b>279,454.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>71.0</b>	<b>71.0</b>

◆ **Goal 1** To increase the degree of timeliness in paying Unemployment Insurance benefits.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Unemployment Insurance benefits paid within 14 days of first compensable week ending date	80.1	87.0	87.0

◆ **Goal 2** To ensure sufficient funds are available to meet Unemployment Insurance payment needs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of days to deposit 90 percent of taxes collected	*	3	3

DEA 7.11                      **Subprogram Summary**  
 EMPLOYMENT SERVICES  
 Alcira Angulo, Strategic Planning  
 Phone: (602) 542-0213  
 (SLI) PL 93-112

**Mission:**

*To assist job seekers and employers to achieve a quality workforce through an improved service delivery system.*

**Description:**

The program provides job placement, counseling, job search assistance, referral to training, and certification of employers who qualify for a tax credit for providing jobs to eligible job seekers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	2,102.6
Other Non Appropriated Funds	13,260.7	14,875.5	14,875.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,260.7</b>	<b>14,875.5</b>	<b>16,978.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>41.8</b>

◆ **Goal 1** To provide employment opportunities for individuals seeking employment and recruitment services to employers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of job seekers placed in employment	47,754	47,754	47,754

EDA 0.0 **Agency Summary**  
 DEPARTMENT OF EDUCATION  
 Tom Horne, Superintendent of Public Instruction  
 Phone: (602) 542-5460  
 Arizona State Constitution, A.R.S. § Title 15 et seq.

**Mission:**

To increase the quality of public education in the State of Arizona by raising expectations and providing support, resources, and assurances that enable schools and students to excel.

**Description:**

The Arizona Department of Education is administered by the Superintendent of Public Instruction, who is an elected official under the Arizona State Constitution. The Superintendent leads the State of Arizona in developing and implementing educational policies. Through the various programs within the Arizona Department of Education, the Superintendent oversees direct services to 245 locally governed school districts and 368 Charter Schools operating at over 503 sites. The Department executes the educational policies through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for current, reliable, and accurate information on the status and needs of the public school system.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION	617.8	6,726.3	6,726.3
➤ SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	4,482,207.8	4,900,129.1	5,151,439.5
➤ SCHOOL ACCOUNTABILITY AND IMPROVEMENT	47,261.8	58,317.7	65,938.3
➤ EDUCATION SERVICES	1,037,720.3	931,172.9	936,626.4
➤ PROFESSIONAL DEVELOPMENT	97,834.2	111,202.0	111,479.8
➤ ADMINISTRATION	15,415.6	18,019.6	18,019.6
<b>Agency Total:</b>	<b>5,681,057.5</b>	<b>6,025,567.6</b>	<b>6,290,229.9</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,156,036.6	4,363,465.1	4,627,849.6
Other Appropriated Funds	56,832.5	54,627.2	54,905.0
Other Non Appropriated Funds	1,468,188.4	1,607,475.3	1,607,475.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,681,057.5</b>	<b>6,025,567.6</b>	<b>6,290,229.9</b>
<b>FTE Positions</b>	<b>697.9</b>	<b>723.3</b>	<b>730.8</b>

**Strategic Issues:**

**Issue 1 Student Accountability and Information System (SAIS) and Accountability**

A central data warehouse of accurate, timely student and financial information has been developed, and real-time information continues to be collected to satisfy state and federal reporting requirements. Aggregate information has become available for policy decisions, and to parents/guardians and the general public to hold schools accountable for student success and the expenditure of funds.

**Issue 2 Customer Service**

Efforts to improve customer service and department operations continue to

be explored and implemented.

**Issue 3 Academic Standards**

Arizona standards represent a rich and vital curriculum, ensuring that all students are taught challenging material. Although Arizona's Instrument to Measure Standards (AIMS) continue to concentrate on Reading, Writing, and Mathematics, all of the Arizona Academic Standards are important and should be integrated throughout a school's curriculum.

**Issue 4 Student achievement (special emphasis on K-3 reading initiative).**

AZ READS continues to provide direct resources to ensure that children start school ready to read, allow for early screening and ongoing diagnostic assessment and adequately train teachers to provide ongoing reading development.

**Issue 5 Communication**

It is essential that student and school information be available to the public.

EDA 1.0 **Program Summary**  
 STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 Arizona State Constitution, A.R.S. § 15-201-231

**Mission:**

To aggressively set policies that foster excellence in public education.

**Description:**

The State Board of Education meets at least ten times annually to supervise and regulate the conduct of the public school system. A.R.S. § 15-203 articulates the Board's powers and duties which indicate that the Board shall set statewide education policy for our K-12 schools. The State Board for Vocational and Technological Education meets at least three times annually to supervise and regulate the conduct of vocational and technological education in the public school system.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	295.6	6,342.5	6,342.5
Other Appropriated Funds	322.2	383.7	383.7
Other Non Appropriated Funds	0.0	0.1	0.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>617.8</b>	<b>6,726.3</b>	<b>6,726.3</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>10.0</b>	<b>10.0</b>

**Goal 1** To set fair and reasonable policies and standards which foster excellence in public education.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	69	70	70
Percent of Arizona schools receiving an under-performing label	*5	5	5

**Goal 2** To ensure student safety by investigating and taking appropriate action on complaints made against professional educators.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of investigative cases closed	287	280	290

**Goal 3** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of special meetings held by the State Board of Education to receive input and engage stakeholders and the general public in policy discussions	9	11	12

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Percent of parents who rate "A+" the public school that their oldest school-age child attends.

7                      8                      9

Percent of Classroom Site Fund payments made on a monthly basis                      100                      100                      100  
 Number of days to process budget analysis from July 18                      68                      65                      65

EDA 2.0	<b>Program Summary</b>
SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	
Vicki Salazar, Associate Superintendent	
Phone: (602) 364-0132	
A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521	

**Mission:**

*To administer state aid, monitor financial compliance, and provide prompt customer service while collecting and analyzing data on publicly funded schools for state aid payments, accountability to the public, and other statutory requirements.*

**Description:**

The School Finance program disburses equalization assistance (Basic State Aid) for basic maintenance and operations funding to school districts and charter schools. Equalization assistance is designed to provide equitable per-pupil funding among school districts and charter schools for maintenance and operational needs. Equalization assistance is based on the district or the charter school's student count (Average Daily Membership) and funding levels set in statute. In addition to equalization assistance funding, traditional public school districts also receive a portion of their maintenance and operations funding from a local tax levy on the property within their boundaries.

This program also disburses other special formula funding for the following programs: (1) Additional State Aid (Homeowner's Rebate Program); (2) Assistance to School Districts (education of children whose parents or legal guardians are employed by certain state institutions); (3) Certificate of Educational Convenience (education of certain children outside of the district in which they live); (4) Special Education and Residential Vouchers; (5) Permanent and Institutional Vouchers; (6) County Jails and Detention Centers; (7) Juvenile Corrections and Adult Corrections; and (8) Classroom Site Fund (additional funds for teacher compensation and other purposes authorized by voter approval of Proposition 301 in the November 2000 General Election).

Financial compliance is monitored by this program through statutory testing of school district budget limits and analysis of required reports and data submitted by school districts and charter schools. The data is submitted electronically through the Student Accountability Information System (SAIS) for purposes of calculating equalization assistance and budget limits as applicable for publicly funded educational entities. Expenditures of school districts are monitored for statutory compliance and school districts are assisted in the resolution of non-compliance issues.

Further, this program collects data to meet reporting requirements for the federal Common Core of Data. Its main purposes are to support the School Finance program and to provide education related data to other governmental agencies and taxpayers as requested and/or required.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,901,398.6	4,212,445.4	4,463,755.8
Other Appropriated Funds	47,086.1	45,220.7	45,220.7
Other Non Appropriated Funds	533,723.1	642,463.0	642,463.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,482,207.8</b>	<b>4,900,129.1</b>	<b>5,151,439.5</b>
<b>FTE Positions</b>	<b>27.0</b>	<b>28.0</b>	<b>28.0</b>

◆ **Goal 1** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Instructional Improvement Fund (IIP) payments made on a quarterly basis	100	100	100

◆ **Goal 2** To provide technical assistance, training, and professional development for schools on issues related to school finance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of participants in School Finance training sessions and workshops who scored the activity as "very good" or "better"	96	96	96
Number of workshops and training sessions covering School Finance issues compared to previous years	99	109	109
Number of communication vehicles (computer workshops) delivered to SAIS users	99	109	109

EDA 3.0	<b>Program Summary</b>
SCHOOL ACCOUNTABILITY AND IMPROVEMENT	
Vicki Salazar, Associate Superintendent	
Phone: (602) 364-0132	
A.R.S. § 15-241, 15-741-15-747, 15-809, P.L. 107-110	

**Mission:**

*To promote attainment of high academic achievement for all students through assessing, evaluating, and implementing initiatives and reforms that use scientifically based research and effective practices for assisting schools engaged in the school improvement process.*

**Description:**

The School Accountability and Improvement program focuses on improving student achievement through assessing the achievement level of students at different grade levels and then evaluating that information to determine how well each respective school is performing. This information is the basis for interventions and school improvement measures provided through technical assistance, professional development, funding resources, and administrative oversight.

This program includes Arizona Leaders in Education for the Advancement and Development of Student and School Success (AZ LEADS). AZ LEADS is a statewide initiative for school improvement and student success. It is one of the components of an accountability system, called Arizona Leading Education in Arizona through the Reporting and Notification System (AZ LEARNS), for measuring school performance based on student achievement.

**This Program Contains the following Subprograms:**

- ▶ Student Assessment
- ▶ Research and Evaluation
- ▶ School Improvement and State Intervention

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,425.0	14,250.3	21,870.9
Other Appropriated Funds	7,090.7	5,941.1	5,941.1
Other Non Appropriated Funds	28,746.1	38,126.3	38,126.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>47,261.8</b>	<b>58,317.7</b>	<b>65,938.3</b>
<b>FTE Positions</b>	<b>66.9</b>	<b>75.8</b>	<b>81.3</b>

EDA 3.1 **Subprogram Summary**  
**STUDENT ASSESSMENT**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-741 - 15-742, P. L. 107-110

**Mission:**

*To assist the educational community and the public by developing rigorous academic content standards and providing valid, reliable student assessment aligned to the standards.*

**Description:**

The Assessment Section provides statewide assessments to students, meeting both state and federal statutory requirements. This is done through the administration of TerraNova Grades 2 and 9, AIMS DPA at Grades 3 through 8, and AIMS HS at Grade 10 and beyond. The assessments are developed using Arizona educators, following nationally accepted scientific-based methods to produce valid and reliable assessments.

The Assessment Section continues to create support materials for use by educators, parents and students. Accessed through IDEAL, the Formative Assessment program is instrumental in providing quizzes and items for classroom assessments, making it a significant teacher tool for all K-12 educators in the state. Support for individual student needs is provided through the publishing of Student Guides and Sample Test on the ADE website. GROW guides are individually tailored for Grade 9 students based upon their AIMS DPA results from the previous grade, and for students from Grades 11 and 12 based upon their performance on AIMS HS.

Standards development and revision is on a five-to six year cycle. Mathematics is scheduled for revision during the 2007-08 school year, with language arts being rearticulated for the following year (2008-09).

The following units within Assessment collaborate to facilitate the accomplishment of this mission: Test Administration, Item/Test Development, Formative Assessment, Data/Item Analysis.

Assessment collaborates closely with numerous other sections within ADE: Research and Evaluation, School Effectiveness, Student Achievement, Exceptional Student Services, Informational Technology.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,421.6	7,905.8	15,526.4
Other Appropriated Funds	1,606.6	2,340.3	2,340.3
Other Non Appropriated Funds	9,411.8	10,758.2	10,758.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,440.0</b>	<b>21,004.3</b>	<b>28,624.9</b>
FTE Positions	13.7	19.2	24.7

◆ **Goal 1** To develop and revise standards, documents to be used for the assessment of all Arizona students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new math and reading test items developed by Arizona teachers for inclusion on the AIMS DPA and AIMS HS for the articulated standards	1,460	2,000	1,500
Number of AIMS Dual Purpose assessments administered	499,010	521,000	521,000

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Arizona educators participating in test/item development for the AIMS DPA and AIMS HS.	330	400	375

Number of Arizona educators participating in the development of items for Formative Assessment Project 230 245 250

◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve their effectiveness.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of school districts/charter holders represented at the pretest workshops	650*	620*	650*
Number of presentations at workshops and conferences on the utilization of test data in guiding instruction	28	23	25

◆ **Goal 4** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of constituent's communications responded to within 72 hours	98	95	98

EDA 3.2 **Subprogram Summary**  
**RESEARCH AND EVALUATION**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-743, 15-746, P.L. 107-110

**Mission:**

*To evaluate and to provide public reports on the performance of Arizona's public schools in accordance with requirements under the federal No Child Left Behind Act and the Arizona law, while also providing other analysis and evaluation services to the Arizona Department of Education, the legislature, local schools, and other groups.*

**Description:**

The Research and Evaluation subprogram provides the results of timely, accurate, and objective research to inform the public and to support educators and policymakers. Specifically, the Research and Evaluation subprogram is responsible for developing, implementing, and making future modifications to school evaluation formulas found in the federal No Child Left Behind Act of 2001 and state legislation for evaluating school performance. Projects in this subprogram include statutory reporting requirements, program evaluations, and independent research.

This subprogram includes the design and the publication of Achievement Profiles, which are a research-based method of analysis for evaluating school performance. These profiles, also called AZ LEARNS Achievement Profiles, are used to designate all public schools as Excelling, Highly Performing, Performing, Underperforming, or Failing to Meet Academic Standards. The results are evaluated for the purpose of fostering school improvement.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	647.0	722.3	722.3
Other Appropriated Funds	288.8	424.4	424.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>935.8</b>	<b>1,146.7</b>	<b>1,146.7</b>
FTE Positions	9.8	10.0	10.0

◆ **Goal 1** To issue, on time, valid and reliable evaluations of school and student performance as required by State and Federal statutes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of No Child Left Behind school evaluations performed	1,860	1,931	2,000
Number of No Child Left Behind district evaluations performed	565	578	580



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Number of AZ LEARNS evaluations performed	1,942	1,931	2,000
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - reading	*47	*54	50
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - math	52	54	55
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - reading	53	54	56
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - math	53	54	56
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS reading.	36	40	42
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS writing	54	45	47
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS math	34	40	42
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS reading	72	78	80
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS writing	82	82	84
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS math	74	78	80
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS reading	72	75	77
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS writing	70	73	75
Percent of students in grade 5 meeting or exceeding state academic standards in math	71	75	77
Percent of students in grade 8 meeting or exceeding state academic standards in reading	65	71	73
Percent of students in grade 8 meeting or exceeding state academic standards in writing	75	84	86
Percent of students in grade 8 meeting or exceeding state academic standards in math	62	68	70
Percent of students in grade 12 meeting or exceeding state academic standards in reading	39	**90	41
Percent of students in grade 12 meeting or exceeding state academic standards in writing	38	**90	40
Percent of students in grade 12 meeting or exceeding state academic standards in math	25	**90	27
Percent of students tested on norm-referenced test (grades 2 & 9)	***96	***96	96
Percent of students tested on AIMS.	97	***97	98

◆ **Goal 2** To provide accurate and helpful information to the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of evaluations, analyses, and data requests fulfilled	70	60	75
Number of School Report Cards published	1,860	1,931	2,000
Number of District Report Cards published	565	578	580

EDA 3.3	<b>Subprogram Summary</b>
<b>SCHOOL IMPROVEMENT AND STATE INTERVENTION</b>	
Vicki Salazar, Associate Superintendent	
Phone: (602) 364-0132	
A.R.S. § 15-241, 15-741.01, 15-809, P.L. 107-110	

**Mission:**

*To provide quality and consistent support and technical assistance to all schools engaged in the process of continuous school improvement.*

**Description:**

“SCHOOL IMPROVEMENT”

The School Improvement subprogram integrates Education Technology with the school support components of state and federal accountability measures, A. R.S. § 15-241 (AZ LEARNS) and the No Child Left Behind Act of 2002 (NCLB).

The School Improvement subprogram supports all schools by: Providing access to the Arizona Standards and Rubrics for School Improvement as a framework for conducting a comprehensive, evidence-based needs assessment; Providing access to the online Arizona School Improvement Plan; Providing, upon request, the services of a Solutions Team; Providing access to teacher and student resources through the IDEAL web portal; Promoting the integration of technology by teachers in core content areas to increase student achievement; Promoting technological literacy by the end of eighth grade, so all students have the skills to access information and resources to support their learning needs.

The School Improvement subprogram supports schools designated as needing improvement by:

Providing Technical Assistance in the development of an Arizona School Improvement Plan required by A.R.S. § 15-241 (J) and NCLB 1116 (b),

Assigning a Solutions Team as outlined in A.R.S. § 15-241 (P) and NCLB 1116 (c) to: Review school operations using the Arizona Standards and Rubrics for School Improvement, and provide the school recommendations for improvement through a Statement of Findings.

Assigning an ADE School Improvement Coach to assist the school in creating capacity for sustained improvement by: Providing technical assistance and support in implementing the Arizona School Improvement Plan and the recommendations of the Solutions Team; Assisting in the coordination of all education resources, specifically those available through the Arizona Department of Education; Documenting school progress and improvement plan implementation in relation to increasing academic achievement for all students; Assisting each Title 1 school identified for improvement in applying for a Title I School Improvement Grant; Ensuring that each Title I school identified for improvement complies with the requirements of NCLB and the School Improvement Grant

“SCHOOL INTERVENTION”

This subprogram collaborates with school administrators for training and support that creates school environments in which all students achieve at high levels. This subprograms also analyze schools designated as “Failing to Meet Academic Standards” to determine how best to improve the schools to a performing level and to sustain the improvements after the withdrawal of state support. Further, this subprogram supports schools designated as “Failing” by providing technical assistance; financial support; highly qualified Turnaround Personnel and assignment of a School Intervention Specialist from ADE. The School Intervention Specialist provides support that will allow the school to be better equipped to implement effective system changes that will lead to increased student achievement at the school level. The Arizona Standards and Rubrics for School Improvement to provide schools with recommendations for their improvement. Further, there is an Academic and Instructional Support unit, which has established a series of academies that help teachers and administrators understand how academic achievement is tied to research based best practices and which methods

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and techniques incorporate best practices. The topics for these best practices academies include discussions of data from the field, AIMS test scores, and trends in Solution Team data.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,356.4	5,622.2	5,622.2
Other Appropriated Funds	5,195.3	3,176.4	3,176.4
Other Non Appropriated Funds	19,334.3	27,368.1	27,368.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>29,886.0</b>	<b>36,166.7</b>	<b>36,166.7</b>
<b>FTE Positions</b>	<b>43.4</b>	<b>46.6</b>	<b>46.6</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of AIMS Intervention/Dropout Prevention grantee monitoring visits	15	13	13

◆ **Goal 2** To provide technical assistance and training for schools to improve school effectiveness.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of workshops to support schools in developing their school improvement plans	19	18	18
Number of visits to Year 2 "under-performing" schools	700	700	700
Number of AIMS Intervention/Dropout Prevention presentations	5	10	10
Number of "failing" schools assisted by the State Intervention Unit	11	6	6
Number of schools visited by the Best Practices Unit	32	33	33

◆ **Goal 3** To provide technical assistance and training for districts to improve district effectiveness.

EDA 4.0

**Program Summary**

EDUCATION SERVICES

Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § Title 15 et seq., P. L. 107-110

**Mission:**

*To promote the development and the implementation of quality education for all learners by providing quality services and resources to schools, parent groups, government agencies, and community groups to enable them to achieve their goals.*

**Description:**

The Education Services program provides funding, technical assistance, and resource coordination to local education agencies and public/private organizations in their administration of preschool to adult programs. It also provides development opportunities to teachers and administrative professionals and supports local efforts focused on parental and community involvement. This program includes efforts aimed at: (1) Assisting adult learners to develop and improve skills needed in community, family, and workplace environments; (2) Coordinating services for a seamless transition of students to postsecondary education and employment; (3) Addressing the needs of youth and adults who face barriers to employment; (4) Fostering educational excellence for students with disabilities between the ages of 3 years and 22 years; (5) Serving children whose economic, cultural, or intellectual situations create the need for alternatives offered through support programs that improve academic achievement; (6) Ensuring children are adequately fed using the U.S. Dietary Guidelines; (7) Providing support to schools, families, and communities in implementing early childhood programs that assist all children from birth to become successful lifelong learners; (8) Giving funding, technical assistance, and resource coordination to assist schools in implementing effective behavior, health, and safety programs; (9) Offering enrichment opportunities to help students further their academic achievements; and (10) Using available opportunities to recognize the achievement of excellence by students or educational professionals.

**This Program Contains the following Subprograms:**

- ▶ Exceptional Student Services
- ▶ English Acquisition Services
- ▶ Early Childhood Programs
- ▶ Title I
- ▶ Career and Technical Education
- ▶ Adult Education and GED
- ▶ Best Practices
- ▶ Nutrition
- ▶ Family Literacy
- ▶ Outreach Programs
- ▶ Innovative Exemplary Programs

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	227,275.5	120,490.4	125,943.9
Other Appropriated Funds	-20.8	0.0	0.0
Other Non Appropriated Funds	810,465.6	810,682.5	810,682.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,037,720.3</b>	<b>931,172.9</b>	<b>936,626.4</b>
<b>FTE Positions</b>	<b>360.3</b>	<b>372.5</b>	<b>372.5</b>

**EDA 4.1 Subprogram Summary**  
**EXCEPTIONAL STUDENT SERVICES**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S.§15-236, 15-761-15-774, 15-881, 15-1181-15-1205, IDEA

**Mission:**

*To promote the development and the implementation of quality education for students with disabilities.*

**Description:**

The Exceptional Student Services (ESS) subprogram fosters educational excellence for students with disabilities between the ages of 3 years and 22 years by promoting program improvement to support the achievement of individual student goals, state education standards, and compliance with Arizona and federal government requirements for special education. The initiatives that support this mission are: (1) Administrative Support, which includes conflict resolution, office management, assistive technology, and school-to-adult-life transition; and (2) Program Support, which includes accountability and technical assistance, "Child Find" and family involvement, a comprehensive system of personnel development, and secure care education (education of special educational needs children who are in correctional facilities).

The intent of "Child Find" is that all children from birth through age 21 years with delays or disabilities are identified, located, and evaluated to receive the supports and services they need. Public schools and the Arizona Early Intervention Program are responsible for "finding" eligible children and providing services needed for them to reach their developmental milestones or meet their educational needs. When children are "found", they are referred to a specialist to screen their development. The screening helps "identify" any areas of concern that need to be evaluated further. In order to receive early intervention or special education services, a child must be evaluated to confirm they have a delay or disability that falls under state definitions.

The comprehensive system of personnel development in this subprogram includes Special Education Learning Experiences for Competency in Teaching (SELECT). Select courses provide training to persons seeking to expand their skills in working with children with disabilities and are recommended for regular and special education teachers, related service personnel, paraeducators, and other interested individuals. Participants take SELECT courses to receive academic credit that can be applied towards teacher certification if the class matches the certification requirement or for professional growth (for those working towards teacher re-certification).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	38,526.4	41,143.7	46,597.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	194,751.8	221,826.5	221,826.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>233,278.2</b>	<b>262,970.2</b>	<b>268,423.7</b>
<b>FTE Positions</b>	<b>104.5</b>	<b>116.9</b>	<b>116.9</b>

◆ **Goal 1** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for the education of students with disabilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of children with disabilities served by Early Intervention who entered preschool = < 36 months of age*	63.6	65	67

◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of education to students with disabilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Average rating by special education directors of ESS professional development opportunities (on a 1-5 scale, 5 highest)	4.6	4.7	4.75
Number of enrollees in SELECT classes	1,304	1,330	1,350
Number of hours of Exceptional Student Services sponsored conference/workshops sessions	1,200	1,225	1,250

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of students with disabilities with proficient performance in reading in grade 3	39	40	42
Percent of students with disabilities with proficient performance in reading in grade 5	30	31	33
Percent of students with disabilities with proficient performance in reading in grade 8	21	22	23
Percent of students with disabilities with proficient performance in reading in grade 10	27	29	30
Percent of public education agencies demonstrating compliance with monitoring deficiencies within two years	98	99	99

◆ **Goal 4** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average overall rating by special education directors of Exceptional Student Services (on a 1-5 scale, 5 highest)	4.6	4.7	4.75
Number of public education institutions participating in paperwork reduction grants**	280	**	**

**EDA 4.2 Subprogram Summary**  
**ENGLISH ACQUISITION SERVICES**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-751-756.01, P.L. 107-110

**Mission:**

*To assist schools in providing services that support high academic success for English Language Learning (ELL) students.*

**Description:**

The English Acquisition Services subprogram is authorized under the federal No Child Left Behind Act of 2001 (NCLB) and the federal Civil Rights Act to provide technical assistance to local educational agencies for their English Language Learner (ELL) students. In addition, pursuant to state laws A.R.S. § 15-751 through A.R.S. § 15-756.01, each school with enrolled ELL students must provide programs that allow these students to develop their skills in the English language development and to give them the opportunity to meet Arizona Academic Standards.

The assistance that the English Acquisition sub-program provides to LEAs consists of the following: (1) Providing notification to local educational agencies of their requirements/responsibilities for compliance under federal and state statutes; (2) Providing notification to local educational agencies of their requirements/responsibilities in regards to Arizona Department of Education policy and as described under the Flores lawsuit; (3) Providing methods/technical assistance to local education agencies for identifying, assessing, re-assessing, re-classifying, and reporting on ELL students; (4) Providing information, materials, resources, and strategies for Structured English Language Immersion models; and (5) Providing professional development opportunities for teachers and administrators to ensure the academic achievement of ELL students through the use of Structured English Language Immersion models.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	20,714.6	29,325.5	29,325.5
Other Appropriated Funds	-20.8	0.0	0.0
Other Non Appropriated Funds	20,732.7	25,564.4	25,564.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>41,426.5</b>	<b>54,889.9</b>	<b>54,889.9</b>
<b>FTE Positions</b>	<b>22.2</b>	<b>29.9</b>	<b>29.9</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of local education agencies in full compliance with federal, state and ADE policy issues	55	57	58
Percent of local education agencies visited for full-scale on-site monitoring	46	48	49

◆ **Goal 2** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of postings/reports available from English Acquisition Services' website	75	76	76
Number of approved applications posted online of providers of Structured English Immersion Provisional and Full Endorsement training	500	500	500

◆ **Goal 3** To provide technical assistance, training, and professional development for schools and educators that will assist English language learners.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of attendees at Structured English Immersion conferences	350	360	360
Number of people attending annual ELL proficiency assessment overviews and workshop trainings - Stanford English Language Proficiency Test	1,000	1,010	1,010
Number of persons contacted and provided information on Arizona's English language proficiency standards	900	920	920
Number of English Language Learner Coordinators reached through the English Acquisition Services Unit through monthly practitioner meetings	300	305	305

**Subprogram Summary**

EDA 4.3

**EARLY CHILDHOOD PROGRAMS**

Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-715, 15-771, 15-901.02, 15-1251, P.L. 107-110

**Mission:**

*To provide leadership and support to schools, organizations, educators, families, and communities in implementing programs that assist all children from birth through age 8 years to become successful lifelong learners.*

**Description:**

The Early Childhood subprogram includes multiple collaborative partnerships, Preschool Special Education for 3 year to 5 year old children with disabilities, and the federal Early Childhood Block Grant for public school districts and charter schools who serve children in kindergarten programs, and grades one, two and three, as well as state funded full day kindergartens programs. This subprogram supports school readiness and early learning success by encouraging the implementation of high quality program guidelines and educational standards. Local community programs offer resources, on-site support, funding, and opportunities for professional development to promote developmentally appropriate learning environments.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	137,528.8	20,457.1	20,457.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,751.5	7,312.2	7,312.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>143,280.3</b>	<b>27,769.3</b>	<b>27,769.3</b>
<b>FTE Positions</b>	<b>12.3</b>	<b>12.6</b>	<b>12.6</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations, and other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of applied behavior.	*33	36	39
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of social and emotional development.	*34	37	40
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of knowledge and skills.	*27	30	33

◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of early childhood programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of participants indicating training as "meeting or exceeding" expectations	**96	***97	98

EDA 4.4 **Subprogram Summary**  
 TITLE I  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 P.L. 107-110

EDA 4.5 **Subprogram Summary**  
 CAREER AND TECHNICAL EDUCATION  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-781-15-790, P.L. 105-332

**Mission:**

*To support the implementation of the Federal Title I Grant for Arizona's System of School support in order to impact teaching and learning in Kindergarten through 12th grade classrooms so that educationally disadvantaged students achieve high academic success.*

**Description:**

Title I, under the Elementary and Secondary Education Act, provides financial assistance to local educational agencies to meet the needs of educationally deprived children at preschool, elementary, and secondary school levels who are in low income areas. The purpose of this Title I funding is to help all children achieve the state's academic standards. This is accomplished through supplemental programs that consist of instructional services, instructional support services, school wide reform efforts, and increased involvement of parents in their children's education.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	236,905.9	248,788.1	248,788.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>236,905.9</b>	<b>248,788.1</b>	<b>248,788.1</b>
<b>FTE Positions</b>	<b>38.5</b>	<b>34.3</b>	<b>34.3</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Title 1 schools that meet adequate yearly progress (AYP)	64.5	82	84
Percent of Title 1 paraprofessionals meeting the No Child Left Behind requirements	100	99	99

◆ **Goal 2** To provide technical assistance, training, and professional development to improve Title 1 school efforts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of school districts that participate in Title 1 professional development activities for No Child Left Behind Consolidated Programs	81	84	86

**Mission:**

*To prepare Arizona students for workforce success and continuous learning.*

**Description:**

The Career and Technical Education (CTE) subprogram at the Arizona Department of Education oversees all State and Federal funding specifically earmarked for all secondary and postsecondary CTE programs designed to prepare individuals for continuing education and transition to employment in current or emerging careers. This subprogram directs and is responsible for the quality of all CTE programs under secondary and postsecondary districts, all CTE programs under statewide Joint Technical Education Districts (JTED), as well as programs under the Workforce Investment Act (WIA). This includes oversight of over \$25 million of Carl Perkins, Tech Prep and Learn and Serve Federal funding, \$12 million of State Block Grant funding, \$59 million of JTED funding and WIA funds. The subprogram is responsible for assuring quality and compliance with all associated Federal and State legislation for CTE funding, including budgeting and directing funds to specific programs, providing reports to Federal and State entities, collecting, analyzing and reporting related data, including performance measures, and establishing fiscal accountability for funds.

The CTE subprogram is also responsible for directing the development and approval of quality CTE programs in 55 program areas leading to placement of students in postsecondary education and/or into employment. The subprogram directs development of curriculum which not only meets occupational needs and employability skills but in particular also focuses on related academic skills and standards. CTE Curriculum includes not only occupational skills but also the related academics required for student employment to meet industry assessment needs. Curriculum, assessment development, and dissemination of materials, professional development, including pedagogy, and articulation of secondary to postsecondary education through Tech Prep and other strategies.

The CTE subprogram directs CTE research and assessment, which supports the need for specific programs based on labor market information, and collects, reports and analyzes data for districts and other entities in order to provide accurate information and industry evaluation for continuous improvement of CTE programs. The CTE subprogram also supports implementation of new and emerging programs such as those in the Science, Technology, Engineering and Math (STEM) cluster, and the Biomedical/Biotechnology areas, based on research in Arizona disservices workforce strategy by Battelle. The subprogram works with stakeholder groups and establishes partnerships with agencies and business and industry to develop quality initiatives and goals through WIA and other partners in carrying out programs which will articulate with secondary and post secondary education. The subprogram gives direction to identification of priorities, such as specific occupations or work-based learning, to align with labor market and business and industry needs.

The subprogram oversees and conducts all Federal compliance reviews for CTE programs through Office of Civil Rights, as well as Service Learning programs through a Federal Learn and Serve grant. The co-curricular CTE student organizations, such as FFA and Skills USA, also function under this subprogram to provide students with leadership and community development skills. Technical assistance in implementation and continuous improvement of quality CTE programs including the previously described initiatives is provided to all districts offering approved CTE programs.

This subprogram includes the Workforce Development Unit, which is responsible for the administration of comprehensive education, and training programs that address the needs of youths and adults who face barriers to employment. These programs include occupational and workplace skills training, related academic and support services, and provide employment

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preparation opportunities that support career goals. The education, employment and training programs also promote partnerships among service providers to increase linkages and provide a comprehensive and meaningful approach to workforce preparation by facilitating coordination of education and training services between education, employment, and training.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,930.5	12,287.1	12,287.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,604.0	16,770.7	16,770.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>39,534.5</b>	<b>29,057.8</b>	<b>29,057.8</b>
<b>FTE Positions</b>	<b>67.1</b>	<b>64.2</b>	<b>64.2</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Career and Technical Education concentrators passing AIMS writing	*NA	*Dropped	*Dropped
Percent of Career and Technical Education concentrators passing AIMS reading	**NA	**48.6	**49.1
Percent of Career and Technical Education participants placed in school, job, or military after graduation	**NA	40	40.5

◆ **Goal 2** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of days CTE allocation notifications sent after receipt of federal award	35	34	33
To increase annually by two the number of workshops/training that focus on the application, development, streamlining and automation so that schools/districts have access to fiscal resources as early as possible.	25	27	29

◆ **Goal 3** To provide technical assistance, training, and professional development for career and technical training programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of educators participating in Career and Technical Education professional development workshops	*5,469	***5,469	***5,469
Number of attendees at Workforce Investment Act annual Training EXPO	**200	**200	**200
Number of Trade Adjustment Assistance participants completing training	228	****240	****250
Number of approved training programs on the Workforce Improvement Act Eligible Training Providers List	1,792	1,800	1,810
To collect baseline data from constituents who report receiving relevant information as documented by the new ADE Customer Satisfactory Survey	89	90	91

◆ **Goal 4** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for career and technical training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Career and Technical Education programs receiving incentives and recognitions for exemplary and promising practices	6	8	10

EDA 4.6

**Subprogram Summary**

**ADULT EDUCATION AND GED**

Vicki Salazar, Associate Superintendent  
Phone: (602) 364-0132  
A.R.S. § 15-234, 15-702, P.L. 105-220

**Mission:**

*To be the catalyst for increasing the quality of Adult Education in Arizona by raising expectations and providing leadership, support, and resources that enable service providers and students to excel.*

**Description:**

The Adult Education subprogram ensures that adult learners who are at least 16 years of age have access to quality educational opportunities that will support them in their employment, job training, and higher education aspirations. This subprogram also assists adult learners in acquiring the knowledge and skills necessary for effective participation in society.

The adult learners are not enrolled nor required to be enrolled, in secondary school when they participate in instruction in one or more of the following areas: 1) English Language Acquisition, 2) Adult Basic Education, 3) Adult Secondary Education, including GED Preparation, 4) Civics, including Citizenship Test Preparation, 5) Basic computer literacy skills.

Adult Education is a learner-centered, interactive process which values and supports the individual in defining and achieving personal goals. It also helps these individuals develop and improve basic reading, writing, and mathematics skills as well as life skills so they can better function in their community, family and workplace environments.

The General Education Development (GED) Testing subprogram ensures equitable access to the GED examination for adult learners in pursuit of an Arizona High School Equivalency Diploma. The GED exam has been developed and validated by the General Educational Development Testing Service, a subdivision of the American Council of Education, and is administered by the Arizona Adult Education Services/GED Testing Office.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,468.8	4,477.9	4,477.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,166.5	10,618.6	10,618.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,635.3</b>	<b>15,096.5</b>	<b>15,096.5</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>18.0</b>	<b>18.0</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of Adult Education providers monitored that meet or exceed quality indicators	91	*88	*88

◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of adult education and GED programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of age 16 year and older learners who achieved a GED through participation in the Adult Education and GED program	**73	*80	81
Percent of age 16 year and older learners who achieved their employment goals through participation in the Adult Education and GED program	**77	*80	81

EDA 4.7 **Subprogram Summary**  
 BEST PRACTICES  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-154-15-155, 15-345, 15-712, P.L. 107-110

**Mission:**

*To enhance academic achievement for Arizona youth by providing resources for safe and healthy learning environments and positive character traits training. To provide assistance to schools in the use of research-based strategies and support services for the advancement of student achievement.*

**Description:**

The Best Practices Section assures that Arizona schools have access to the finest tools and knowledge needed to deal with critical issues by providing research-based support for schools, including technical assistance, professional development, resources, and oversight. The Best Practices subprogram consists of the following components:

The Academic and Instructional Support unit establishes a series of academies that help teachers and administrators understand how academic achievement is tied to research based best practices, as well as provides methods and techniques to address these topics and increase teacher content knowledge. The topics for these academies encompass data from the field, AIMS scores, and trends in Solutions Team data.

The focus within the School Safety and Prevention unit is on the enhancement of academic achievement through the provision of resources for safe and healthy learning environments. Several state and federally-funded grants are administrated that assist in this focus, including the Safe and Drug-Free Schools Program, Chemical Abuse Prevention Program, School-Based parenting Program Initiative, HIV/AIDS Education Program, School Safety Program, and the Multi-Hazard Safety Program.

The Instructional Technology unit promotes the effective integration of technology to increase student achievement throughout various units in the Department of Education, administers the Title II educational technology grant program and provides liaison services for the E-Rate program statewide. In addition, the unit promotes IDEAL (Integrated Data to Enhance Arizona's Learning) statewide, assists in creating technology plans for all districts and charters in the state.

21st Century Community Learning Centers Federal Grant funding is available on a competitive basis for academic out-of-school time programs (Title IV, Part B). The purpose of 21st Century Community-Learning Center (21st CCLC) Grant is to establish community learning centers that provide students with activities based on scientifically based practice that provides evidence that the program will help students meet achievement standards especially in math, reading, and writing in before school, after school, summer and/or intersession programs.

The Best Practices subprogram provides support for school-based programs that actively promote learning to develop and practice healthy behaviors and positive character traits in schools and communities. This subprogram includes safety programs for reducing violence and the use of drugs, alcohol, and tobacco through education and prevention activities in schools. Initiatives are supported that promote school environments that are free from drugs and violence and the unauthorized presence of firearms and alcohol. This subprogram also includes funding to provide voluntary education and training on the core values of trustworthiness, respect, responsibility, fairness, caring, and citizenship to educators, leaders of youth nonprofit organizations, and children and their families in Arizona. The goal is to instill in youth the traits of positive character. In addition, this subprogram supports programs to prevent the spread of HIV/AIDS. There is federal funding to increase the number of schools that adopt and enforce HIV prevention polices that are medically accurate and consistent with state and federal guidelines. The federal funding also is for increasing parental and community involvement in educating youth about HIV and pregnancy

prevention.

Further, this subprogram includes a Discipline Initiative Division that customizes training and technical assistance to public and charter schools for the sole purpose of helping teachers effectively manage classrooms and student behavior. The purpose is to train teachers how to better manage their classrooms and the behavior of their students for a disciplined environment conducive to learning.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,083.1	7,554.5	7,554.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,238.1	16,004.1	16,004.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,321.2</b>	<b>23,558.6</b>	<b>23,558.6</b>
<b>FTE Positions</b>	<b>16.1</b>	<b>15.4</b>	<b>15.4</b>

◆ **Goal 1** To provide quality customer service with continual improvement.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of website hits on discipline information and resources	1,528	1,600	1,600

◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of schools.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of officers attending a Beginning or Advanced Law related Education Academy	96	96	96
Percent of students in selected schools that respond that they feel safer because of the officer's presence	73	73	73
Number of classroom management and discipline training workshops held	35	45	50
Average satisfaction rating of participants in classroom management and discipline training workshops (on a 1-5 scale, 5 highest)	4.57	4.57	4.57
Percent of public and charter schools that received technical assistance on classroom management and discipline	40	50	45

EDA 4.8 **Subprogram Summary**  
**NUTRITION**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 Nat. Such. Lunch and Child Nutrition Acts, P.L. 108-265

**Mission:**

*To assist schools and organizations toward improving the health and the nutrition of students so they may benefit from the educational process and achieve their full potential.*

**Description:**

The Health and Nutrition subprogram provides cash assistance and donated foods to serve nutritionally adequate meals to children in schools, preschools, day care centers and homes. Over two-thirds of the children served are low income, based on free and reduced-income eligibility status. The free and reduced status is based on the federal poverty guidelines and is an indicator of a child's at-risk status. Training, technical assistance compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture.

The Health and Nutrition subprogram includes various programs and the meals served in these programs are planned to meet the U.S. Dietary Guidelines for Americans. These Guidelines provide advice about food choices that promote health and prevent disease, encouraging an increased intake of fruits, vegetables and grains, while limiting fat, salt and sugar. The programs are described below:

The National School Lunch Program is a federally assisted meal program to provide nutritionally balanced, low-cost or free lunches to children each school day.

The After School Snack Program is through the National School Lunch program, which offers cash reimbursement to help schools serve snacks to children after their regular school day ends.

The School Breakfast Program provides federally funded cash assistance to operate nonprofit breakfast programs in schools and residential childcare institutions.

The Child and Adult Care Food Program provides federal funds to nonresidential child and adult care facilities, emergency shelters, eligible after school programs and family day care providers who serve nutritious meals and snacks.

The Summer Food Service Program was created to ensure that children in low-income areas could continue to receive nutritious meals during long school vacations (i.e. school intersessions and summer vacation), when they do not have access to school breakfast or lunch.

The Food Distribution Program consists of commodities distributed by the United States Department of Agriculture for use in the National School Lunch Program and the Summer Food Service Program.

The Special Milk Program is available to children of all schools or nonprofit child care institutions which do not participate in the National School Lunch Program, School Breakfast Program, the Child an adult Care Food Program, or Summer Food Service Program. This includes nonprofit day care centers, summer camps, settlement houses and homeless shelters. An eligible shelter's primary purpose must be to provide shelter and a minimum of one regularly scheduled meal service per day to homeless families. The shelter cannot be a residential child care institution.

The SMP also is available to students attending a split-session kindergarten or pre-primary students in a school that participates in the National School Lunch Program or the School Breakfast Program, If those students do not have access to the lunch or breakfast programs.

The STEPS To A Healthier Arizona Initiative is a five year (2003-2008) CDC grant program for the border counties of Yuma, Santa Cruz, and Cochise. In addition, the grant interventions are aimed at the communities within the Tohono O'odham Nation. ADE's role in the grant project is to implement obesity, diabetes, and asthma intervention programs in all school residing in the targeted communities.

The Fresh Fruit and Vegetable Program is a USDA grant program that allows for twenty states to receive funds to promote fruit and vegetable consumption in schools. Eight tribal schools in Arizona were selected by Congress to participate in June of 2004. These eight schools are receiving additional funding, training, and technical assistance from ADE to assist participants offering fresh fruits and vegetables to students throughout the school day.

Local Wellness Policy State Grant is a program designed to target the Local Education Agency and the schools within the agency to create and implement an exemplary wellness policy. Health and Nutrition Services created the "Superintendent Challenge." There are eight winners of this challenge and each has been awarded \$5,000 for the best local wellness policy submitted. This money can be used to help implement their policy. Health and Nutrition held a conference specific to the Superintendent's challenge to urge them in becoming involved in school wellness programs and their district's wellness policy.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	240.5	201.8	201.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	268,824.7	231,933.8	231,933.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>269,065.2</b>	<b>232,135.6</b>	<b>232,135.6</b>
<b>FTE Positions</b>	<b>56.5</b>	<b>60.0</b>	<b>60.0</b>

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of sponsors planning menus which meet the revised nutrition standards during annual School Meals Initiative reviews	72	73	74
Percent of School Nutrition Program sponsors passing the Coordinated Review Effort Performance Standards	82	83	84
Percent of Child and Adult Care Food Program sponsors complying with revised administrative review requirements	92	93	94

◆ **Goal 2** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for health and nutrition programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of sponsors (schools) implementing the Arizona Healthy School Environment Model Policy	18	19	20

◆ **Goal 3** To provide technical assistance, training, and professional development to improve the effectiveness of health and nutrition programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of sponsors attending a USDA Basics and/or Business Basics and Nutrition Basics Workshop	79	80	81
Percent of sponsors attending ADE's School Health and Nutrition Advanced Track Workshops	34	35	36
Percent of sponsors processing USDA commodities in Child Nutrition	27	29	30
Number of SCOOPS newsletter subscribers	1,430	1,460	1,490



EDA 4.9                      **Subprogram Summary**  
 FAMILY LITERACY  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-191-15-191.01, P. L. 107-110

EDA 4.10                      **Subprogram Summary**  
 OUTREACH PROGRAMS  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-1241, P.L. 89-329, P.L. 101-610, P. L. 107-110

**Mission:**

*To break the intergenerational cycle of illiteracy and its impacts on families with young children.*

**Description:**

The Family Literacy subprogram brings parents and their young children together in an interactive learning setting that holistically addresses their educational needs. Children participate in age appropriate activities geared to improve their language and literacy skills and to prepare them for success in school. Parents gain academic preparation in basic skills, language acquisition, workforce readiness, and parenting skills. Through intensive, intergenerational activities, families make sustainable changes and learn to value the legacy of literacy.

This subprogram uses state funds for increasing the basic academic literacy skills of undereducated low-income parents and their preschool children. It also uses federal grant monies to further support family literacy services for low-income parents lacking basic education or having limited English proficiency and their children who are primarily birth through age seven years.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,009.0	1,011.3	1,011.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,576.3	1,735.8	1,735.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,585.3</b>	<b>2,747.1</b>	<b>2,747.1</b>
<b>FTE Positions</b>	<b>1.2</b>	<b>1.8</b>	<b>1.8</b>

◆ **Goal 1** To provide technical assistance, training, and professional development for schools and organizations to improve the effectiveness of family literacy programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of parents achieving educational gains	82	77	78
Percent of children demonstrating language gains	89	**83	76

**Mission:**

*To provide assistance aimed at enriching regular educational services for the advancement of student achievement and to recognize educational excellence.*

**Description:**

The Outreach Programs subprogram provides support and assistance for enrichment opportunities that focus learning in one particular subject, achieve higher levels of education through financial support, achieve higher student academic achievement through opportunities outside the regular school day or school classroom, or allow students to compete in national level academic contests. This subprogram includes a variety of programs, including: Arts Education, Academic Contests, Arizona Geographic Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, Arizona Academic Decathlon, Arizona Principals' Academy, Project Citizen, Small Pass Through Programs, Economic Academic Council, U.S. Senate Youth Program, National Science Camp, National History Teacher of the Year Award, Robert C. Byrd Scholarship Program, Close-Up Foundation, Milken-Tap-Advancement, 21st Century Community Learning Centers, and Learn and Serve America.

This subprogram consists of a combination of state and federal monies. As an example, the federal 21st Century Community Learning Centers grant is for supporting the creation of community learning centers which provide academic enrichment opportunities to students and their families during non-school hours (before or after school) or periods when school is not in session (including holidays, weekends or summer recess). A second example is the federal Learn and Serve America grant, which is for projects that use a service-learning approach to education. This service-learning approach recognizes that working with local community organizations is a way to obtain academic achievement and develop civic skills. The grant monies are to allow schools to work in partnership with local organizations to create, develop, and offer service-learning opportunities for school-age youth from age five years to 17 years. A third example is federal funds to provide a variety of tools and resources for schools, teachers, and administrators interested in learning how to create quality, comprehensive, and sequential arts learning for their students.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	581.6	581.6	581.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,309.7	18,452.0	18,452.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18,891.3</b>	<b>19,033.6</b>	<b>19,033.6</b>
<b>FTE Positions</b>	<b>5.9</b>	<b>5.3</b>	<b>5.3</b>

◆ **Goal 1** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of people participating in scholarship programs	516	550	560

◆ **Goal 2** To provide technical assistance, training, and professional development to improve school effectiveness

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of model or promising art program showcased on department's website	15	15	*0
Number of technical assistance contacts with administrators that receive 21st Century Community Learning Center grants	**224	260	265

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Number of administrators that participate in local and national 21st Century Community Learning Center sponsored training	275	280	280
Number of professional development opportunities made available on the state's arts standards	35	10	*0

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of monitoring site visits for 21st Century Community Learning Center grants	**97	120	125
Percent of grantees in compliance with Arts Education Initiative procedures	95	95	*0

**EDA 4.11 Subprogram Summary**  
**INNOVATIVE EXEMPLARY PROGRAMS**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-770, 15-772, P. L. 107-110, P.L. 96-212

**Mission:**

*To assist Local Education Agencies in accessing quality innovative and exemplary educational programs, reflective of Arizona's diverse school populations through technical assistance, and proper allocation, distribution, and monitoring of funding so that migrant students, American Indian students, homeless youth, gifted students, refugee students, and low-income students reach their potential levels of academic achievement, workplace skills, and effective participation in society.*

**Description:**

The Innovative Exemplary Programs subprogram serves children whose cultural, economic, or intellectual situation challenges the educational system. This subprogram includes the Migrant Education Program for supplemental program services to the children, ages three years through 21 years of age, of seasonal or temporary agricultural workers. It also includes state and federal funds for the Indian Education Program to maximize teaching and learning levels while validating the culture and linguistic identity of American Indian students. In addition, this subprogram includes federal funds: (1) to provide equal access to education for homeless children; (2) to offer activities that will lead to the effective integration and education of refugee children; and (3) to give low-income students the opportunity to take more advanced placement courses and to pay their advanced placement test fees. There also are state funds to ensure compliance with state requirements for the appropriate identification and instruction of gifted students.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,192.2	3,449.9	3,449.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,604.4	11,676.3	11,676.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,796.6</b>	<b>15,126.2</b>	<b>15,126.2</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>14.1</b>	<b>14.1</b>

◆ **Goal 1** To provide technical assistance, training, and professional development for schools to improve the effectiveness of gifted education.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of conferences, workshops, and trainings held on gifted education	25	20	20
Percent of training participants surveyed reporting satisfaction with gifted education training and support	98	98	98
Number of school site visits on gifted education	40	35	35

Number of conferences, workshops, and trainings held on Indian Education	31	45	45
Percent of training participants surveyed reporting satisfaction with Indian education training and support	87	88	88
Number of school site visits on Indian education	30	32	32
Number of conferences, workshops, and trainings held on homeless education	19	20	20
Percent of training participants surveyed reporting satisfaction with homeless education training and support	95	95	95
Number of school site visits on homeless education	97	65	65
Number of model or promising homeless education programs showcased on department's website	4	2	2
Number of conferences, workshops, and trainings held on migrant education	16	15	15
Percent of training participants surveyed reporting satisfaction with migrant education training and support	90	90	90
Number of school site visits and technical assistance by email/telephone on migrant education	75	48	48
Number of model or promising migrant education programs showcased on department's website	6	6	6

◆ **Goal 2** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of grantees in compliance within gifted education	94	95	95
Percent of Native American students meeting or exceeding Arizona Academic Standards in reading	61.7	67	67
Percent of Native American students meeting or exceeding Arizona Academic Standards in mathematics	58	63	63
Percent of grantees in compliance within homeless education	91	50	75

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for innovative and exemplary programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of partnerships between Indian education and tribal/community organizations	32	35	35
Number of partnerships between gifted education and various organizations	22	30	30

**EDA 5.0** **Program Summary**  
**PROFESSIONAL DEVELOPMENT**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110

**Mission:**

*To promote careers in public education and to ensure that all Arizona educators are highly qualified and highly effective while embracing excellent internal and external customer service.*

**Description:**

The Highly Qualified Professional subprogram: Implements Title IIA and Title IIC of the NCLB federal legislation for achieving the goal of having a highly qualified teacher in every classroom. Offer prospective educators positive avenues and standards of obtaining certification through established programs. Works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process, rigorous educator assessments based on the AZ professional educator standards. Ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations. Delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

**This Program Contains the following Subprograms:**

- ▶ Highly Qualified Professional
- ▶ Standards Based Teaching and Learning

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,023.9	3,400.0	3,400.0
Other Appropriated Funds	1,685.1	2,022.8	2,300.6
Other Non Appropriated Funds	89,125.2	105,779.2	105,779.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>97,834.2</b>	<b>111,202.0</b>	<b>111,479.8</b>
<b>FTE Positions</b>	<b>73.7</b>	<b>69.3</b>	<b>71.3</b>

**EDA 5.1** **Subprogram Summary**  
**HIGHLY QUALIFIED PROFESSIONAL**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

**Mission:**

*To promote careers in public education through recruitment and retention of highly qualified teachers and administrators while embracing internal and external customer service.*

**Description:**

The Highly Qualified Professional subprogram implements: Title IIA of the NCLB federal legislation for achieving the goal of having a highly qualified teacher in every classroom. Offer prospective educators positive avenues and standards of obtaining certification through established programs. Works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process, rigorous educator assessments based on the AZ professional educators standards. Ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations.

Delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,082.7	1,400.0	1,400.0
Other Appropriated Funds	1,685.1	2,022.8	2,300.6
Other Non Appropriated Funds	49,895.8	54,512.4	54,512.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>54,663.6</b>	<b>57,935.2</b>	<b>58,213.0</b>
<b>FTE Positions</b>	<b>51.9</b>	<b>45.2</b>	<b>47.2</b>

◆ **Goal 1** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Maximum number of days to process complete certification applications	8	8	**8
Percent of customer satisfied with certification services.	*90	91	92

◆ **Goal 2** To ensure the quality of Arizona's educators through evaluation and certification.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of applicants successfully passing professional content and knowledge certification examinations	96	96	96

◆ **Goal 3** To offer professional development opportunities to educators and administrators.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of professional development opportunities provided to teachers and principals by the Highly Qualified Professionals Unit	58	58	60

**EDA 5.2 Subprogram Summary**  
**STANDARDS BASED TEACHING AND LEARNING**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-704, P.L. 107-110

**EDA 6.0 Program Summary**  
**ADMINISTRATION**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-231-15-272, P.L. 107-110

**Mission:**

*To provide educators with support that promotes high academic achievement of all students.*

**Description:**

The Standards Based Teaching and Learning subprogram oversees programs aimed at giving teachers the professional skills necessary to ensure Arizona Academic Standards are implemented. This subprogram oversees funding for partnerships to improve teacher content and pedagogical content knowledge in mathematics and science. Partners are expected to develop and deliver more rigorous mathematics and science professional development that is aligned with state academic achievement standards, Arizona Professional Teaching Standards, and state professional development standards. The subprogram also uses funding for ensuring all children in Arizona learn to read well by establishing scientifically based reading programs for students enrolled in kindergarten through grade three. These funds support increased professional development to ensure that all teachers have the skills they need to teach these programs effectively. The monies also support the use of screening and diagnostic tools and classroom-based instructional reading assessments to measure how well students are reading. The vision is that every Arizona child will learn to read proficiently by third grade and remain a proficient reader.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,941.2	2,000.0	2,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	39,229.4	51,266.8	51,266.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>43,170.6</b>	<b>53,266.8</b>	<b>53,266.8</b>
<b>FTE Positions</b>	<b>21.8</b>	<b>24.1</b>	<b>24.1</b>

◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of regional training-of-trainers sessions sponsored by Standards Based Teaching and Learning to build statewide capacity	75	*60	60
Percent of Reading First local education agencies surveyed reporting satisfaction with department training and support	90	90	90
Percent of attendees reporting readiness to implement Arizona Academic Standards as a result of resources, support, and training	95	95	95
Percent of Summer Academy participants who are well prepared as a result of the Summer Academy to implement the reading instructional practices learned	90	90	90

**Mission:**

*To ensure the efficient and the effective operation of the Department of Education through the Superintendent's leadership and the exchange and dissemination of information that promotes academic excellence and ensures fiscal and academic accountability in public education.*

**Description:**

The Administration program provides the support for efficient and effective operations through Administrative Services and Management Information Systems in the Arizona Department of Education. This subprogram provides the infrastructure, guidance and supplies necessary to accomplish the daily operations of the agency. Its duties involve obtaining and managing a competent workforce and overseeing a high level of customer service to ensure the accomplishment of the overall agency mission.

**This Program Contains the following Subprograms:**

- ▶ Administrative Services
- ▶ Management Information Systems

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,618.0	6,536.5	6,536.5
Other Appropriated Funds	669.2	1,058.9	1,058.9
Other Non Appropriated Funds	6,128.4	10,424.2	10,424.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,415.6</b>	<b>18,019.6</b>	<b>18,019.6</b>
<b>FTE Positions</b>	<b>163.0</b>	<b>167.7</b>	<b>167.7</b>

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

EDA 6.1	<b>Subprogram Summary</b>
	<b>ADMINISTRATIVE SERVICES</b>
Vicki Salazar, Associate Superintendent	
Phone: (602) 364-0132	
A.R.S. § 15-251-15-272, P.L. 107-110	

**Mission:**

*To provide exceptional customer support in a safe work environment through a commitment to continual process improvements with timely, efficient, and cost effective distribution, facility, human resources, payroll, printing and procurement services to the Arizona Department of Education and its customers ensuring compliance with Federal, State and Agency laws, regulations and policies.*

**Description:**

The Administrative Services subprogram is the information channel for the Arizona Department of Education. It provides the agency with insight into the educational concerns of the statewide community. This subprogram is responsible for generating and disseminating information to the general public, parents, the media, government, the private sector, and the education community regarding the Arizona Department of Education, the Superintendent of Public Instruction, and Arizona's schools and education services.

The Administrative Services subprogram also is responsible for providing financial, procurement, building operations and distribution, and human resource support services to the agency. Financial services include budgeting, accounting, grants management, and audit functions. Procurement services include contracts management and purchasing. Building operations and distribution include facilities, print shop, and central mail distribution functions. Human resource services include personnel and payroll functions. These administrative functions are centralized to ensure efficient and effective operational support to the agency, and consistent application of state, federal and agency rules, regulations, policies, and procedures.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,202.2	4,317.9	4,317.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,186.4	9,274.8	9,274.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,388.6</b>	<b>13,592.7</b>	<b>13,592.7</b>
<b>FTE Positions</b>	<b>113.5</b>	<b>126.7</b>	<b>126.7</b>

◆ **Goal 1** To provide accurate and helpful information to the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals on the department's distribution list receiving newsletters and reports	4,027	4,100	4,150
Number of constituent inquiries responded to within two-week time frame	27,546	27,600	27,650
Number of Department of Education website "hits" (in thousands)	7.2 mil	7.3 mil	7.35 mil

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals participating on the Superintendent's advisory committees	302	260	300
Number of policy/legislative related initiative correspondence sent to stakeholders	4,400	4,450	4,500

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of schools participating in department special initiatives	341	350	360
Amount of new discretionary grant funding secured by the department	3.5 mil	3.6 mil.	3.7 mil
Total amount of all federal funds secured by the department for public education in Arizona	873 mil	889 mil.	889 mil

◆ **Goal 4** To improve employee and customer satisfaction.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees satisfied with their job	81	83	84
Percent of employees who agree or strongly agree that the agency has a good internal communication system	65	67	68
Percent of internal customers satisfied with Accounting services	88.15	89	89.5
Percent of internal customers satisfied with Budget Office services	95.2	97	99
Percent of internal customers satisfied with Central Distribution services	100	98.4	99
Percent of internal customers satisfied with Contracts Management services	100	98	99
Percent of internal customers satisfied with Facilities services	98.6	83.3	97
Percent of internal customers satisfied with Grants Management services	92.6	93.3	93.3
Percent of internal customers satisfied with Human Resource services	100	64	97
Percent of internal customers satisfied with Print Shop services	100	99	99
Percent of internal customers satisfied with Purchasing services	100	70	97

◆ **Goal 5** To provide technical assistance and training for internal and external customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new employee training courses held	26	26	26
Number of comprehensive supervisor training courses held	23	30	30
Number of Human Resource intranet website training courses held	26	26	26
Number of timesheet refresher training courses held	26	26	26
Number of training sessions held by Accounting Unit on various administrative topics	68	50	55
Number of Grants Management meetings held for department program areas	11	11	11

◆ **Goal 6** To promote a positive and productive work environment that cultivates teamwork and motivates employees.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees who agree or strongly agree that the agency supports their participation in training opportunities to improve job skills	75	77	78
Percent of employees who agree or strongly agree that they have the proper tools and equipment to do their work	85	87	88
Percent of employees who agree or strongly agree that they receive recognition for their work when they deserve it	74	76	77

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**EDA 6.2 Subprogram Summary**  
**MANAGEMENT INFORMATION SYSTEMS**  
 Vicki Salazar, Associate Superintendent  
 Phone: (602) 364-0132  
 A.R.S. § 15-251-15-272, P.L. 107-110

Publish security manual and update as required	**1	1	1
Require security awareness training of all IT staff	**1	1	1
Require security awareness training of all agency staff	**1	1	1
Percent of applications securitized (not tracked before FY 07)	**12	30	75

**Mission:**

*To collaborate with education stakeholders to deliver excellent and innovative solutions to ensure an education of superb quality to every Arizona student.*

**Description:**

The Information Technology (IT) subprogram manages the agency's overall Information Management discipline. As the agency's data steward, IT sets and implements guidelines for safe, effective, and efficient information usage including collection, use, security, storage, integration, and reporting. To that end, IT maintains internal and external networks for the exchange of information. IT provides technical assistance to enable all Arizona Department of Education (ADE) customers to utilize effectively ADE's offered services and information. IT guides and supports schools and districts in their use of technology to improve both administration and instruction. IT collaborates with strategic partners to provide the information needed to support reporting to and decision-making by education stakeholders (educators, the Arizona legislature, State government, Federal government, business groups, researchers, parents, students, etc.).

**◆ Goal 6 To close critical TISA gaps.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of DFDs completed.	**50	75	90
Percent of telecommunications/data network converged	**10	50	90
Number of monthly vulnerability scans and reviews conducted.	**2	4	5
Collaborate with other Arizona State agencies to enable ADE to conduct needed testing.	**1	1	1

**Funding and FTE Summary:**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,415.8	2,218.6	2,218.6
Other Appropriated Funds	669.2	1,058.9	1,058.9
Other Non Appropriated Funds	942.0	1,149.4	1,149.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,027.0</b>	<b>4,426.9</b>	<b>4,426.9</b>
<b>FTE Positions</b>	<b>49.5</b>	<b>41.0</b>	<b>41.0</b>

**◆ Goal 1 To improve the quality of the Student Accountability Information System (SAIS) data submission process.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of data marts used as management tools by agency units	*	*	*
Percent of errors due to transaction failures	**18	15	10
Percent of errors due to system failures	**10	8	5

**◆ Goal 2 To provide timely and reliable customer service.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of calls that are resolved by the Support Center	91	91	92
Percent reduction in average downtime of Internet servers	15	10	10
Percent reduction in average downtime of messaging servers	10	5	5

**◆ Goal 3 To increase the use of data and information technology as a management tool to make better-informed decisions.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of enterprise data integrated into Data warehouse	**10	40	90

**◆ Goal 4 To provide accurate and helpful information to the public.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of department website "hits" (in thousands) annually.	**8,000	8,800	9,000

**◆ Goal 5 To improve the agency's information security stance.**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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MAA 0.0 **Agency Summary**  
 DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS  
 Major General David P. Rataczak, Adjutant General  
 Phone: (602) 267-2717  
 A.R.S. §§ 26-101, 26-111, 26-306

**Mission:**

*To promote, protect, and defend the health, safety, peace, and quality of life of the citizens of our communities, state, and nation.*

**Description:**

The Department of Emergency and Military Affairs is divided into three programs: Administration, Emergency Management, and Military Affairs. The Administration program coordinates the activities of the other programs. It provides overall financial, contracting, personnel, and property management actions. The Emergency Services program prepares and coordinates emergency response plans for the State. The Military Affairs program contains the Army National Guard and Air National Guard programs each of which develop, train, and sustain a military force for the protection of life and property, preservation of peace, maintenance of order, and public safety. It also administers Project Challenge for training at-risk youth and the Joint Counter Narcotics Task Force.

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	2,106.2	2,002.0	1,948.9
➤ EMERGENCY MANAGEMENT	47,646.4	41,927.7	47,964.4
➤ MILITARY AFFAIRS	71,566.0	40,720.4	32,811.9
<b>Agency Total:</b>	<b>121,318.6</b>	<b>84,650.1</b>	<b>82,725.2</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	11,078.0	14,581.6	22,833.2
Other Appropriated Funds	95.6	132.7	132.7
Other Non Appropriated Funds	110,145.0	69,935.8	59,759.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>121,318.6</b>	<b>84,650.1</b>	<b>82,725.2</b>
<b>FTE Positions</b>	<b>522.4</b>	<b>519.4</b>	<b>518.4</b>

**Strategic Issues:**

**Issue 1 Employee retention and quality of employees**

The Department is built on quality employees capable of responding during a natural disaster or civil disturbance. In order to provide a work environment that promotes job satisfaction, growth opportunities, and a sense of value and pride, funding for training, salaries and personnel services must be increased.

**Issue 2 Customer demand for products/services exceeds our capacity to deliver to their needs**

Expanding legislative responsibility and increased demand for disaster prevention and preparedness from Arizona's political subdivisions have exceeded the Department's capabilities. Domestic Preparedness (terrorism) and the increased threat in our schools for emergency and disaster plans are just two examples. Local government requests exceed current staff capability.

**Issue 3 Agency wide communications/information management capability**

The Department currently has five separate information networks that are not linked with one another. In order to provide better communications and information management the department needs to develop an Agency-wide network that includes connectivity to the State's mainframe.

**Issue 4 Community integration and visibility.**

The Department's objective is to integrate all of its activities into the communities of the state. A new armory construction program needs to be developed to meet community and state needs. Emergency Services must receive additional funding to further develop the disaster resistant community program in order to prevent loss of property and life. Funding must be maintained in order to support valuable community enhancing programs such as Project Challenge, Joint Counter Narcotics and the Freedom Academy.

**Issue 5 Maintaining of viable, optimally located training areas/ranges and facilities.**

In order to maintain viable training areas/ranges, adequate funding must be provided to support mandated cultural and natural resource studies. Operations and maintenance dollars currently are not sufficient to maintain all facilities at minimum OSHA standards. Due to significant demographic changes in the past decade, facilities are no longer strategically located and there is a one-half million square foot shortfall in required work space.

MAA 1.0

**Program Summary**

ADMINISTRATION

Edward L. Flinn, Director Joint Programs

Phone: (602) 267-2732

A.R.S. § 26-111

**Mission:**

*To provide leadership and support resources to all elements of the Department.*

**Description:**

The Administration program provides agency-wide direction, oversight and support services. The Administration program is responsible for providing resource management, accounting, personnel and procurement functions for the Department. In addition, it provides oversight of Project Challenge, Army Facilities Maintenance and State Active Duty. It is also responsible for the coordination of Federal Funds with the United States Property and Fiscal Officer.

**Funding and FTE**

Summary: (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,106.2	2,002.0	1,948.9
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>2,106.2</b>	<b>2,002.0</b>	<b>1,948.9</b>
<b>FTE Positions</b>	<b>13.9</b>	<b>13.9</b>	<b>13.9</b>

◆ **Goal 1** To provide quality and timely support services to our customers.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of weeks to process personnel actions	1	1	1

◆ **Goal 2** To provide quality budget and fiscal services to customers.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**MAA 2.0** **Program Summary**  
**EMERGENCY MANAGEMENT**  
 Lou Trammell, Director  
 Phone: (602) 231-6245  
 A.R.S. § 26-305

**Mission:**

*To coordinate emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.*

**Description:**

The program directs and coordinates a statewide Comprehensive Emergency Management program to minimize personal and property losses caused by natural and technological disasters. This is accomplished through numerous preparedness, response, recovery, and mitigation activities and programs.

**This Program Contains the following Subprograms:**

- ▶ Mitigation and Preparedness
- ▶ Response and Recovery

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,103.9	4,935.0	5,889.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	43,542.5	36,992.7	42,074.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>47,646.4</b>	<b>41,927.7</b>	<b>47,964.4</b>
<b>FTE Positions</b>	<b>398.0</b>	<b>395.0</b>	<b>394.0</b>

**MAA 2.1** **Subprogram Summary**  
**MITIGATION AND PREPAREDNESS**  
 Jan Kimmell, Assistant Director  
 Phone: (602) 231-6264  
 A.R.S. § 26-305

**Mission:**

*To reduce or eliminate the loss of life and loss of property due to disaster and to prepare state agencies and local emergency management organizations to respond to, recover from, and mitigate disasters through planning, training and exercise activities.*

**Description:**

The mitigation element integrates several funding programs that reduce repetitive losses caused by disaster by managing structural and non-structural projects that eliminate losses. The mitigation group provides technical assistance to political subdivisions to develop mitigation plans, analyze vulnerabilities and to assess risks to support land use decisions. The preparedness element serves three main functions; technical assistance for the development of state and local emergency operations plans; training for emergency managers, elected officials and first responders; and exercising the capabilities of state and local government. These activities will increase the overall capability to respond to, recover from, and mitigate disasters and thereby reduce the impact of disasters.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,492.3	4,316.7	5,259.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	35,224.8	28,396.7	33,267.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>38,717.1</b>	<b>32,713.4</b>	<b>38,526.9</b>
<b>FTE Positions</b>	<b>281.5</b>	<b>273.5</b>	<b>272.5</b>

- ◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of communities with sustained Disaster Resistant Community Programs	101	105	109

- ◆ **Goal 2** To increase local emergency management capability through training assistance programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of requests for contingency exercise assistance supported	100	100	100

**MAA 2.2** **Subprogram Summary**  
**RESPONSE AND RECOVERY**  
 Chuck McHugh, Assistant Director  
 Phone: (602) 231-6242  
 A.R.S. § 26-2

**Mission:**

*To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.*

**Description:**

This subprogram coordinates the response of state agencies to emergency incidents; administers the Governor's Emergency Fund; and manages post-response recovery efforts to include the acquisition and disbursement of special state appropriations and federal disaster funds, and allocation of resources.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	611.6	618.3	630.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,317.7	8,596.0	8,806.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,929.3</b>	<b>9,214.3</b>	<b>9,437.5</b>
<b>FTE Positions</b>	<b>116.5</b>	<b>121.5</b>	<b>121.5</b>

- ◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of months of community recovery time from declaration of emergency to termination of emergency	17.2	12.0	12.0



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**MAA 3.0** **Program Summary**  
**MILITARY AFFAIRS**  
 BG Hugo E. Salazar, Brigadier General, Asst Adj General, Army  
 Phone: (602) 267-2717  
 A.R.S. § 26-111

**Mission:**

*To provide the support functions for the Army and Air National Guard to develop, train and sustain a military force capable of supporting national, state, and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.*

**Description:**

The division of Military Affairs has a dual role of providing the support functions (personnel, resource management, procurement and facilities) and providing leadership and direction to the Army National Guard, Air National Guard and Project Challenge.

**This Program Contains the following Subprograms:**

- ▶ Army National Guard
- ▶ Air National Guard
- ▶ Project Challenge

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,867.9	7,644.6	14,994.5
Other Appropriated Funds	95.6	132.7	132.7
Other Non Appropriated Funds	66,602.5	32,943.1	17,684.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>71,566.0</b>	<b>40,720.4</b>	<b>32,811.9</b>
<b>FTE Positions</b>	<b>110.5</b>	<b>110.5</b>	<b>110.5</b>

**MAA 3.1** **Subprogram Summary**  
**ARMY NATIONAL GUARD**  
 BG Hugo E. Salazar, Brigadier General, Assistant, Adjutant General, Army  
 Phone: (602) 267-2717  
 A.R.S. § 26-111

**Mission:**

*To develop, train, and sustain a military force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.*

**Description:**

The Army National Guard serves a dual mission provided for by the United States Constitution and the A.R.S. as the militia for Arizona. The Governor is our Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to civil disturbances and natural disasters. When federalized by the President of the United States, the Army National Guard provides trained and ready units in support of any active Army contingency.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,415.7	1,526.9	9,049.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	57,177.6	23,795.4	7,521.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>58,593.3</b>	<b>25,322.3</b>	<b>16,571.6</b>
<b>FTE Positions</b>	<b>52.5</b>	<b>52.5</b>	<b>52.5</b>

**◆ Goal 1** To recruit and retain highly qualified personnel.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Army National Guard soldiers re-enlisted	83	82	82
Percent of no val pay rate	.07	1.	1.
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of soldiers recruited	1300	1300	1350
Percent of required strength	109	105	105
Percent of Army tuition demands met	80	75	85

**MAA 3.2** **Subprogram Summary**  
**AIR NATIONAL GUARD**  
 Major General Michael J. Shira, Commander, Arizona Air National Guard  
 Phone: (602) 267-2712  
 A.R.S. § 26-111

**Mission:**

*To provide our nation's total force with highly trained expeditionary airmen supporting national security objectives through combat readiness and training.*

**Description:**

The Air National Guard Air Operations program consists of the 161st Air Refueling Wing (ARW), 162nd Fighter Wing (FW) and the 107th Air Control Squadron (ACS). The 161st ARW is a refueling tanker task force flying KC-135E aircraft providing aerial refueling support. The 162nd FW trains fighter pilots for the Air National Guard and international student pilots. The 107th ACS provides Air Battle Management training for active duty and reserve components.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,754.4	4,247.9	4,240.0
Other Appropriated Funds	95.6	132.7	132.7
Other Non Appropriated Funds	7,072.6	6,658.8	7,669.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,922.6</b>	<b>11,039.4</b>	<b>12,042.2</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**◆ Goal 1** To recruit and retain highly qualified personnel.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of annual attrition	9.3	10	10
Percent of personnel fully qualified	93	96	96
Percent of Air National Guard tuition demands met	80	100	100
Percent of Air National Guard soldiers re-enlisted	91	90	90

MAA 3.3 **Subprogram Summary**  
 PROJECT CHALLENGE  
 Edward L. Flinn, Director, Joint Programs  
 Phone: (602) 267-2732  
 A.R.S. § 26-111

**Mission:**

*To provide a military-based, in residence educational program for high school dropouts who desire to succeed.*

**Description:**

Project Challenge is a 17-month program for youth at risk who come from various backgrounds that can include drug addiction, gang activity, dysfunctional families and at-risk parents. Conducted in a quasi-military environment, participants attend classes to complete requirements for a General Equivalency Diploma (GED); and receive guidance and counseling in leadership development, life-coping skills, career exploration and planning, health and hygiene, physical training and conflict resolution. Project Challenge inspires each participant to academically, physically, psychologically, and emotionally excel so that they can function productively in our community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,697.8	1,869.8	1,704.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,352.3	2,488.9	2,493.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,050.1</b>	<b>4,358.7</b>	<b>4,198.1</b>
FTE Positions	56.0	56.0	56.0

◆ **Goal 1** To integrate the Arizona National Guard in the youth at risk programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Project Challenge graduates annually	124	200	200

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EVA 0.0 **Agency Summary**  
 DEPARTMENT OF ENVIRONMENTAL QUALITY  
 Stephen A. Owens, Agency Director  
 Phone: (602) 771-2203  
 A.R.S. §§ 49-101 et seq.

**Mission:**

*To protect and enhance public health and the environment in Arizona.*

**Description:**

The Arizona Department of Environmental Quality protects public health and the environment by establishing and ensuring compliance with standards of quality for Arizona's air, land, and water; advancing public policy; and encouraging participation through statewide outreach.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	17,299.3	17,407.1	18,378.4
➤ AIR	56,726.8	64,667.8	66,049.5
➤ WASTE	52,220.5	81,325.0	81,822.6
➤ WATER	210,238.8	171,866.1	171,302.7
<b>Agency Total:</b>	<b>336,485.5</b>	<b>335,266.0</b>	<b>337,553.2</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	14,078.9	32,979.0	32,546.3
Other Appropriated Funds	59,233.8	70,274.6	72,499.5
Other Non Appropriated Funds	263,172.8	232,012.4	232,507.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>336,485.5</b>	<b>335,266.0</b>	<b>337,553.2</b>
FTE Positions	825.5	833.0	865.0

**Strategic Issues:**

**Issue 1 To protect and enhance public health and the environment**

The Department will protect public health and the environment through a wide range of programs that reduce risks associated with exposure to environmental contamination, air pollution and water pollution, and through a variety of public education and outreach programs. The Department will enhance public health and the environment by assessing environmental conditions in our state and their potential impact to public health, and developing integrated approaches that balance environmental concerns with the state's rapid growth and economic development needs. The Department will lead efforts to respond to emerging environmental issues and pollutants and develop strategic partnerships to promote consensus on innovative solutions to Arizona's environmental challenges.

**Issue 2 Public education, involvement and outreach**

The Department recognizes the inherent value of working with coalitions and partners to achieve a sustainable economy and a high quality environment for Arizona citizens. To that end, the Department is committed to developing and strengthening relationships at all levels with federal, state and local officials as well as members of the business community, trade associations, non-profit organizations, environmental groups and universities to develop collaborative, science-based solutions to the many complex environmental challenges facing our state. The Department is committed to openness, honesty and transparency among its employees and with members of the public and communities affected by the Department's decisions.

**Issue 3 Children's environmental health**

The Department will provide focus and leadership on children's environmental health issues. In partnership with the Department of Health Services, medical and research communities as well as non-profit groups,

the Department will coordinate efforts to assess and reduce exposure to environmental contamination and pollution that affects the health of Arizona children. The Department will lead efforts to educate the public about threats posed to children by exposure to environmental contamination and promote ways to lessen exposure to those risks.

**Issue 4 Professional, efficient service to Arizona**

The Department is committed to developing a motivated, well-trained staff supported by efficient business processes that serve the needs of Arizona citizens and businesses. The Department will leverage training opportunities provided by Arizona Government University, in-house training resources and other agencies to develop cost-effective career training programs that support its goals and objectives. The Department will maximize the use of technology to integrate and improve its services statewide with internal and external customers.

EVA 1.0 **Program Summary**  
 ADMINISTRATION  
 Patrick J. Cunningham, Deputy Director  
 Phone: (602) 771-2204  
 A.R.S. §§ 49-101 to 49-1106

**Mission:**

*To provide executive leadership for the agency to protect and enhance public health and the environment in Arizona through support of the Department's mission, goals, programs and employees.*

**Description:**

This program establishes overall agency policies and direction and manages administrative and business activities of the agency.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,975.5	5,283.7	5,167.9
Other Appropriated Funds	11,825.5	10,768.9	11,856.0
Other Non Appropriated Funds	498.3	1,354.5	1,354.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,299.3</b>	<b>17,407.1</b>	<b>18,378.4</b>
FTE Positions	143.6	143.1	158.1

◆ **Goal 1** To enhance relationships with the public, regulated community and agency partners

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of statutorily set permit timeliness met through License Time Frame rule.	98.4	99.0	99.0

◆ **Goal 2** To provide value to all of Arizona

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Annually, implement employee suggestions resulting in cost savings, increased productivity or improved efficiency of services at the appropriate organizational level.	4.0	4.0	4.0
Percentage of ADEQ employees indicating agreement with a statement of overall job satisfaction (measure calculated per annual survey administered by Governor's office)	69.6	60.0	60.0
Customer satisfaction rating for citizens (scale of 1-8)	7.84	7.4	7.4
Administration as a percentage of total cost	4.7	4.5	4.5
Percent of citizens expressing overall satisfaction with ADEQ services	98.1	92.5	92.5
Percentage of citizens expressing overall satisfaction with Administrative Program Services	98.7	90.0	90.0
Percentage of invoice payables paid within thirty (30) calendar days.	98.0	95.0	95.0

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Percent of customers agreeing that services meet or exceed their expectations based upon a customer satisfaction survey attached to every Purchase Order.	92.0	92.5	92.5
Percentage of agency staff turnover	10.20	12.0	12.0
Percent of notice of administrative hearing issued within 3 working days of receiving all necessary documentation	100.0	90.0	90.0
Percentage (annual) of agency budget and strategic plan consistent with Governor's issues and strategic plan for the state	100.0	100.0	100.0

◆ **Goal 3** To provide leadership on children's environmental health

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Continue to implement the action plan to integrate children's environmental health issues into ADEQ programs during FY 2007.	100.0	100.0	100.0

**EVA 2.0** **Program Summary**

**AIR**

Nancy Wrona, Air Quality Division Director  
 Phone: (602) 771-2308  
 A.R.S. §§ 49-401 to 49-593

**Mission:**  
*To protect and enhance public health and welfare and the environment by controlling present and future sources of air pollution.*

**Description:**  
 The Air Quality Division is responsible for controlling sources of air pollution and assuring compliance with federal and state environmental laws. The control strategies designed to improve air quality are a key component of the State Implementation Plan. Major activities relied upon for protecting air quality include planning and program development, monitoring and research, industrial emissions permitting, compliance and enforcement, and vehicle emissions inspections.

**This Program Contains the following Subprograms:**

- ▶ Air Quality Management and Analysis
- ▶ Vehicle Emissions Control

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,661.2	3,841.7	3,993.3
Other Appropriated Funds	44,571.6	53,503.0	54,733.1
Other Non Appropriated Funds	8,494.0	7,323.1	7,323.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>56,726.8</b>	<b>64,667.8</b>	<b>66,049.5</b>
<b>FTE Positions</b>	<b>241.8</b>	<b>246.2</b>	<b>258.2</b>

**EVA 2.1** **Subprogram Summary**

**AIR QUALITY MANAGEMENT AND ANALYSIS**

Nancy Wrona, Air Quality Division Director  
 Phone: (602) 771-2308  
 A.R.S. §§ 49-401 to 49-593

**Mission:**  
*To bring non-attainment areas into attainment and maintain good air quality throughout the state while providing quality information to ensure sound air quality regulatory decision-making.*

**Description:**  
 This subprogram provides management and administrative services to the program; plans, controls, and monitors expenditures of staff and budgetary resources; provides for staff training and employee evaluations; develops policies and procedures; provides input on legislative issues; assists in development of agency strategic plans and action plans for their implementation; develops, implements and monitors workplans; evaluates program effectiveness; and oversees delegation agreements with local jurisdictions. Air quality monitoring and assessment of permitted and non permitted sources are performed to gauge emissions. Compliance activities performed by the Air Quality Program ensure that facilities remain in compliance with all statutes, rules, and permit conditions; activities out of compliance are returned to compliance in a timely and appropriate manner. The Permitting section regulates various sources of air pollution using a system of permits to ensure that the air pollutants do not cause harm to the public health or welfare.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,661.2	3,841.7	3,993.3
Other Appropriated Funds	12,012.9	16,012.4	17,313.4
Other Non Appropriated Funds	8,436.9	7,323.1	7,323.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>24,110.9</b>	<b>27,177.2</b>	<b>28,629.8</b>
<b>FTE Positions</b>	<b>208.8</b>	<b>213.2</b>	<b>225.2</b>

◆ **Goal 1** To provide value to all of Arizona

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of customers satisfied with Air Quality Programs	97.6	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Annual (FY) number of State Implementation Plans (SIP) (new or revisions) submitted to the Environmental Protection Agency (EPA)	4.0	2.0	2.0
Number of days per year exceeding National Ambient Air Quality Standards (NAAQS) for Ozone (O3), Carbon Monoxide (CO), or Particulates (PM10).	0.0	0.0	0.0
Achieve 90 percent air quality sample data recovery	97.0	90.0	90.0
Within 45 days after receipt of a SIP from Maricopa, Pima or Pinal counties or other designated planning agencies, complete processing and submit it to EPA.	100.0	100.0	100.0
Number of non-attainment areas exceeding national ambient air quality standards.	4	5	5
Maintain compliance with Licensing Time Frames for all air quality permit applications tracked by AZURITE.	99.5	99.0	99.0

**EVA 2.2 Subprogram Summary**  
**VEHICLE EMISSIONS CONTROL**  
 Nancy Wrona, Air Quality Division Director  
 Phone: (602) 771-2308  
 A.R.S. §§ 49-401 to 49-593

**Mission:**

*To protect public health by ensuring regulated facilities and pollution-generating activities meet air emission standards through equitable and efficient permitting, inspection, enforcement, assessment and monitoring.*

**Description:**

This subprogram has implemented and maintains an enhanced and basic vehicular inspection and maintenance program. The maintenance and repair program emphasizes the importance of maintaining vehicle performance to lower emissions and extending the life of vehicles.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	32,558.7	37,490.6	37,419.7
Other Non Appropriated Funds	57.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>32,615.9</b>	<b>37,490.6</b>	<b>37,419.7</b>
<b>FTE Positions</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of vehicles that have failed inspection and later brought into compliance (in thousands)	149.6	145.0	145.0

**EVA 3.0 Program Summary**  
**WASTE**  
 Amanda Stone, Waste Programs Division Director  
 Phone: (602) 771-4209  
 A.R.S. §§ 49-701 to 49-973

**Mission:**

*To protect and enhance public health and the environment by reducing the risk associated with waste management, regulated substances and contaminated sites.*

**Description:**

The Waste Program carries out its mission by regulating solid and hazardous waste management and facilities, hazardous waste generators, waste tire management and facilities and underground storage tanks. The program issues permits; conducts inspections; approves closure activities; conducts or oversees remediation of contaminated sites; administers funds; provides grants; and encourages recycling, reuse and other forms of pollution prevention.

**This Program Contains the following Subprograms:**

- ▶ Waste Control and Management
- ▶ Underground Storage Tank
- ▶ Remediation

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	-0.2	15,000.0	15,000.0
Other Appropriated Funds	47.9	73.7	71.3
Other Non Appropriated Funds	52,172.8	66,251.3	66,751.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>52,220.5</b>	<b>81,325.0</b>	<b>81,822.6</b>
<b>FTE Positions</b>	<b>204.1</b>	<b>181.4</b>	<b>186.4</b>

**EVA 3.1 Subprogram Summary**  
**WASTE CONTROL AND MANAGEMENT**  
 Amanda Stone, Waste Programs Division Director  
 Phone: (602) 771-4209  
 A.R.S. §§ 49-701 to 49-881

**Mission:**

*To protect public health and the environment by assuring the proper handling, storage, treatment, and disposal of wastes; by promoting pollution prevention and recycling; and by responding to customer needs in a timely manner by effectively monitoring and administering the laws and regulations for the storage, treatment, disposal and reduction of solid and hazardous wastes and hazardous materials.*

**Description:**

This subprogram provides management and administrative services to the program; plans, controls and monitors staff and budgetary expenditures; provides for staff development; develops rules, policies and procedures; provides input on legislative issues; assists in developing agency strategic plans and action plans; develops, implements and monitors workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state waste tire program; implements the state and federal hazardous waste laws pursuant to delegation from U.S. Environmental Protection Agency (EPA); maintains an inventory of hazardous waste generators, as well as hazardous and solid waste management and facilities; reviews applications for licenses, permits and plan approvals, modifications and amendments and takes appropriate action; encourages community involvement; conducts inspections, collects and maintains compliance data, provides compliance assistance and pursues enforcement actions for significant noncompliance for hazardous and solid waste management facilities and waste tire management facilities; promotes and encourages pollution prevention, reviews and approves pollution prevention plans and reports; advocates for solid waste reduction, reuse, and recycling; and provides grant monies to selected demonstration projects.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	45.6	51.7	49.3
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>45.6</b>	<b>51.7</b>	<b>49.3</b>
<b>FTE Positions</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of contaminated sites in Waste Programs Division closed requiring no further action (cumulative) versus known universe of contaminated sites in the Waste Programs Division (cumulative)	83.0	82.0	82.0

◆ **Goal 2** To provide value to all of Arizona

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of customers satisfied	100.0	92.5	92.5

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with Waste Programs Division

◆ **Goal 3** To enhance relationships with the public, regulated community and agency partners

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Make final decisions on two Treatment Storage and Disposal (TSD) permit applications by annually.	2.0	2.0	2.0

EVA 3.2 **Subprogram Summary**  
UNDERGROUND STORAGE TANK

Philip McNeely, Tank Programs Division Director  
Phone: (602) 771-7645  
A.R.S. §§ 49-1001 to 49-1092

**Mission:**

*To protect public health and the environment by preventing regulated substance releases and reducing the risk associated with contaminated sites.*

**Description:**

The subprogram assures the proper operation and maintenance of underground storage tank (UST) systems in the state of Arizona and maintains an inventory of these systems. This program is also responsible for overseeing the cleanup of soil and groundwater contamination from leaking underground storage tanks. In addition, the subprogram provides outreach and compliance assistance to owners and operators of USTs to keep them aware of current compliance requirements. The subprogram responds to complaints regarding UST sites and fully investigates any potential violations of Arizona's underground storage tank laws. The subprogram also administers the State Assurance Fund, which covers costs associated with removal and remediation of leaking underground storage tank sites.

**Funding and FTE**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2.3	22.0	22.0
Other Non Appropriated Funds	35,876.3	42,725.8	43,225.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,878.6</b>	<b>42,747.8</b>	<b>43,247.8</b>
<b>FTE Positions</b>	<b>124.6</b>	<b>108.8</b>	<b>113.8</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of SAF direct payable and reimbursement applications processed within 90 days of receipt	61.43	95.0	95.0

EVA 3.3 **Subprogram Summary**

REMEDIATION

Amanda Stone, Waste Programs Division Director  
Phone: (602) 771-4209  
A.R.S. §§ 49-701 to 49-973

**Mission:**

*To ensure cleanup of contamination where it has occurred by responding to and controlling, mitigating, or eliminating all historic hazardous substance sites, overseeing and expediting voluntary remediation activities; and undertaking multimedia environmental emergency responses at a minimum impact to taxpayers and the public.*

**Description:**

This subprogram evaluates potentially contaminated sites; reviews plans for and oversees privately-funded clean up activities; investigates and remediates WQARF priority sites using state funds; identifies responsible parties; negotiates settlements with potentially responsible parties; develops evidence and data needed for cost recovery and settlement actions by the Attorney General's Office; provides funding to the Attorney General's Office, Arizona Department of Water Resources, and other governmental and political subdivisions for the purpose of assisting ADEQ with its remediation efforts; oversees remediation of RCRA sites; assists, oversees, and expedites voluntary remediation of contaminated sites; administers the state's Greenfields and Brownfields initiatives; supports Waste Program recruitment, training, data management, strategic planning, budgeting and resolution of cross programmatic issues; and responds to environmental emergencies.

**Funding and FTE**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	-0.2	15,000.0	15,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,296.5	23,525.5	23,525.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,296.3</b>	<b>38,525.5</b>	<b>38,525.5</b>
<b>FTE Positions</b>	<b>79.0</b>	<b>72.1</b>	<b>72.1</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Reduce the number of contaminated sites in the Waste Program by initiating response actions at Water Quality Assurance Revolving Fund (WQARF) sites.	1.0	2.0	2.0

EVA 4.0 **Program Summary**

WATER

Joan Card, Water Quality Division Director  
Phone: (602) 771-2306  
A.R.S. §§ 49-201 to 49-391

**Mission:**

*To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.*

**Description:**

This program ensures the safety of drinking water from public water systems, develops water quality management plans, establishes water quality standards, anticipates problems through ongoing monitoring and assessment, and responds to emergencies. It regulates discharges from wastewater treatment plants, landfills, mining operations, industrial facilities, irrigated agriculture, urban runoff, contractors, etc. It also promotes voluntary programs to protect aquifers for drinking water.

**This Program Contains the following Subprograms:**

- ▶ Underground Water Regulation
- ▶ Surface Water Regulation
- ▶ Drinking Water Regulation
- ▶ Water Infrastructure Finance Authority

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,442.4	8,853.6	8,385.1
Other Appropriated Funds	2,788.8	5,929.0	5,839.1
Other Non Appropriated Funds	202,007.7	157,083.5	157,078.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>210,238.8</b>	<b>171,866.1</b>	<b>171,302.7</b>
<b>FTE Positions</b>	<b>236.0</b>	<b>262.3</b>	<b>262.3</b>

**EVA 4.1 Subprogram Summary**

**UNDERGROUND WATER REGULATION**

Joan Card, Water Quality Division Director  
 Phone: (602) 771-2306  
 A.R.S. §§ 49-201

**Mission:**

*To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.*

**Description:**

The Underground Water Regulation program protects groundwater which is essential to Arizona's safe drinking water supplies. The Aquifer Protection Permit program is designed to protect groundwater quality in Arizona's aquifers through the issuance of permits to discharging facilities. This program also registers dry wells, issues reclaimed water permits, conducts compliance inspections, enforces permit conditions, manages the pesticide program, monitors groundwater, and provides technical assistance to industry and the public.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,831.7	1,944.9	1,862.9
Other Appropriated Funds	2,766.9	5,211.4	5,159.1
Other Non Appropriated Funds	1,011.2	1,948.9	1,948.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,609.9</b>	<b>9,105.2</b>	<b>8,970.9</b>
<b>FTE Positions</b>	<b>72.7</b>	<b>84.3</b>	<b>84.3</b>

◆ **Goal 1** To provide value to all of Arizona

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of customers satisfied with Water Quality Division (Avg. 4.6 on a scale of 1-5)	97.0	90.0	90.0

◆ **Goal 2** To improve the quality of Arizona's air, land and water

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of permit actions for existing groundwater protection permits for mining facilities issued by June 30, 2008.	4.0	8.0	8.0
Annually, attain significant compliance rate of 80 percent for discharge limitations for APP permitted groundwater facilities as determined by monitoring data and physical inspection.	94.0	80.0	80.0
Percent reduction in Aquifer protection permit processing time.	0	0	15.0

**EVA 4.2 Subprogram Summary**

**SURFACE WATER REGULATION**

Joan Card, Water Quality Division Director  
 Phone: (602) 771-2306  
 A.R.S. §§ 49-201 to 49-391

**Mission:**

*To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.*

**Description:**

The Surface Water Regulation program protects surface water quality by controlling point source discharges from wastewater treatment plants, concentrated animal feeding operations, storm water, industrial, commercial and other facilities. The program also regulates surface water discharges of non-point source pollution from irrigated agriculture, livestock grazing, silviculture, urban runoff, construction, mining, and recreation activities. ADEQ's surface water program accomplishes its goals by the following: (1) administering the Arizona Pollutant Discharge Elimination System (AZPDES) program, including issuing federally enforceable discharge permits, (2) reviewing engineering design plans and issuing construction approvals, (3) conducting compliance inspections of discharging facilities, (4) conducting outreach and education activities to build awareness of regulatory requirements; (5) offering technical and compliance assistance to facilities; (6) conducting enforcement actions, (7) implementing a statewide watershed management program, (8) awarding grants to eliminate or mitigate nonpoint source pollution, (9) developing surface water quality standards, (9) monitoring and assessing surface waters to provide critical water quality information that will enable the Department to maintain the quality of our lakes, rivers, streams, and wetlands.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,089.6	2,716.1	2,638.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,408.6	7,626.9	7,626.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,498.2</b>	<b>10,343.0</b>	<b>10,265.1</b>
<b>FTE Positions</b>	<b>85.3</b>	<b>94.5</b>	<b>94.5</b>

◆ **Goal 1** To improve the quality of Arizona's air, land, and water.

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annually, attain significant compliance rate of 90 percent for discharge limitations among major surface water dischargers as determined by monitoring data and physical inspection.	96.0	90.0	90.0
Annually, ADEQ will reissue AZPDES permits within 180 days of receipt of a complete and timely AZPDES application.	67.0	70.0	70.0
Percent reduction in Arizona pollutant discharge elimination system (AZPDES) permit processing time.	0	20	0

EVA 4.3 **Subprogram Summary**  
**DRINKING WATER REGULATION**  
 Joan Card, Water Quality Division Director  
 Phone: (602) 771-2306  
 A.R.S. §§ 49-201 to 49-391

EVA 4.4 **Subprogram Summary**  
**WATER INFRASTRUCTURE FINANCE AUTHORITY**  
 Judy Navarrete, Executive Director  
 Phone: (602) 364-1310  
 A.R.S. §§ 49-1201 to 49-1268

**Mission:**

To ensure the delivery of safe drinking water to users of public water systems through regulatory oversight, technical assistance, and public education in facility planning, design, construction, operation and compliance monitoring, and to preserve and protect drinking water sources.

**Description:**

The Drinking Water program is federally mandated to ensure safe drinking water supplies for the public. The program regulates public water systems based on state drinking water rules that are continually updated to conform to federally promulgated regulations. Staff reviews water system construction plans, conducts compliance inspections on drinking water systems, reviews water quality monitoring data, initiates enforcement actions in response to continued or significant noncompliance, and conducts outreach to educate stakeholders on regulatory requirements. The program also evaluates source waters to ascertain their susceptibility to contamination, promotes voluntary community programs aimed at protecting aquifers for drinking water use, and administers the monitoring assistance program to assist public water systems in complying with monitoring requirements under the federal safe drinking water act.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,521.1	1,497.5	1,438.9
Other Appropriated Funds	21.8	717.6	680.0
Other Non Appropriated Funds	2,904.1	3,666.8	3,666.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,447.1</b>	<b>5,881.9</b>	<b>5,785.7</b>
<b>FTE Positions</b>	<b>59.0</b>	<b>64.5</b>	<b>64.5</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annually, percentage of population serviced by community water systems (CWS) providing drinking water with no health-based violations will remain at 95 percent.	98.0	95.0	95.0
Annually, the percentage of school children serviced by non-transient, non-community water systems providing drinking water with no health-based violations will remain at 95 percent.	98.0	95.0	95.0
Percentage of facilities from Drinking Water Priority Log assigned to enforcement staff.	50.0	100.0	100.0
Percent reduction in drinking water plan review processing time.	0	10.0	10.0

**Mission:**

To maintain and protect water quality and to ensure the affordability of basic community infrastructure.

**Description:**

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent entity authorized to finance the construction, rehabilitation and/or improvement of drinking water, waste water, waste water reclamation, and other water quality facilities/projects. As a "Bond Bank", WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest on loans for 100% of eligible project costs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	2,695.1	2,445.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	191,683.7	143,840.9	143,835.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>191,683.7</b>	<b>146,536.0</b>	<b>146,281.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

◆ **Goal 1** To ensure WIFA's resources are awarded in conformance with Arizona's goals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of recipients moving from non-compliance to compliance	7.0	7.0	7.0

◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of total available funds invested	99.5	99.5	99.5
Interest income (in thousands)	11,319.1	8,232.6	8,232.6

◆ **Goal 3** To facilitate access to and efficiently deliver financial and technical assistance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of weeks to process a loan	7.0	7.0	7.0

◆ **Goal 4** To coordinate with other funding sources, technical resources, and regulatory authorities

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of co-financings.	9.0	16.0	16.0



AFA 0.0	<b>Agency Summary</b>
GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY	
Manuel V. Cisneros, Director	
Phone: (602) 542-3716	
A.R.S. § 41-101	

**Mission:**

To administer and enforce state and federal laws prohibiting discrimination for over 44,000 state employees so that there will not be any discrimination practices in State government.

**Description:**

The GOEO provides information and technical assistance to state agencies to ensure nondiscrimination and equal opportunity access to employment, state contracts, and appointments. The GOEO assists state agencies/divisions in promoting equal opportunity in employment, appointments, and procurement practices conducted on behalf of the State.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	245.7	260.8	245.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	85.1	68.0	58.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>330.8</b>	<b>328.8</b>	<b>303.2</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

**Issue 1 Reduce the State's risk of loss due to exposure to lawsuits relating to discrimination, sexual harassment, and non-compliance with EEOC and ADA employment guidelines.**

An analysis of agency Equal Opportunity Plans will be conducted to determine what agencies need assistance in complying with federal and state rules, regulations, policies and procedures. Agencies that are not meeting federal minority employment criteria will be contacted. These agencies will be supplied with information regarding the federal employment criteria and offered assistance in locating a qualified candidate. Additionally, the GOEO will provide training on diversity issues.

**Issue 2 Increase the ability of minorities to participate in state employment and on state Boards and Commissions.**

The GOEO will work with appropriate state agencies to contact minority organizations and communities to distribute information regarding state employment and appointment opportunities. They will also be provided with information regarding the state's employment application process. Application for state employment and resume submission will be encouraged. Contact will be made with all state agencies to assist them in addressing under-utilization.

**Issue 3 Provide accurate and timely EEO-4 reports to the federal government.**

The GOGEO will work with the Department of Administration to provide the federal government with an accurate and timely EEO-4 report. This report is required by the federal government in order for the State to receive federal funds.

**Issue 4 Provide staffing to the Governor's Arizona Equity in State Contracting Initiative - Executive Order 2004-06.**

The GOEO Arizona Equity Partners promotes awareness of state procurement for women-owned and minority-owned businesses. The Committee has reviewed various diversity issues for state government including education and training involving procurement programs. These meetings were designed to remove barriers and obstacles to greater participation by small, minority, and women-owned businesses in state procurement opportunities.

**Issue 5 Provide coordination of alternative dispute resolution and mediation services to state agencies.**

The GOEO will work with appropriate state agencies to coordinate mediation or alternative dispute resolution sessions for current or former state employees. These non-financial mediations will review internal discriminatory workplace behavior, in order to resolve complaints based on factual circumstances. Mediation training will be provided to Equal Employment Opportunity liaisons within state agencies.

**Goal 1 To ensure state agencies comply with Equal Employment Opportunity rules, regulations, policies, and procedures; and to assist other non-state government entities with related Information and Referral Services**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of state agency Equal Employment Opportunity plans submitted	101	105	105
Number of state agencies assisted in the preparation of agency-level Equal Employment Opportunity Plans, and in efforts to reach workforce parity	81	105	105
Number of calls answered providing information and assistance regarding Equal Opportunity rules and regulations	677	625	655

**Goal 2 To avoid/reduce the State's exposure to employment related disputes and lawsuits through training of State Equal Opportunity Liaisons and Administrative Managers; and coordination with Equal Employment Opportunity Commission.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of persons assisted with employment related complaints	301	313	343
Number of diversity training classes provided	17	20	30
Total training hours provided to state employees	942	1109	1159

**Goal 3 To achieve and maintain a culturally diverse state government workforce and ensure diverse representation on state Boards and Commissions.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of community organizations contacted by the Governor's Office for Equal Opportunity to help facilitate the dissemination of information regarding employment opportunities	317	327	357
Number of community organizations contacted by GOEO to help facilitate the dissemination of information regarding positions on State Boards and Commissions	298	315	350
Contact with tribes, tribal members and off-reservation native Americans regarding employment, appointment and procurement opportunities with the state	322	290	295
Number of state agencies contacted by GOEO to ascertain their employment needs	92	125	135

**Goal 4 To enhance the growth and development of minority and women-owned business enterprises.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of minority/women-owned businesses contacted and provided with information regarding state contracting opportunities	2841	3130	3155
Number of presentations and informational sessions regarding procurement opportunities	76	105	140
Number of minority/women-owned businesses referred to DOA procurement	276	255	290

**Goal 5 To provide alternative dispute resolution services to state agencies.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of persons trained in mediation	8	0	0

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Number of presentations concerning mediation services	28	35	55
Number of mediation sessions conducted as a result of Governors Office of Equal Opportunity	17	52	72

EQA 0.0	<b>Agency Summary</b>
STATE BOARD OF EQUALIZATION	
Harold Scott, Chairperson	
Phone: (602) 364-1601	
A.R.S. §§ 42-16152 et al.	

**Mission:**

To provide an independent appeal process for taxpayers, the county assessors, and the Department of Revenue in disputes relating to the valuation and classification of property for ad valorem tax purposes.

**Description:**

The State Board of Equalization (SBOE) is comprised of thirty-three members, thirteen appointed by the Governor, including the Chairman, and ten members from both Maricopa and Pima counties. The Board's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under A.R.S. §§ 42-14001 et al, the Board's authority extends to centrally assessed property statewide. The State Board of Equalization also can provide hearing officer services for outlying counties. Currently, the SBOE provides services to La Paz, Mohave, Navajo, Pinal and Yavapai counties. The Board, formerly Division I of the State Board of Tax Appeals, was created on August 1, 1995 through a consolidation of the appeals process.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	644.7	672.9	653.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>644.7</b>	<b>672.9</b>	<b>653.5</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**Strategic Issues:**

**Issue 1 Substantial increases in hearings**

The Board of Equalization is presently having substantial increases in hearings. The Board is preparing to hold hearings on evenings, Saturdays and the Columbus holiday, and does not anticipate the need for a supplemental in the 2007-2008 budget year. There is a concern over the 2008 budget as to whether or not the \$323.2 appropriated for the computer conversion will be sufficient. The computer system remains extremely problematic. Any unforeseen downtime will prevent the SBOE from fulfilling its obligations without additional funding, FTE's, and/or other resources.

**Issue 2 Market conditions**

The Board is experiencing an upswing in the number of filings it is receiving; residential property petitions, which have a higher unit cost, are driving the increase; however, all property experienced unprecedented growth and appreciation through December 2005, but not has slowed (even declined) dramatically. The Board anticipates a substantial increase in disputes over the assessments of office space. It is still too early to determine the level of activity or county Assessors' policies with this market change.

The current real estate market conditions have created an unpredictable property tax appeal environment. The true test of the quality of our automation and electronic filing will be during this market down cycle, which inevitably will result in a substantial increase in the number of petitions. The art is estimating when these market conditions will change and will it happen at a time when the large accounting law and tax appeal firms are heavily committed to electronic filing.

**Issue 3 Legislation**

There are serious discussions once again of revising the tax appeal calendar as well as the scope of counties under the Board's jurisdiction. If this were to occur, there would be new budgetary issues that would need to be addressed.

- ◆ **Goal 1** To restore sufficient funding in order for the State Board of Equalization to be prepared for an unpredictable caseload. This will also ensure that the SBOE is able to adequately staff all hearings in Maricopa and Pima Counties. The SBOE was forced to cutback the services to the citizens of Pima County once again this past fiscal year.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cost per parcel (in dollars)	15	14	14
Parcels appeals received	45,500	50,000	52,500

- ◆ **Goal 2** To reduce the cost attributed to petitions and hearings.
- ◆ **Goal 3** To continue the growth in electronic filing and transmit a statement of changes made to the valuation of any property in Maricopa or Pima County. In addition, expand our electronic capabilities to include the "client" counties (currently, La Paz, Navajo, Mohave, Pinal, and Yavapai Counties).

PPA 0.0	<b>Agency Summary</b>
	BOARD OF EXECUTIVE CLEMENCY
	Duane Belcher, Chairman/Executive Director
	Phone: (602) 542-5656
	A.R.S. §§ 31-401 et. seq.

**Mission:**

*To ensure public safety by considering and granting parole, work furlough, home arrest, and absolute discharge to inmates certified eligible by the Department of Corrections and who appear not to pose a threat to society, and by recommending to the Governor only those executive clemency actions which are in the best interest and safety of the citizens of Arizona.*

**Description:**

Each month the Board conducts parole hearings for inmates who have committed offenses prior to January 1994. Hearings include consideration for home arrest, work furlough, parole release, rescission, modification, revocation (of both parole and community supervision), and absolute discharge from parole supervision. The Board also conducts clemency hearings which include commutation, pardon, and reprieve.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,046.7	1,153.5	1,352.1
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>1,046.7</b>	<b>1,153.5</b>	<b>1,352.1</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>15.0</b>	<b>16.0</b>

**Strategic Issues:**

**Issue 1 Victim and Official Notifications of Board Hearings and Results**

The Arizona Board of Executive Clemency is mandated to notify both victims and officials of any Board hearings that are scheduled and the results of those hearings. The work load in this critical area continues to grow, just as the number of felony commitments to our prison system grows. Although parole was abolished, effective January 1, 1994, all clemency applications have escalated drastically, necessitating the same victim issues be addressed. Due to the severe budget cuts experienced by the Board in our FY 2003 budget, the Board was forced to lay-off a number of employees, two of which performed the previously indicated duties. The only people who receive notification are those already in the system and those who request notification through the post conviction notification form. Unfavorable publicity and possible litigation could be the result of inadequate funding to staff this unit. The following statutes control the notification process for Victims and Officials: A.R.S. § 31-402 [C] [2] (Commutation); A.R.S. § 31-411[H] (Commutation, Absolute Discharge, and Parole); A.R.S. § 13-4414 [B] & [C] [Post Conviction Release]; A.R.S. § 1604.11 [E] (Work Furlough); and A.R.S. § 41-1604.13 (Home Arrest).

**Issue 2 Agency's Hearings Issues**

The FY2003 cuts to the Board's budget has had devastating effects to the total hearing process. First of all the reduction of three case analysts and a Hearing Officer has totally suspended the use of Structured Decision Making (SDM) as a tool in assisting the Board in their decision making process. SDM not only provided an indicator of risk but also provided the Board with guidelines when a release would be appropriate. The second critical area in which these staff positions were important to the hearing process was their expertise in producing a document to the Board that was extensively researched and often times highlighted areas that were of serious concern. These important documents were not only used in the release decision process but also in Executive Clemency actions where recommendations are made to the Governor in pardons, commutations, and in reprieve actions where a death-row inmate is scheduled to be executed.

**Issue 3 Legal Representation for Inmates**

In the lawsuit of Gagnon V. Scarpelli, 411 U.S. 778 (1973), the United States Supreme Court held that the State is not constitutionally required to provide counsel for ALL indigents in revocation proceedings, but rather the decision as to the need for counsel must be made on a case-by-case basis, and a record must be made of the grounds for refusal. In order to effectively comply with this requirement, the State of Arizona should have a mechanism in place through which legal counsel can be appointed in appropriate cases. The Legislature should strongly consider the legal ramifications of not having a mechanism in place to comply with this United States Supreme Court decision. This issue has been neglected and needs to be addressed. All released inmates currently under state supervision could potentially utilize this resource. Cost estimates based on studies of other states show an approximately annual cost of \$100,000. Through meetings with the Governor's Office, the Arizona Department of Corrections, the Attorney Generals Office, and the Arizona Board of Executive Clemency, it appears that this responsibility will fall upon the Board. Therefore, adequate funding needs to be provided to properly address this issue.

◆ **Goal 1** To ensure quality Board decisions by monitoring the use of Structured Decision Making (SDM) guidelines.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Reemployment of staff beginning July 2005 to enable use of Structured-decision-making	0	0	0

  

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of hearings using SDM	0	0	0
Inmates granted parole outside of SDM guidelines	0	0	0
Inmates granted parole inside of SDM guidelines Note SDM is not being used due to a lack of staff	0	0	0
SDM Guidelines Not Applied due to budget cuts	337	650	650

◆ **Goal 2** To continually monitor Board and administrative workload information seeking the most efficient and effective methods of fulfilling the agency mission while reducing costs where possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of parole hearings scheduled	693	800	800
Parole hearings held	429	600	600
Percent of parole grants	17	37	37
Commutations	683	800	800
Number of revocations	3,106	3,220	3,220
Percent revoked	75	90	90
Video hearings held	969	1,000	1,000
Telephonic hearings held	1,279	1,700	1,700
Personal hearings held	450	1,800	1,800
In Absentia hearings held	1,263	900	900
Total board hearings held	4,340	6,500	6,500
Hearing officer probable cause hearings held	137	100	100
Probable Cause Hearings Requested	208	200	200

◆ **Goal 3** To ensure that victims, law enforcement agencies, judges, prosecutors, and other concerned individuals and entities are notified of the offenders hearing date with or without an official notification request. (NOTE: Per A.R.S. 13-4401 et. seq., notification is only required when requested.) Due to the reduction-in-force that occurred in June 2002, beginning in FY 2003 the Board's Victim Unit was eliminated. The agency struggles to meet the statutory requirements regarding victim and official notifications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of victims notified	2,503	3,900	3,900
Officials Notified	21,805	23,000	23,000
Courtesy Notifications	62	500	500
Inmates Notified	891	1500	1500
Total Notifications Sent	25,268	27,000	27,000

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Restaff Victim Unit with 1 staff members	0	1	0
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◆ **Goal 4** To access and manage electronic information now maintained on the Department of Correction's Adult Information Management System (AIMS) and increase the agency's technological abilities through the development and support of necessary programming to compensate for loss of staff resulting from reduction in force. Lack of staff puts the agency in danger of being unable to maintain its current IT system as well as its ability to keep current with ever changing technology that would help fulfill its mission.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of full-time equivalent positions. 16 FTEs are funded as of FY 2006.	14	15	15
Percentage complete of research, development, implementation, and maintenance of a Web-site for informational and notification purpose. Research % complete/Development % complete	100/95	100/98	100/98
Percentage complete of research, development, implementation, and maintenance of database for compilation of statistical report. Research % complete/Development % complete	0	0/0	0/0

CLA 0.0 **Agency Summary**  
 EXPOSITION AND STATE FAIR BOARD  
 Don West, Executive Director  
 Phone: (602) 252-6771  
 A.R.S. § 3-1001

**Mission:**

*To provide unlimited opportunity to celebrate Arizona's heritage, youth, industry, traditions, and future by bringing the entire community together.*

**Description:**

The Arizona Exposition and State Fair (AESF) is a 96 acre entertainment facility that showcases a variety of events including one of the pre-eminent state fairs in the country. The AESF, which owns the property and buildings that it occupies, rents its facilities to a variety of tenants and promoters, including the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of the citizens of Arizona.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ INTERIM EVENTS	5,514.3	6,282.9	10,686.6
➤ STATE FAIR	8,731.1	10,475.1	10,279.5
<b>Agency Total:</b>	<b>14,245.4</b>	<b>16,758.0</b>	<b>20,966.1</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,952.5	16,358.0	20,566.1
Other Non Appropriated Funds	1,292.9	400.0	400.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,245.4</b>	<b>16,758.0</b>	<b>20,966.1</b>
FTE Positions	186.0	186.0	186.0

**Strategic Issues:**

**Issue 1** *The need to maximize current and create new revenue opportunities to fund the Arizona Exposition and State Fair (AESF), as AESF receives no monies from the General Fund.*

Given the growing amount of competition statewide, AESF is aggressively researching other fair, entertainment, and event industry trends to identify existing revenue potential and new revenue streams, and to determine methods for improving the quality of current service offerings.

**Issue 2** *The inadequacy of the existing Fairgrounds to accommodate the demand for parking and interim event use.*

**Issue 3** *The need to redesign the Fairgrounds to maximize the interim event use and revenue generation.*

CLA 1.0 **Program Summary**  
 INTERIM EVENTS  
 Wanell Costello, Special Projects Manager  
 Phone: (602) 252-6771  
 A.R.S. §§ 3-1001 to 3-1013, 5-113

**Mission:**

*To maximize incremental income during the non-fair period by providing quality facilities and services.*

**Description:**

The Arizona Exposition and State Fair provides rental opportunities during the non-fair period for events such as: Antique Markets, Gun Shows, Livestock Shows, Youth Activities, Sporting Events, and Community Activities.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,221.4	5,882.9	10,286.6
Other Non Appropriated Funds	1,292.9	400.0	400.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,514.3</b>	<b>6,282.9</b>	<b>10,686.6</b>
FTE Positions	73.9	73.9	73.9

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Non-fair rental days over previous year	7	11	6
New promoters requesting space	9	5	5
Repeat promoters annually	28	30	30

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

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Parking lot rentals	86	78	70
New strategic partners renting pkg lots	4	3	3

CLA 2.0 **Program Summary**  
 STATE FAIR  
 Wanell Costello, Special Projects Manager  
 Phone: (602) 252-6771  
 A.R.S. §§ 3-1003 to 3-1013, 11-258

**Mission:**

*To produce the pre-eminent state fair in the country, showcasing industry, business, entertainment, and agriculture.*

**Description:**

AESF produces the annual Arizona State Fair which brings together a wide range of participants representing industry, business, and agriculture. The Fair showcases a variety of activities including: agriculture, 4-H, and educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups, and national entertainers.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,731.1	10,475.1	10,279.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,731.1</b>	<b>10,475.1</b>	<b>10,279.5</b>
<b>FTE Positions</b>	<b>112.1</b>	<b>112.1</b>	<b>112.1</b>

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New partners acquired	14	10	11
Exhibit space used by partners for business showcase (square feet)	18,796	26,845	28,589

◆ **Goal 2** To maximize all fair revenue sources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New revenue streams identified	3	4	1
New revenue received from alternative sources (in dollars)	128,000	15,000	15,000

◆ **Goal 3** To increase midweek fair attendance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase Wednesday attendance	23,839	10,000	10,000
Fair attendance (in thousands)	1,303.690	1,305.00	1,305.00

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of guest service contacts	165	300	300
Improvements implemented	10	10	3

**BDA 0.0 Agency Summary**  
 STATE DEPARTMENT OF FINANCIAL INSTITUTIONS  
 Felecia A. Rotellini, Superintendent of Financial Institutions  
 Phone: (602) 255-4421  
 A.R.S. §§ 6-110 et. seq.

**Mission:**

*To regulate and supervise the financial institutions and enterprises of Arizona according to statutes in ways that promote integrity within the financial services industry and do not unreasonably impede economic growth or business activity, while providing outstanding consumer support for Arizona citizens.*

**Description:**

The Arizona Department of Financial Institutions is charged with the licensing, supervision, and regulation of state chartered financial institutions and enterprises. The supervisory role is twofold: 1) ensuring the safety and soundness of state chartered financial entities and 2) verifying compliance with applicable state and federal laws. The Department also investigates complaints that are filed by consumers against licensed entities where violations of state law or rules have been alleged and directs appropriate remedial action if the violations are substantiated. The Department serves approximately 4,300 entities licensed to conduct business in the State as well as all Arizona citizens receiving services from these regulated companies.

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ OFFICE OF SUPERVISION	4,205.8	4,012.4	5,271.2
➤ OFFICE OF REGULATORY AFFAIRS	1,163.8	1,507.7	3,330.6
➤ RECEIVERSHIPS	69.9	64.5	64.5
<b>Agency Total:</b>	<b>5,439.5</b>	<b>5,584.6</b>	<b>8,666.3</b>

**Funding and FTE Summary:**

(Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,665.3	4,081.8	7,163.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,774.2	1,502.8	1,502.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,439.5</b>	<b>5,584.6</b>	<b>8,666.3</b>
FTE Positions	70.1	71.1	108.1

**Strategic Issues:**

**Issue 1** *FY08 appropriation shortfall for meeting examination requirements required by statute due to 1) increased number of licensees; 2) greater volume of consumer complaints; 3) growth in real estate and mortgage fraud; and 4) increased regulatory enforcement actions.*

The Department faces funding shortfalls for FY08 based on the resources required to perform the number of examinations and other regulatory activities required by Arizona statute. The shortfall has been exacerbated by explosive growth in licensees, consumer complaints, and real estate and mortgage fraud; particularly in the area of subprime lending.

Both the increased number of entities under supervision and the increased scope of compliance issues related to mortgage fraud and predatory lending have resulted in a higher number of enforcement actions. The Department does not have adequate examiners or administrative and managerial staff to effectively manage the caseload from the examination to the administrative hearing process in a timely manner.

**Issue 2** *The Department has identified a gap between consumer understanding and the increased complexity of products*

**available in the financial services marketplace.**

In order to increase the public's understanding and satisfaction with financial products currently available and reduce vulnerability to illegal and predatory lending practices, the Department will partner with federal regulatory agencies such as the Federal Deposit Insurance Corporation (FDIC) to deliver financial education for Arizona consumers. In addition, the Department is continuing to expand its licensee and consumer outreach program to educate licensees and the public on financial services and how to comply with applicable laws.

**BDA 1.0 Program Summary**  
 OFFICE OF SUPERVISION  
 Bruce Tunell, Deputy Superintendent of Financial Institutions  
 Phone: (602) 255-4421  
 A.R.S. §§ 6-101 et. seq.

**Mission:**

*To provide a regulatory program that fosters efficient, safe, sound, and lawful operations of state-regulated financial institutions and enterprises.*

**Description:**

This area is primarily responsible for administering the general program of examination, supervision, and financial analysis of over 4,300 licensees spread among 17 different types of regulated entities. Responsibilities include scheduling examinations (pursuant to statutory requirements), reporting results of examinations, and taking appropriate formal or informal regulatory enforcement action where necessary.

**Funding and FTE Summary:**

(Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,468.5	2,550.8	3,809.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,737.3	1,461.6	1,461.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,205.8</b>	<b>4,012.4</b>	<b>5,271.2</b>
FTE Positions	50.6	51.6	62.6

**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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of licensees scheduled to be examined annually that are examined	108	100	100
Percent of licensees scheduled to be examined biannually that are examined	44	50	50
Percent of licensees scheduled to be examined every third year that are examined	13	33	33
Percent of licensees scheduled to be examined every fifth year that are examined	10	20	20
Percent of licensees examined with no examination schedule requirement	3	10	10
Percent of examinations receiving a satisfactory composite rating	82	85	85

**Goal 2**

To respond in a timely manner and take appropriate remedial and/or enforcement action to resolve supervisory concerns and protect the public from illegal conduct by licensees.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Supervisory actions taken based on examination findings	97	110	120
Formal/informal supervisory actions taken	146	160	170

**Goal 3**

To improve relations with licensees through the examination process.



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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of examination reports mailed within 25 days of completion of all examination procedures	55	55	55

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of licensees indicating they receive good or better service from the Department	99	98	98

<p><b>BDA 2.0</b></p> <p><b>Program Summary</b></p> <p>OFFICE OF REGULATORY AFFAIRS</p> <p>Robert Charlton, Asst. Superintendent of Financial Institutions</p> <p>Phone: (602) 255-4421</p> <p>A.R.S. §§ 6-101 et. seq.</p>
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**Mission:**

*To ensure qualified entities are licensed in accordance with statute and to promote high standards of compliance, quality, and ethical behavior among entities licensed by the Department.*

**Description:**

The primary function of this area is to license entities to conduct business in this State based on statutory requirements. In addition, the program receives and investigates complaints against licensees and issues administrative orders to those found who have violated statutes or administrative code. Regulatory Affairs is also charged with educating consumers, licensees, and other government agencies on statutory provisions relating to state-regulated financial entities. The program is divided among two units: Licensing and Consumer Affairs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,163.8	1,507.7	3,330.6
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>1,163.8</b>	<b>1,507.7</b>	<b>3,330.6</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>45.0</b>

◆ **Goal 1** To administer a licensing program that ensures licenses/permits are only granted to competent professionals who meet the criteria set by statute for each license type.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications processed (home office and branch)	2,778	2,800	2,850
Total applications processed (including renewals)	6,426	6,450	6,500
Licenses/renewals issued	5,425	5,500	5,600

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average days from receipt to approval of license applications (Excluding Banks and Credit Unions)	47.1	90	90
Percent of license applications approved within 45 days of receipt (excluding Banks and Credit Unions)	40.6	40	40

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of surveyed applicants who respond they received 'good' or better overall service	97	85	85

◆ **Goal 3** To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional

manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days from receipt to resolution of regular complaint	88	100	100
Regular complaints filed	1,666	1,750	1,850
Complaints received and forwarded	321	350	375
Complaints closed (reg and forwarded)	1,373	1,500	1,550
Unlicensed activity identified	54	75	90
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of complainants indicating they receive good or better overall service from the Department	79	75	75

<p><b>BDA 3.0</b></p> <p><b>Program Summary</b></p> <p>RECEIVERSHIPS</p> <p>Bruce Tunell, Deputy Superintendent of Financial Institutions</p> <p>Phone: (602) 255-4421</p> <p>A.R.S. §§ 6-101 et. seq.</p>
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**Mission:**

*To administer and ultimately liquidate all court ordered receiverships in a professional and effective manner.*

**Description:**

This area is responsible for the management, orderly liquidation, and closure of all receiverships where the Superintendent of Financial Institutions has been named by the Court as Receiver.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	33.0	23.3	23.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	36.9	41.2	41.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>69.9</b>	<b>64.5</b>	<b>64.5</b>
<b>FTE Positions</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

◆ **Goal 1** To promptly marshal and liquidate the assets of assigned receiverships.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Open receiverships (at any point in fiscal year)	1	1	2
Receiverships closed in period	1	0	1

◆ **Goal 2** To expedite the closure of all assigned receiverships while maximizing the recovery dollars for injured parties.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Close 'American Bantrust' receivership in FY2006	1	n/a	n/a

**MMA 0.0 Agency Summary**  
 DEPARTMENT OF FIRE, BUILDING AND LIFE SAFETY  
 Robert Barger, Director  
 Phone: (602) 364-1003  
 A.R.S. § 41-2141

**MMA 1.0 Program Summary**  
 ADMINISTRATION  
 John Stahmer, Deputy Director  
 Phone: (602) 364-1003  
 A.R.S. § 41-2171 to 41-2196

**Mission:**

To provide consumer protection and ensure the public safety by maintaining and enforcing standards of quality and safety for manufactured/mobile homes, factory-built buildings, and by reducing hazards to life and property through enforcement and training related to the State Fire Code.

**Description:**

The Department of Fire, Building and Life Safety enforces safety standards for public buildings, manufactured homes, mobile homes, and factory-built buildings. The Department is comprised of the Office of Administration, the Office of Manufactured Housing, and the Office of the State Fire Marshal. The latter enforces the State Fire Code and provides training and education for fire personnel and the general public. The Office of Manufactured Housing licenses and regulates the production and ownership of manufactured housing; administers funds paid by manufacturers, mobile home park owners and residents; and administers funds reserved for claims filed against the payers or for involuntary relocation.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	2,253.8	1,366.4	1,315.1
➤ MANUFACTURED HOUSING	1,556.5	2,032.5	1,990.1
➤ STATE FIRE MARSHAL	968.5	1,252.7	1,188.3
<b>Agency Total:</b>	<b>4,778.8</b>	<b>4,651.6</b>	<b>4,493.5</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,488.9	3,922.1	3,764.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,289.9	729.5	729.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,778.8</b>	<b>4,651.6</b>	<b>4,493.5</b>
<b>FTE Positions</b>	<b>53.7</b>	<b>56.7</b>	<b>56.7</b>

**Strategic Issues:**

**Issue 1 Federal downsizing**

Federal Downsizing, especially in the Housing and Urban Development Department (HUD), will require states to increase their role in the Manufactured Housing and Factory Built Building Industries.

**Issue 2 Budget Reductions**

As the Department's funding was reduced in FY2002 and FY2003, the Department will be strained to continue to provide services mandated by legislative, federal and local authorities.

**Issue 3 Automation**

As the rate at which automation improvements are implemented in the Information Age, combined with Agency staffing reductions, the Department will be required to address aging automated resources and implement new solutions to continue to provide the required level of service.

**Mission:**

To provide administrative services necessary to support the operations of the Office of Manufactured Housing and the Office of the State Fire Marshal.

**Description:**

The purpose of the Office of Administration is to provide the administrative services necessary to facilitate the operation of the Office of Manufactured Housing and the Office of the State Fire Marshal, including procedures to ensure compliance with laws and rules relating to the offices.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,632.0	1,297.9	1,246.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	621.8	68.5	68.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,253.8</b>	<b>1,366.4</b>	<b>1,315.1</b>
<b>FTE Positions</b>	<b>17.7</b>	<b>18.7</b>	<b>18.7</b>

◆ **Goal 1** To be responsive and accurate in response to internal and external requests for administrative services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Relocation Forms Received	270	300	360
Customer satisfaction rating (Scale 1-5)	4.8	4.8	4.8

◆ **Goal 2** To expedite licensing of qualified applicants.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average days from receipt of complete application to granting of license	2	2	2
Total individuals or facilities licensed	2,300	2,645	3,000

◆ **Goal 3** To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of licenses revoked or suspended	101	100	100
Total investigations conducted	1,449	1,430	1,430
Percent of licensees with disciplinary action	5	5	5
Percent of investigations resulting in convictions	5	5	5
Percent of investigations resulting in disciplinary enforcement action	4	4	4
Citations and complaints issued	563	570	570

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

MMA 2.0	<b>Program Summary</b>
	MANUFACTURED HOUSING
Gary Grounds, Deputy Director	
Phone: (602) 364-1003	
A.R.S. § 41-2151 to 41-2157	

**Mission:**

*To protect the public while maintaining and enforcing standards of quality and safety.*

**Description:**

The purpose of the Office of Manufactured Housing is to maintain standards of quality and safety for manufactured/mobile homes, and accessory structures and factory-built buildings. The standards are maintained by ensuring that the responsibilities for the Office of Manufactured Housing are conducted consistently with minimum standards of the U.S. Department of Housing and Urban Development so as to be designated the "state inspector" for manufactured homes and related industries. The Office implements all existing laws and regulations mandated by the federal government, its agencies and the State for such purposes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,012.2	1,487.5	1,445.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	544.3	545.0	545.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,556.5</b>	<b>2,032.5</b>	<b>1,990.1</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>22.0</b>	<b>22.0</b>

◆ **Goal 1** To ensure safe products for consumers of manufactured/mobile homes and factory-built buildings.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total installation inspections	9,575	10,500	10,500
Total complaints filed	336	340	340
Percent of manufactured home complaints closed	93	93	93

MMA 3.0	<b>Program Summary</b>
	STATE FIRE MARSHAL
Phil Mele, State Fire Marshal	
Phone: (602) 364-1003	
A.R.S. § 41-2161 to 41-2169	

**Mission:**

*To protect the public while reducing hazards to life and property through training and enforcement related to the State Fire Code.*

**Description:**

The Office of the State Fire Marshal establishes a regularly scheduled fire safety inspection program for state and county owned buildings, public and private schools and other occupancies, as well as the review of plans and specifications for construction or remodeling. Training for firefighters is provided and other state agencies are assisted in enforcing Fire and Life Safety codes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	844.7	1,136.7	1,072.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	123.8	116.0	116.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>968.5</b>	<b>1,252.7</b>	<b>1,188.3</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

◆ **Goal 1** To increase life safety and property conservation through fire code enforcement and firefighter training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of firefighters participating in OFM training indicating that they received professional training	96	96	96
Number of enforcement inspections for new construction	865	1,000	1,000
Number of persons trained in fire and life safety issues	2,500	2,600	2,600
Number of buildings inventoried	155	500	500
Percent of high priority buildings with inspections (priority 1 & 2)	98	98	98

◆ **Goal 2** To ensure public safety in the removal of petroleum tanks under DEQ requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total tank inspections	226	255	255

FDA 0.0	<b>Agency Summary</b>
BOARD OF FUNERAL DIRECTORS AND EMBALMERS	
Rodolfo R. Thomas, Executive Director	
Phone: (602) 542-3095	
A.R.S. §§ 32-1301 et. seq.	

**Mission:**

*To maintain and enforce a set of standards that provides protection for the health, safety, and welfare of Arizona citizens by educating the consumer and by actively and impartially regulating those licensed to provide funeral goods and services.*

**Description:**

The Board of Funeral Directors and Embalmers examines and licenses individuals that provide funeral goods and services. The Board also accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board oversees approximately 1700 licensees practicing in the state and serves all Arizona citizens who receive funeral goods and services.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	333.2	353.9	340.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>333.2</b>	<b>353.9</b>	<b>340.6</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

**Issue 1 Technology Funding**

The Arizona State Board of Funeral Directors and Embalmers constantly strives to ensure optimum service to licensees and consumers alike. The most direct solution to this problems appears to be a reallocation of existing appropriations. This challenge will prevail throughout most budget cycles. The assistance of the Government Information Technology Agency has been a tremendous boost in this area and without their assistance the problem would have exacerbated the situation. It is anticipated that with the growth in the population of Arizona and increase in the agency's fund balance that this problem will resolve itself in the near future.

**Issue 2 Common Licensing system**

As of this date the Common Licensing system does not appear to be cost effective for this agency. The Agency renews licenses around the middle of June of each year and dedicates one FTE to complete this task. Renewals are completed within a three-week period. To add on costs for credit card processing and the system itself does not appear to be a cost effective nor efficient decision at this time. If in the future the numbers exceed the capacity to deliver in a reasonable and timely manner and decrease any program within the agency then this activity will be reevaluated.

◆ **Goal 1** To ensure that licenses are only granted and renewed to competent individuals with high standards of professional and ethical conduct.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Applications received	1858	1860	1870
Licenses issued	1858	1860	1870
Applications denied	0	1	2
Average days to process license	88	90	90
Number of investigations	16	20	24
Number of inspections	210	215	220
Number of complaints received	29	35	35
Average number of days to investigate	90	90	90
Average number of days to renew license	21	21	25

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of complaints received	29	35	35
Number of inspections	210	215	220

◆ **Goal 3** To actively and impartially investigate allegations and complaints and provide enforcement to protect the public from incompetent services and unprofessional, unethical, and illegal conduct.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Complaints processed	29	30	35
Disciplinary actions taken	6	8	9
Number of complaints received	29	35	35
Average days to renew license	21	21	25
Average days to investigate complaint	90	90	90
Number of licenses	1858	1860	1870

GFA 0.0  Duane Shroufe, Director Phone: (602) 789-3279 A.R.S. §§ 17-101 et seq	<b>Agency Summary</b>  GAME AND FISH DEPARTMENT
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**Mission:**

*To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs; and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation, and use by present and future generations.*

**Description:**

The Arizona Game and Fish Department (AGFD) operates pursuant to A.R.S. Titles 5 and 17. Accordingly, the AGFD has statutory authorities related to wildlife, watercraft, and off-highway vehicles (OHV). In short, the AGFD manages Arizona's wildlife resources, regulates watercraft use and enforces wildlife and OHV laws under the control of the Arizona Game and Fish Commission, a 5-member panel appointed by the Governor. Under provisions of A.R.S. § 17-231, the Arizona Game and Fish Commission establishes policy for the management, preservation, and harvest of wildlife. The Commission makes rules and regulations for managing, conserving, and protecting wildlife and fisheries resources, and safe and regulated watercraft and off-highway vehicle operations for the benefit of the citizens of Arizona. The Department ensures the diversity of wildlife that resides in Arizona is maintained, and has been working diligently to reintroduce once extirpated (native) species such as the black-footed ferret, California condor, Mexican gray wolf, and Gila trout. Efforts at restoring threatened and endangered species have enabled a few species, such as the peregrine falcon and bald eagle, to be delisted (removed from the federal Endangered Species List). The Department also plays a key role in environmental education and promoting safe outdoor recreational opportunities, including shooting ranges and watchable wildlife. Hunting, fishing, shooting sports, and watchable wildlife contribute more than a billion dollars annually to the State of Arizona, and AGFD works to ensure that our wildlife resources and natural heritage is preserved for current and future generations. Off-highway vehicle and watercraft use also contribute significantly to the enjoyment of the outdoors by people in Arizona.

The Department has four divisions that, along with the Director's Office, work to accomplish the Department's mission.

Field Operations Division (FOD) is comprised of six regional offices, the Law Enforcement Branch and aviation support. The division implements program objectives that pertain to wildlife resource and habitat management, watercraft and OHV activities, including outreach and education. The regional offices are located in Pinetop, Flagstaff, Kingman, Yuma, Tucson and Mesa.

Wildlife Management Division (WMD) is comprised of the Fisheries, Game, Habitat, Nongame and Research branches. This division supplies program direction and provides assistance for the Department's wildlife programs. When developing wildlife management programs, the division considers the management history of the state's wildlife resources, the current and future needs of the resources and public, the effects of a rapidly expanding and outdoor-using human population on wildlife and wildlife habitat, and the necessity of sound scientific techniques to facilitate obtaining the data needed to manage the variety of wildlife found in Arizona.

The Information and Education Division (IED) has two branches. The Information Branch is responsible for all aspects of public communication, license sales, media relations and one-to-one customer communication. Primary communication vehicles include a bimonthly magazine, 13-week television series and the Department Web site, azgfd.gov. The Education Branch is responsible for all aspects of public and environmental education, including the coordination of classes in hunting, fishing, shooting sports and boating safety. This Branch also coordinates the Department's hunter recruitment and retention efforts. The division operates and assists shooting

ranges statewide as part of its responsibility to promote the safe and responsible use of firearms. The division also produces K-12 curriculum and provides instructor resources to educate Arizona youth and adults about wildlife, wildlife habitats and wildlife management.

The Special Services Division is comprised of four branches: Development, Finance and Accounting, Information Systems and Support Services. The Development Branch is primarily responsible for managing programs for water development, habitat improvement and maintenance, boating access and improving public access to state, federal, and private lands for recreational opportunities. The Finance and Accounting Branch provides finance and accounting support, provides financial and cost statements, oversees watercraft registration, license dealers and big-game draws. The Information Systems Branch provides data processing capabilities, including systems analysis and design. In addition, they also provide support for the Department's computers, phone systems, and network connections to a variety of agencies on a statewide basis. The Support Services Branch is responsible for procuring goods and services, maintaining the Department's vehicles, disposing of surplus property and providing warehousing and mail and courier services.

Agency Summary:	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ CENTRAL ADMINISTRATIVE SERVICES	3,205.2	3,267.5	3,085.7
➤ GAME MANAGEMENT	5,632.0	9,960.6	9,322.6
➤ SPORTFISH MANAGEMENT	21,375.1	20,470.8	19,008.8
➤ NONGAME AND ENDANGERED WILDLIFE	33,776.7	36,144.3	33,694.3
➤ OFF-HIGHWAY VEHICLE / WATERCRAFT	23,407.0	29,115.5	27,490.2
<b>Agency Total:</b>	<b>87,396.0</b>	<b>98,958.7</b>	<b>92,601.6</b>

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,152.0	37,667.4	36,351.0
Other Non Appropriated Funds	57,244.0	61,291.3	56,250.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>87,396.0</b>	<b>98,958.7</b>	<b>92,601.6</b>
<b>FTE Positions</b>	<b>670.0</b>	<b>670.0</b>	<b>670.0</b>

**Strategic Issues:**

**Issue 1 Maintain and improve wildlife habitats**

Growing demands on natural resources, drought, and wildfires have significantly impacted wildlife habitats in the past few years, and the trend is expected to continue. This has elevated the importance of responsibly managing, maintaining, and improving the quality of wildlife habitat throughout the state. Habitat loss, fragmentation and continued threats to the health and diversity of these habitats through development associated with population growth, introduction and expansion of invasive species, increased demands from the public, wildland fires, habitat damage caused by illegal immigration traffic, and long-term drought create challenges for the Department's wildlife management efforts. The Department must use limited resources efficiently to maintain and improve habitats for Arizona's wildlife through habitat improvements, sustainable land-use, water catchment development, wildlife translocations, and other means. Cooperation with federal, state, tribal and local governments, conservation and recreational organizations, private landowners, and individual citizens will be crucial to future success.

**Issue 2 Wildlife management in a constantly changing physical environment**

Issues listed above (wildlife habitats) are intrinsically tied to wildlife species abundance. Wildlife stressors associated with habitat loss or fragmentation, and continued threats to the health and diversity of habitats through

development associated with population growth, introduction and expansion of invasive species, increased demands from the public, wildland fires, illegal immigration traffic, increased off-highway vehicle use, and long-term drought are some of the issues that create challenges for the Department's wildlife management efforts. The above-mentioned factors can markedly change species abundance. Keeping common species common in a changing environment will be a challenge. Moreover, the Department lacks sufficient funding to develop and implement projects needed to recover less common, or extremely rare (endangered and threatened species), and to conserve others that are imperiled or at risk of imperilment. As a result, the rate at which species are recovered and then dropped from the federal endangered species list is below potential, and other petitioners, litigants, and the U.S. Fish and Wildlife Service continually propose others for addition to the list.

**Issue 3 *Wildlife management in a culturally diverse and demographically changing state.***

Our Department is in the process of developing and implementing a plan to promote acceptance of diverse values regarding wildlife. To help effect this desired outcome we have and will continue to sponsor multi-cultural training events for employees, as well as promoting outreach and education to culturally diverse communities and audiences. Wildlife values often differ among user groups and/or demographic units. As society changes, peoples perceptions and values associated with wildlife change too. Recent studies have indicated a potentially significant shift in peoples values associated with wildlife. This shift is related to societal factors such as urbanization, education, income levels, cultural diversity, and other factors. Thus, the Department must be continually prepared to meet the needs of a changing society.

**Issue 4 *Long-term, stable funding for the future***

The Department's continuing efforts to improve customer service, reduce turnover, meet diversity goals, and maintain or expand upon existing programs, has been hampered by changing revenue patterns and increasing costs. While some sources of revenue have increased, others have decreased, but overall costs have increased dramatically for health care insurance, fuel, trout production, etc. Funding shortfalls must be covered from other operating funds. Since the Department does not receive money from the State's General Fund, the Department must investigate and pursue new sources of revenue to ensure that the Department can remain solvent into the future. Based on social survey data, the Department anticipates that any reduction in management, educational programs, or enforcement will cause a decline in public satisfaction with ongoing work efforts. It is therefore critical that we maintain and/or increase our funding alternatives. Hence, alternative methods of funding wildlife management efforts will need to be explored in detail.

**Issue 5 *Impaired operation of watercraft***

The 2001 Arizona Boating Safety Report indicates that 28.5% of all fatal watercraft accidents are a direct result of alcohol use. Additionally, in nearly 7% of all reported watercraft accidents alcohol is a contributing factor. Many minor accidents are not reported to the Department. Public awareness is not sufficient regarding impaired operation of watercraft to sufficiently deter violations. Thus, the Department has embarked on a marketing and outreach campaign to raise awareness of the issue of alcohol-related watercraft accidents on Arizona waterways. Messages will be used in a variety of media delivery methods including television, radio, billboards, print, web, and direct mailings in addition to the Boating Safety Education Program. The overall goal is to effect change in public attitude about the inappropriateness of drinking and boating. The Department also has two established grant programs to address this issue. The Operating Under the Influence (OUI) Law Enforcement Grant Program is intended to facilitate expansion of boating enforcement and public safety efforts statewide through a funding mechanism specifically aimed at discouraging, preventing, and removing impaired boat operators from Arizona waterways. This grant program will allow agencies to expand their operational OUI enforcement efforts, and has \$250,000 available during the 2007-2008 grant cycle. The second program, the Boating Safety Grant Program, is intended to facilitate expansion of boating safety and education efforts statewide through proactive projects aimed at reducing boat accident rates, with an emphasis on identified problem areas. For State fiscal year 2007-2008 there is \$325,000 available. The Department will hold meetings with various agencies that have interest during the granting cycle.

**Issue 6 *Funding for off-highway vehicle management and training for operators***

Fifty-five hundredths of one percent of the total taxes on motor vehicle fuel is used to manage off-highway vehicles (OHVs) in Arizona. In 1998, there were 51,453 titled or registered all-terrain vehicles (ATVs) and all-terrain cycles (ATCs) in Arizona. As of 2004, there were 176,000 titled or registered ATVs or ATCs in Arizona, a 242% increase in just 6 years. Funding that the Department received for information and education, and law enforcement efforts for OHVs, increased 31% from \$618,000 to \$811,719 between 1998 to 2004. The funds available to manage OHV recreation in Arizona have not kept pace with the dramatic increase in OHVs and their associated impacts to Arizona's natural resources. Additional revenue is needed to properly manage OHV recreation through the enhancement of education and information programs, facility and trail development, signage, and additional law enforcement. In addition, many new OHV operators are new to the sport or state, and do not have any training in safe and responsible OHV use. There is currently a limited amount of resources available to develop a state-wide training program for OHV riders. Additionally, OHVs are often used in areas congested by many users without set roadways or travel patterns. We are working with user groups, land management entities, and other law enforcement agencies to address these issues.

**Issue 7 *Invasive species***

Invasive species in Arizona are a serious and growing problem that is affecting our economy, environment, quality of life, and may additionally pose risks to human health. Invasive species have expanded their range into Arizona from neighboring areas or from afar, either intentionally or accidentally. Invaders can have devastating impacts on native ecosystems by outcompeting native wildlife and plants for space and resources to survive, or prey directly upon native wildlife and plants. These invasive organisms cause a variety of environmental and financial problems, including the loss of wildlife habitat, decreased agricultural productivity, degraded watershed health, decreased land values, increased fire danger, loss of biodiversity, impeded access to recreational lands, introduction of human and wildlife or agricultural diseases, and degraded urban areas and right-of-ways. Invasive species often undesirable and not planned for, and have negative impacts as a result of expansion. These foreign species did not evolve to coexist with Arizona's ecosystems, and they usually have few or no natural predators or competitors. They often generate harm beyond their value. The Department has committed to funding a term Invasive Species Coordinator position, but the threats are perpetual and additional funding will be needed for continued multi-agency coordination and for implementing large-scale efforts to manage invasive species now and far into the future.

**Issue 8 *Recruitment and retention of hunters and anglers***

Recent data from the National Survey of Fishing, Hunting, and Wildlife Associated Recreation has revealed that across the nation, participation in our cherished traditions of hunting and fishing has declined at alarming rates from 1990. Moreover, the American Sportfishing Association in partnership with the Association for Fish and Wildlife Agencies recently completed research into license buying habits of anglers, and revealed that loyal anglers are not buying licenses as frequently as thought. Together, the data suggest that people are increasingly turning to alternative forms of recreation. Changing lifestyles, urbanization, competition for time and alternative recreational activities are factors in those declines. Hunting and fishing traditions have long promoted family values, and it was hunters and anglers that comprised the driving force for massive and historic wildlife conservation efforts in North America over the past century. During the past 15 years in which participation in hunting and fishing has declined, more people have engaged in wildlife watching activities, which validates that wildlife and appreciation for the natural world still has immense intrinsic value. It will be hunters and anglers that continue to promote the model of wildlife conservation into the future. Thus, the Department has made recruitment and retention of hunters and anglers a top priority. The Department has made hunter education programs more convenient with an online option for classes, as well as a newly developed Hunting Awareness and Appreciation class designed to give Department employees, students, and the public a chance to be exposed to the tradition of hunting. Based on recent survey research, the Department is increasing hunting opportunity where biologically feasible. The Department continues to expand the Urban Fisheries Program, creating more opportunities for fishing in urban areas

across the state. Fishing education has also remained a focal point by hosting dozens of fishing clinics throughout the state on an annual basis. The Department has created additional license categories which offer greater values to families. Additional marketing and education is needed to continue promoting hunting and fishing traditions, a worthwhile investment for our future.

**Issue 9 Shooting range development**

According to the National Shooting Sports Foundation, more than 19 million Americans safely participate in target shooting with handguns, shotguns and rifles. If you add special-interest shooters such as muzzleloader enthusiasts and archers, the total number of active shooters jumps even higher. Target shooting varies from a leisure activity to competitive sporting events involving leagues and collegiate athletics, and even to the world stage of the Olympic games. In September 2006, the Department resumed ownership and operation of the Ben Avery Clay Target Center, located at the world class Ben Avery Shooting Facility near Phoenix, the largest shooting facility in the country. This facility and others, provide a safe environment for visitors to practice and promote safe gun handling and to become more proficient with firearms, as well as providing a safe and friendly environment for shooting competitions and events, and supports law enforcement training. The Department has long promoted participation by youths in the scholastic clay target program, now boasting over 1,000 participants. These activities are made possible through development of shooting ranges, something the Arizona Game and Fish Commission has strongly promoted through a Shooting Range Development Grant program since 1996. The Department has been working closely with community leaders and is in the initial process of finding a suitable site for another shooting facility (Northern Arizona Regional Shooting Facility) near Flagstaff. This site will provide a much needed shooting facility to the region, and will be possible through a land exchange between the Commission and the Coconino National Forest at the proposed location near Willard Springs which is northwest of Munds Park.

Overall job satisfaction. 79 80 80

**Program Summary**

GFA 2.0  
GAME MANAGEMENT

Steve Ferrell, Deputy Director  
Phone: (602) 789-3276  
A.R.S. Title 17

**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.*

**Description:**

Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting is a management tool for the Department and an important recreational past-time and valued heritage for those who participate. Management of game includes inventory of game populations and regulation of harvest to provide sustained recreational opportunities. Management also includes assessing habitat conditions, evaluating formerly occupied habitat for potential re-introduction of species, enforcing regulations, and providing input on land management actions that potentially impact game habitats. The Department has focused efforts in education to recruit and retain hunters to maintain this cherished tradition, and also to provide a driving force in conservation efforts. We work closely with government and non-government partners to ensure access to hunting areas, and the Department is moving to increase opportunity or create new opportunity for all hunters where possible.

**Program Summary**

GFA 1.0  
CENTRAL ADMINISTRATIVE SERVICES

Steve Ferrell, Deputy Director  
Phone: (602) 789-3276  
A.R.S. Title 17, A.R.S. Title 5

**Mission:**

*To effectively manage the Department, and ensure accountability for all Department activities.*

**Description:**

Under the provisions of A.R.S. § 17-211, the Arizona Game and Fish Director is responsible for the supervision and control of all activities, functions, and employees of the Department and shall enforce all provisions of this title including all Commission rules and orders.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,846.1	6,132.1	5,895.0
Other Non Appropriated Funds	2,785.9	3,828.5	3,427.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,632.0</b>	<b>9,960.6</b>	<b>9,322.6</b>
<b>FTE Positions</b>	<b>28.5</b>	<b>28.5</b>	<b>28.5</b>

◆ **Goal 1** To maintain the natural diversity of game populations in Arizona, while providing sustainable recreational opportunities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hunter recreation days (millions)	1.215	1.2	1.2
Ratio of number of big game permit tags to the number of people applying	0.37	.35	.35
Number of hunting licenses sold.	428,669	430,000	430,000
Percent rating Game Management as "good" or "excellent" of those expressing an opinion.	n/a	75	75
Number of habitat improvements by AGFD.	59	60	60
Number of Hunter Education graduates.	4,475	4,500	4,500
Number of participants in our "First Shots" program.	292	300	300

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,039.2	3,097.6	2,915.8
Other Non Appropriated Funds	166.0	169.9	169.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,205.2</b>	<b>3,267.5</b>	<b>3,085.7</b>
<b>FTE Positions</b>	<b>27.7</b>	<b>27.7</b>	<b>27.7</b>

◆ **Goal 1** To be the recipient of the Governor's Award for Quality (State Quality Award Program) while maintaining and improving employee satisfaction, have employees that perceive themselves as being valued at work, value the work they are doing, and are satisfied with the opportunities for career advancement within the Department.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees that feel that the job they do is important.	93	95	95

**GFA 3.0** **Program Summary**  
**SPORTFISH MANAGEMENT**  
 Steve Ferrell, Deputy Director  
 Phone: (602) 789-3276  
 A.R.S. Title 17

**GFA 4.0** **Program Summary**  
**NONGAME AND ENDANGERED WILDLIFE**  
 Steve Ferrell, Deputy Director  
 Phone: (602) 789-3276  
 A.R.S Title 17

**Mission:**

To protect, maintain or enhance the distribution, abundance, availability and diversity of cold and warm water sportfishes and their habitats; and to disseminate information about Arizona's sportfish and recreational opportunities for present and future generations.

**Description:**

Arizona has many species of fish, many of which are not native to Arizona but have become established. Some warmwater fishes were, and still are imported from other places to meet Arizona's angling demands; however, most species are self-sustaining populations. Coldwater species such as trout are produced within Department hatchery facilities and distributed to various waters in order to meet demand. Management of sportfish is accomplished through population inventories, regulation of harvest, and propagation and distribution to maintain diversity and enhance angling opportunities. Additionally, the Department enforces fishing regulations and enhances fish habitat through the placement of artificial structures. In addition to acting as a catalyst for conservation efforts, recruitment and retention of anglers is crucial to continue this valued and family-oriented tradition. Working closely with numerous partners, we strive to enhance Arizona's sportfishing opportunities and make those opportunities accessible to the people of Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,343.9	1,378.0	1,337.6
Other Non Appropriated Funds	15,031.2	19,092.8	17,671.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>21,375.1</b>	<b>20,470.8</b>	<b>19,008.8</b>
<b>FTE Positions</b>	<b>117.3</b>	<b>117.3</b>	<b>117.3</b>

◆ **Goal 1** To increase public awareness of Arizona's sportfishing resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of anglers satisfied with angling information products and services.	85	80	80

◆ **Goal 2** To provide recreational opportunities for sportfishing.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Angler Recreation Days (millions)	5.5	5.5	5.5
Percent of anglers satisfied with their angling experiences.	81	75	75
Number of urban lake fishing angler days.	620,000	625,000	625,000
Number of urban fishing licenses sold	36,827	37,000	37,000
Total number of fishing licenses sold.	605,288	600,000	600,000
Pounds of fish produced in Department hatcheries.	450,599	400,000	400,000

**Mission:**

To enhance nongame and watchable wildlife and fish (nongame wildlife) populations and their habitats to restore the natural diversity of Arizona, to increase public awareness of nongame wildlife, and to provide nongame wildlife and fish-oriented recreation opportunities for present and future generations.

**Description:**

Most of the wildlife species in Arizona are nongame. Nongame wildlife includes species not typically managed as game, and includes all reptiles, amphibians, mollusks and crustaceans, some of which can be legally harvested. Additionally, nongame includes those fish, birds and mammals which cannot be legally harvested. Management of nongame includes inventory of nongame populations, recovery efforts to restore populations of extirpated species, and coordination of efforts to develop endangered species recovery plans. Nongame management also includes assessing habitat conditions, distributing information about nongame and watchable wildlife species, and providing input on land management actions that potentially impact wildlife habitats, has an outdoor recreation impact, or has potential for economic impact.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,127.5	16,294.7	15,779.5
Other Non Appropriated Funds	23,649.2	19,849.6	17,914.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>33,776.7</b>	<b>36,144.3</b>	<b>33,694.3</b>
<b>FTE Positions</b>	<b>280.0</b>	<b>280.0</b>	<b>280.0</b>

◆ **Goal 1** To maintain and restore the natural diversity of Arizona's nongame and watchable wildlife.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Landowner Incentive Projects (LIP) that were signed.	5	5	5
Number of Safe Harbor Agreements and Conservation Agreements signed.	4	4	4
Percent of the public that is "Very satisfied" or "Satisfied" with wildlife watching away from home.	n/a	95	95
Number of Department-sponsored or Department-involved watchable wildlife events.	38	35	35



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<p>GFA 5.0</p> <p align="center"><b>Program Summary</b></p> <p align="center">OFF-HIGHWAY VEHICLE / WATERCRAFT</p> <p>Steve Ferrell, Deputy Director</p> <p>Phone: (602) 789-3276</p> <p>A.R.S. Title 17, 28, and 5</p>
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Dollars available through boating safety grants. 575,000 575,000 575,000

◆ **Goal 4** To provide the public and land management agencies with information on habitat protection, safe OHV use, and available OHV use areas.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of off-highway user contacts by Arizona Game and Fish Department field officers	9,653	10,000	10,000
Number of OHV enforcement hours.	12,287	12,300	12,300
Number of off-highway vehicle violations observed	915	900	900

**Mission:**

*To protect wildlife resources and public safety by promoting responsible use of watercraft and off-highway vehicles, through information, education, regulation, and enforcement.*

**Description:**

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway vehicle recreation and administering off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3. The Watercraft segment of this Program makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3, and Title 28, Chapter 3, Article 20. It regulates the registration and operation of watercraft; provides law enforcement, boating-safety education, boating access, and has jurisdiction for a uniform waterway-marking system; and maintains aids-to navigation, and hazard and regulatory markers on the waters of Arizona.

**Funding and FTE Summary:**

(Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,795.3	10,765.0	10,423.1
Other Non Appropriated Funds	15,611.7	18,350.5	17,067.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,407.0</b>	<b>29,115.5</b>	<b>27,490.2</b>
<b>FTE Positions</b>	<b>216.5</b>	<b>216.5</b>	<b>216.5</b>

◆ **Goal 1** To provide law enforcement needed to ensure the boating public is provided a safe/enjoyable experience.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Arizona Game and Fish Department watercraft enforcement hours	17,544	17,500	17,500
Number of observed watercraft violations	1,356	1,000	1,000
Percentage of the public surveyed rating watercraft safety good or excellent, of those expressing an opinion.	n/a	80	80
Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.	75	70	70
Number of watercraft accidents in which alcohol was a contributing factor.	41	25	25

◆ **Goal 2** To provide excellent customer service to all individuals registering a watercraft in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of watercraft registered in Arizona	149,213	150,000	150,000
Watercraft registration renewal processing time by mail (in days)	5	4.0	4.0
Percent of watercraft registration handled through the internet.	23.8	25	25

◆ **Goal 3** To provide boaters with safety-training education and information materials to maximize boater safety and enjoyment on the State's waterways.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of watercraft user contacts made by field officers	10,785	11,000	11,000
Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes	1,005	1,000	1,000

**GMA 0.0** **Agency Summary**  
 DEPARTMENT OF GAMING  
 Paul A. Bullis, Director  
 Phone: (602) 604-1801  
 A.R.S. § 5-601

**Mission:**

*To protect the public, ensure compliance with the gaming compacts, and regulate the gaming industry.*

**Description:**

The Department of Gaming is responsible for carrying out the state's responsibilities under the Tribal-State gaming compacts. The Department monitors compliance by the Tribal gaming operations with all compact requirements, including those governing the nature, extent, and conduct of gaming activities; public health, safety, and welfare; and other operational requirements. It also conducts background investigations of all prospective gaming employees, management contractors, providers of gaming services, and manufacturers and distributors of gaming devices in order to ensure that unsuitable individuals or companies are not involved in Arizona's gaming industry.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ENFORCEMENT	9,753.2	13,301.3	14,081.9
➤ CERTIFICATION	1,703.1	2,259.7	2,173.9
<b>Agency Total:</b>	<b>11,456.3</b>	<b>15,561.0</b>	<b>16,255.8</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,456.3	15,561.0	16,255.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,456.3</b>	<b>15,561.0</b>	<b>16,255.8</b>
<b>FTE Positions</b>	<b>118.0</b>	<b>123.0</b>	<b>123.0</b>

**Strategic Issues:**

**Issue 1 The unique regulatory relationships between the tribal, state, and federal governments**

The Legislature established the Arizona Department of Gaming in 1995 to monitor Indian gaming operations on behalf of the State of Arizona. Formal agreements required by federal law known as tribal-state gaming compacts were negotiated between the State and tribes seeking to conduct gaming activities. The Tribal-State compacts provide a regulatory framework whereby the State and tribes share responsibility for regulating Class III gaming operations. These compacts are unique due to the State's co-regulatory role set forth in the compacts.

**Issue 2 The rapid changes in technology in the industry**

Developments in gaming technology are transforming the gaming industry and consequently the way we regulate gaming. In the last two years, it has been clear that the rate of change in the public gaming industry has increased substantially. The cycle time between major and minor software upgrades for gaming device technology has decreased from a 12 to 24 month cycle to less than six months in many cases. Another aspect of this change is the increased complexity of the technology itself resulting from the sophisticated algorithms coupled with digital microprocessor technology. The day-to-day regulation of this industry will be more efficient and effective because of the development and administration of an enterprise database system to track, compile, organize, sort, and report regulatory information.

**Issue 3 The ability to employ and retain qualified personnel**

The Arizona Department of Gaming is a regulatory agency positioned in a rapidly changing technology-based industry. As in the case with other dynamic organizations, the need to attract the right people at the right time is both perpetual and costly. The challenge to the Department is to have effective recruitment activities that contribute directly to organizational productivity, quality of work life, and legal compliance. At the same time, the Department wants to ensure that its current staff have or are given the opportunity to develop the skills necessary to meet the job demands in this ever changing industry. Also, the Department wants to ensure that its employees will not only effectively and efficiently perform their work but that they will stay with the Department for the long term. Thus, the agency strives to attain a match between employee's skill sets and needs to the rewards that the job qualities and organizational opportunities provide.

**GMA 1.0** **Program Summary**  
 ENFORCEMENT  
 Penny Taylor Moore, Deputy Director  
 Phone: (602) 604-1801  
 A.R.S. § 5-601

**Mission:**

*To monitor compliance with the provisions of the tribal-state gaming compacts and to support and provide programs for the prevention and treatment of, and education concerning problem gambling.*

**Description:**

The Department of Gaming monitors Tribal compliance with the compact provisions, including those governing the nature, extent and conduct of gaming activities. This is accomplished through inspections of the gaming facilities and records, surveillance, monitoring of card games, testing of gaming devices during both scheduled and random inspections, and testing internal controls. The Department of Gaming's enforcement functions are funded by tribal contributions established in Proposition 202, codified in A.R.S. § 5-601.02, and the Tribal-State Compacts. The Department's Office of Problem Gambling contracts with a helpline provider and with treatment providers to provide services concerning problem gambling.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,753.2	13,301.3	14,081.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,753.2</b>	<b>13,301.3</b>	<b>14,081.9</b>
<b>FTE Positions</b>	<b>92.0</b>	<b>95.0</b>	<b>95.0</b>

◆ **Goal 1** To assure compliance with compact provisions and internal control requirements

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of compact compliance reviews accomplished	15	15	15
Percentage of facilities reviewed for compact compliance reviews	100	100	100

◆ **Goal 2** To maintain communication with tribal officials

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Visit each gaming facility twice a month	7	7	7

◆ **Goal 3** To monitor and enforce technical standards for gaming devices

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of machines inspected and certified	13,404	14,200	14,240
Percent of all gaming devices certified	100	100	100

◆ **Goal 4** To provide treatment and education regarding problem

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gambling				Percent of temporary certifications issued within 20 days	96	82	84
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>	Level of satisfaction by applicants regarding process (percent)	92	95	95
Average number of problem gambling calls received per month on the help line	78	72	75				
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>				
Number of individuals receiving treatment services	778	835	935				

**GMA 2.0**                      **Program Summary**  
**CERTIFICATION**  
 Penny Taylor Moore, Deputy Director  
 Phone: (602) 604-1801  
 A.R.S. § 5-601

**Mission:**  
*To investigate and evaluate the suitability of applicants for state certification within time frames set by Tribal-State Compacts.*

**Description:**  
 The Department of Gaming receives applications of persons seeking state certification or a tribal gaming license. Within 20 days of receiving a completed application for state certification of a non-tribal member, the Department issues temporary certification, unless there is evidence of criminal history sufficient to disqualify the applicant. Following the completion of a background investigation, if the applicant is found suitable, permanent state certification is granted. At the conclusion of the background investigation of a tribal member, a recommendation is made to the Tribe as to whether the person should receive a tribal license. The Department also conducts background investigations and audits to certify corporations or other entities who provide gaming services to tribal gaming facilities in an amount that exceeds \$10,000 per month. This program is funded through certification fees and investigative costs established in Section 5(l) of the Tribal-State compacts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,703.1	2,259.7	2,173.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,703.1</b>	<b>2,259.7</b>	<b>2,173.9</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>28.0</b>	<b>28.0</b>

◆ **Goal 1**    To Ensure the Suitability of Individuals Employed by the Tribal Casinos

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of individual applications received	9873	12,000	12,100
Total number of days elapsed from receipt of completed application to the issuance of temporary certification	13	16	16
Percentage of applicants granted certification or renewal	98	97	97
Percentage of applicants who had their certification, denied, revoked or suspended	2	3	3

◆ **Goal 2**    To Ensure the Suitability of Businesses that Provide Goods and Services to the Tribal Casinos

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of new or initial applications received	91	175	195
Total number of permanent certifications issued	77	160	185
Total number of renewals issued	168	225	275
Total number of denials, revocations, and suspensions	2	2	2

GSA 0.0	<b>Agency Summary</b>
	GEOLOGICAL SURVEY
M. Lee Allison, Ph.D., Director and State Geologist	
Phone: (520) 770-3500	
A.R.S. § 27-151	

**Mission:**

To inform and advise the public about the geologic character of Arizona to help meet societal needs for water, energy, and mineral resources and assist in prudently managing the state's land and natural resources.

**Description:**

Arizona Geological Survey (AZGS) staff perform several important functions for their customers who include governmental agencies, elected officials and staff, environmental and engineering geology firms, hydrologists, energy and mineral resource exploration and production companies, consultants, planners, property owners and potential buyers, attorneys, realtors, insurance companies, tourists, teachers, students, book dealers, professional societies, citizen groups, and interested individuals. First, they inform and advise the public by answering questions, selling maps and reports, maintaining a geology library and databases, giving talks, and leading field trips. Second, they map and characterize rock formations, surficial materials, and mineral and energy resources. Third, they describe and monitor potential hazards and limitations to land and resource management (e.g. earthquakes, flooding, land subsidence and earth fissures, landslides, debris flows, and rock solution). Fourth, they provide support for the Arizona Oil and Gas Conservation Commission.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,023.0	1,151.9	1,073.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	814.1	1,125.8	738.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,837.1</b>	<b>2,277.7</b>	<b>1,812.8</b>
<b>FTE Positions</b>	<b>19.8</b>	<b>23.0</b>	<b>18.5</b>

**Strategic Issues:**

**Issue 1 To characterize geologic hazards and resources in urban-fringe and developing areas**

Land and resource planners and managers, developers, businesses, and property buyers need information about the character of the land and resources to prudently manage them. For example, known and potential geologic hazards that could negatively impact development should be identified in early stages of planning, before construction begins. In addition, local sources of construction aggregate, which are essential for development, should be identified and set aside for future use.

**Issue 2 To identify areas that have potential for discovery of mineral or energy resources**

Parts of Arizona have potential for discovery of mineral or energy resources. Little is known about rocks and resources in the subsurface because few wells have been drilled. Areas with resource potential should be identified. This information should be used to encourage discovery and prudent development of the resources, and, in turn, create jobs and generate revenue.

**Issue 3 To prepare non-technical information for those who've had no training in geology**

Geologists and other professionals routinely use technical geologic maps, reports, and data that the Arizona Geological Survey (AZGS) produces. Most Arizonans, however, have had no training in geology and are unable to comprehend or use technical information. Even so, they periodically make decisions that involve natural resources and geologic hazards, including where to buy property and how to vote intelligently on natural resource and related issues. In addition, they have a strong curiosity about how landforms, rocks, and minerals form. Little information has been produced for non-technical readers. Effective marketing of such

information is necessary because, unlike the professional geologic community, members of the public do not routinely use information from the AZGS and may not be aware that the agency exists.

**Issue 4 To provide administrative and staff support for the Arizona Oil and Gas Conservation Commission**

The Arizona Geological Survey (AZGS) provides administrative and staff support for the Arizona Oil and Gas Conservation Commission (OGCC), which has no staff. The OGCC determines policy and establishes regulations needed to conserve and prudently develop Arizona's oil, natural gas, helium, geothermal, carbon dioxide, and related subsurface resources. AZGS staff conduct activities to carry out policies and enforce regulations established by the Commission.

**◆ Goal 1 To serve as the primary source of information about Arizona geology.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
New maps/reports released by AZGS staff	14	14	14
Number of geologic and related maps of Arizona	9	6	6
Number of reports that describe geologic hazards and resources in Arizona	1	2	2
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	2	1	1
Number of reports published by other groups	3	2	2
Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of talks given or fieldtrips led	41	30	30
Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
# of state agencies and bodies for whom AZGS serves as a science support provider	10	4	4

**◆ Goal 2 To inform the public about geologic processes, natural hazards, and natural resources in Arizona.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	2	1	1
Number of seminars and workshops presented to non-technical audiences	3	3	3
Number of interviews and presentations through the news media	31	20	20

**◆ Goal 3 To distribute geologic maps, reports, and data efficiently with high customer satisfaction.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent increase (decrease) in number of publications sold	-2.8	2	2
Total number of geologic maps and reports and topographic maps sold	8390	9542	9542
Technical maps and reports sold	4758	5442	5442
Percent increase (decrease) in sales of technical maps and reports	-4.2	2	2
Number of non-technical reports sold	3632	4100	4100
Percent increase (decrease) in sales of non-technical reports	-3.9	2	2
Quality of products sold, 1-5 (highest) scale	4.9	4.8	4.8
Numbers of products released or number of digital maps/reports downloaded.	19,343	5000	5000
Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of orders filled the same day received	98	96	96
Satisfaction with mail order service provided, 1-5 (highest) scale	4.9	4.9	4.9

**◆ Goal 4 To effectively assist the Arizona Oil and Gas Conservation Commission.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of permits issued to drill a	13	6	6

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well

Average days to issue a permit	3	5	5
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Compliance and safety inspections made	31	34	34
Number of gas-storage wells	14	14	14
Number of deficiencies found during inspections	0	2	2

GTA 0.0 **Agency Summary**  
 GOVERNMENT INFORMATION TECHNOLOGY AGENCY  
 Chris Cummiskey, Director and State CIO  
 Phone: (602) 364-4770  
 A.R.S. § 41-3501

**Mission:**

*To partner with state agencies and the private sector in the enhancement of technical and human information technology capabilities, and to efficiently add value and improve delivery of public services for the people of Arizona.*

**Description:**

The Government Information Technology Agency (GITA) is responsible for statewide information technology (IT) planning, coordination and consulting for executive agencies. The GITA Director serves as the Chief Information Officer for the State of Arizona administering the state's IT resources through the establishment of statewide IT policies and standards and serves as a primary focal point for coordination of all IT projects across the state. The agency provides strategic IT planning to establish an effective harmonized IT direction for both infrastructure and security and privacy concerns. IT projects with development costs over \$25,000 are reviewed, either approved or disapproved, and then monitored with potential suspension of expenditures, if risk is deemed excessive. In conjunction with the Information Technology Authorization Committee (ITAC), composed of knowledgeable members from both public and private sector, GITA also monitors IT projects with over \$1 million in proposed costs.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,500.0	2,000.0	6,855.9
Other Appropriated Funds	2,610.9	6,541.0	7,758.6
Other Non Appropriated Funds	155.5	205.4	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,266.4</b>	<b>8,746.4</b>	<b>14,614.5</b>
FTE Positions	21.0	24.0	31.0

**Strategic Issues:**

**Issue 1 Secured Information & Data**

GITA is addressing both information security and privacy through the establishment of statewide standards and policies, whose compliance is assessed annually by all major agencies. In addition, a Statewide Information Security and Privacy Office will be established to plan and oversee implementation of essential guards to state infrastructure, personnel and practices. Continuity of government is being addressed through information technology disaster recovery plans as part of each agency's Business Continuity Plan. Furthermore, GITA is consulting with DPS on communications interoperability in an emergency situation across both local and state agencies. This statewide upgrade of telecommunications provides the mandatory building blocks for efficient coordination of first responders and notification of governance authorities. In summary, an efficient and interoperable information technology infrastructure is crucial for sustaining continuity of government in both everyday and crisis situations.

**Issue 2 Accessible Government.**

GITA uses the state Web portal to increase government accessibility to citizens and businesses and also to enable more efficient and effective administration through use of the Internet as a direct communications vehicle. Continuing enhancements include online licensing tools, an improved Google search engine, and ready availability of webmaster services to maintain a consistent look and feel to website designs. In FY 2008, the outsourced Web portal will transition to a new contract.

**Issue 3 Improved Public Service Delivery**

Enriching quality of life for Arizonans through leverage of automation of both health and human services and the enhancement of rural telecommunications infrastructure are key focal points for GITA moving

forward. E-health, the use of electronic medical records to improve accuracy and availability of healthcare, is an important initiative being spearheaded by GITA in collaboration with a newly formed non-profit organization to carry forward the roadmap established last year. In association with AHCCCS, the implementation of an online health and human service and emergency response 2-1-1 website is evolving toward establishment of a statewide call center.

**Issue 4 Modernized State IT infrastructure**

Advancement of a common IT infrastructure across the state is continuing through both an enterprise architecture suite of standards and the Service Oriented Architecture (SOA) philosophy and policy advocated by GITA. Through the use of target technology and adherence to open systems, agency infrastructure upgrades can be implemented in an orderly, efficient manner. In addition, GITA's technology building code promotes common computing, network, and software infrastructures to leverage economies of scale and reduce duplication of effort. These targeted technologies are provided online at the GITA website for ease of evaluation by individual agencies. Efficient government demands that state agencies cease operating as distinct silo organizations and begin interoperating with one another with common tools and intercommunication.

**Issue 5 Cost Savings through enhanced information technology project management**

GITA provides oversight and monitoring of large-scale, high risk information technology projects at state agencies through the use of industry best practices and statewide standards to reduce overall risk and enhance successful delivery. Focal points of project reviews include scope, roles, responsibilities, change control, schedule, cost containment, and risk assessment. Prior to initiation, each agency must submit a Project Investment Justification to GITA to assure a high probability of success. Many of the larger projects are also reviewed by the independent ITAC committee mentioned above. In addition, GITA has established a project management certification program through AZGU and the Project Management Institute (PMI) to train potential project managers in sound IT management practices.

◆ **Goal 1** To increase both IT privacy & IT security for Arizona citizens by protecting state government information and strategic IT assets.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of IT security standards compliance reported by state executive agencies through TISA	93	85	90

◆ **Goal 2** To promulgate e-government to deliver services to the citizens of Arizona and improve the efficiency of government.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of transactions accessible through the web portal	80	85	95

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of agencies using standard web design style guide	71	80	85

◆ **Goal 3** To provide planning, oversight, and monitoring of IT projects across the state.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days to review information technology projects	6	12	12

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total costs	15.5	15.5	15.8

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of agency IT projects completed on-time	94	75	80

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of agency IT projects delivered within budget	99	90	95

◆ **Goal 4** To manage and advance a variety of statewide initiatives, at the Governor's request, through innovative approaches and

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deployment of strategic initiatives from private sector to state government.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of completed or in-process requests	100	100	100

◆ **Goal 5** To continue state IT infrastructure improvement through development of policies and standards to provide a foundation and strategic focus for IT

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of total standards and policies reviewed or created	96	100	100

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of approved PIJs with architectural elements in alignment with standards	100	100	100

GVA 0.0  Janet Napolitano, Governor Phone: (602) 542-1371 Constitution Art. 5, Section 4	<b>Agency Summary</b>  OFFICE OF THE GOVERNOR
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**Mission:**

*To provide leadership for the State of Arizona and to manage the Executive branch of state government to ensure that it efficiently and effectively serves Arizona's citizens.*

**Description:**

The Governor serves as the Chief Executive Officer of Arizona state government. The Constitution provides that the Governor shall be the Commander-in-Chief of Arizona's military forces and authorizes the Governor to grant reprieves, commutations and pardons, pursuant to law. The Governor is also responsible for making appointments to positions in state government pursuant to law, representing Arizona in official dealings with other governmental entities, taking action on bills approved by the Legislature, and informing the public on issues affecting the state.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,488.5	7,476.9	7,134.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,875.3	35,000.4	35,000.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,363.8</b>	<b>42,477.3</b>	<b>42,135.2</b>
<b>FTE Positions</b>	<b>54.7</b>	<b>53.0</b>	<b>53.0</b>

- ◆ **Goal 1** To provide leadership in working with the Legislature to adopt meaningful legislation that addresses the needs of the State of Arizona and its citizens.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Legislation signed by the Governor.	295	300	300

- ◆ **Goal 2** To respond to requests for information and assistance from citizens and other jurisdictions in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of citizens responded to within 30 days.	85	80	90

- ◆ **Goal 3** To improve the public's confidence in state government by appointing qualified leaders to key positions, as required by law, and ensuring that they efficiently and effectively execute their responsibilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Appointments made within judiciary, executive branch, and boards and commissions.	600	437	450



OSP 0.0 **Agency Summary**  
 GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING  
 James Apperson, Director  
 Phone: (602) 542-5381  
 A.R.S. §§ 35-101 et seq.

**Mission:**

*To facilitate the effective and efficient allocation of resources in accordance with fiscally sound principles that will enable the Governor and state government to provide quality services to the citizens of Arizona.*

**Description:**

This office provides a central Executive branch resource for the compilation, analysis, and investigation of state fiscal matters. It advises the Governor in preparation of the Executive budget and advocates for that budget through the legislative process. The office assists and advises all entities of state government in budget development and execution. It also coordinates the process of defining state government programs, developing strategic plans, and measuring program performance to achieve desired results. The office is also responsible for fulfilling constitutionally and legislatively mandated reporting requirements related to the state budget.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,211.1	2,313.6	2,209.9
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>2,211.1</b>	<b>2,313.6</b>	<b>2,209.9</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>

◆ **Goal 1** To advocate for the adoption of a balanced, fiscally prudent state budget which reflects the priorities and programs of the Governor.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of consecutive years without statewide mid-year reductions	5	6	7

◆ **Goal 2** To monitor the execution of the state budget to ensure that expenditures are in accordance with the adopted budget, actual revenues, and intent of the Governor and Legislature.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of state agencies loading budgets into the Arizona Financial Information System (AFIS).	48	65	70
Percent of non-technical supplemental appropriations compared to original appropriations.	0.4	0.5	0.5

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of participants rating budget and planning training as excellent or good.	95	95	95
Percent of agencies submitting budget information electronically.	95	95	95
Percent of agencies submitting Master List of State Government Programs information electronically.	100	100	100

HSA 0.0 **Agency Summary**  
 DEPARTMENT OF HEALTH SERVICES  
 Susan Gerard, Director  
 Phone: (602) 542-1025  
 A.R.S. §§ 36-101 et seq.

The Department is committed to identifying and establishing mechanisms to promote and institutionalize a unified vision of recovery and resiliency for the entire behavioral health system, across all populations served. This vision will be embedded within the Department's organizational culture and will guide decision making, provide focus for staff, guide the prioritization of initiatives, and promote strategies that are aligned with the vision including. Key strategies includes self and family directed services, choice, empowering individuals and families, respecting diversity, expanding opportunities for integration and community involvement, instilling hope and encouragement, building on strengths, and celebrating successes.

**Mission:**

*To set the standard for personal and community health through direct care delivery, science, public policy, and leadership.*

**Description:**

The Arizona Department of Health Services is responsible for Public Health Services, including the Arizona State Laboratory, epidemiology & disease control, emergency medical services/trauma, public health emergency preparedness & response, public health statistics, vital records, border health, children with special health care needs, health systems development, minority health, chronic disease prevention & nutrition, oral health, tobacco education, and women's & children's health; Behavioral Health Services, including general mental health services, substance abuse & prevention services, services for the seriously mentally ill, title XIX adults and children, non-Title XIX adults and children, Regional Behavioral Health Authorities contract compliance, consumer rights, and quality management; the Arizona State Hospital, including adolescent services, adult civil services, adult forensic services, and the Arizona Community & Protection Treatment Center; and the licensing and certification of health and child care facilities.

By establishing a unified vision, the Department can better facilitate collaboration and partnerships within the behavioral health system and the community and, most importantly, with both the individuals and families that are served.

**Issue 2 Responding to threats and emergencies that place the health of Arizona's populations at risk.**

Over its history, the Department of Health Services has played a critical role in responding to emergencies, including infectious disease epidemics, chemical spills, and fires. Diverse threats, such as chemical, biological, and radiological terrorism, now provide new challenges to the Department. As the lead agency responsible for the health of Arizona's residents, the Department is responsible for developing an operable statewide public health system able to prepare for, detect, and respond to large-scale natural or intentional disease events and other public health emergencies. The Department also has a critical role to play in prevention of injury and the development of a trauma system, which can respond to both the every day emergency needs of the public as well as to large-scale events. Critical to success is the working partnerships developed with federal, county, and tribal health agencies, community-based organizations, public safety agencies, the media, the military, behavioral health providers, emergency medical service providers, hospitals, and Arizona/Sonora border agencies. Maintaining systems in communication and information technology is critical to ensuring that emergency preparedness efforts can respond through early warning systems, rapid communication, mobilization, and coordinated response.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	24,338.2	27,041.5	28,741.2
➤ LICENSING SERVICES	15,375.6	15,409.8	20,752.1
➤ BEHAVIORAL HEALTH SERVICES	1,320,675.9	1,477,318.6	1,585,178.4
➤ ARIZONA STATE HOSPITAL	73,164.2	75,819.6	80,433.5
➤ PUBLIC HEALTH SERVICES	419,923.3	433,028.9	440,938.4
<b>Agency Total:</b>	<b>1,853,477.2</b>	<b>2,028,618.4</b>	<b>2,156,043.6</b>

**Issue 3 Eliminating health disparities by closing the gaps in health status and access to care among Arizona's diverse populations.**

Arizona's dramatic demographic changes are a harbinger for the rest of the nation. Over 35 percent of Arizona residents belong to an ethnic or racial minority group. Those who speak a language other than English at home account for 25.9 percent of the population of Arizona, of those, 56.1 percent speak English very well. (U.S. Census, 2000) These demographic shifts coupled with the growing evidence of disparities in health services and outcomes among minority and vulnerable populations, underscore the urgent need to develop a strong minority health infrastructure.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	539,558.7	583,432.2	659,290.8
Other Appropriated Funds	65,455.9	71,217.6	65,339.6
Other Non Appropriated Funds	986,400.6	1,112,411.4	1,169,852.5
Federal Funds	262,062.0	261,557.2	261,560.7
<b>Program total</b>	<b>1,853,477.2</b>	<b>2,028,618.4</b>	<b>2,156,043.6</b>
<b>FTE Positions</b>	<b>2,354.9</b>	<b>2,404.4</b>	<b>2,489.9</b>

The Department is committed to addressing disparities in Arizona by increasing dialogue with communities, improving access to public health information, and working collaboratively on community action specifically targeted to improve health outcomes through prevention.

**Strategic Issues:**

**Issue 4 Promoting optimal health and wellness.**

The Department of Health Services is committed to prevention and health promotion as the path to optimal health and wellness for all Arizonans. The profile of diseases contributing most heavily to death, illness, and disability among Americans has changed dramatically during the last century. Today, chronic diseases—such as cardiovascular disease (primarily heart disease and stroke), cancer, and diabetes—are among the most prevalent, costly, and preventable of all health problems (CDC, 2004).

**Issue 1 Promoting recovery, resiliency, psychosocial rehabilitation, safety, and hope for persons receiving services from the Arizona State Hospital and the community based behavioral health system.**

The recognition that individuals who suffer from mental illness can actually recover from the devastating effects of that illness has been around since the 1980s. Research has confirmed that the belief that recovery is possible is a major factor affecting the quality of life of persons diagnosed with mental illness.

The Department is working with health care providers, employees, and organizations to place greater emphasis on the importance of prevention and health promotion activities. By providing leadership and state-of-the-art health information to professionals and consumers alike, the Department can promote healthier lifestyles and reduce the incidence of chronic and degenerative diseases.

Traditionally, the belief in recovery was not embraced as a critical component in the treatment provided in the Arizona State Hospital or the community based behavioral health system. Psychosocial rehabilitation has been the driving philosophy for many years in the treatment of mental illness and substance abuse. While this approach has had some success, its effectiveness can be greatly enhanced by incorporating the recovery and resiliency principles into the treatment provided.

**Issue 5 Enhancing data collection, public health surveillance, and health information technology.**

The health of Arizonans depends in large part on the capability of the Public Health System of Arizona to monitor and identify the diseases, health risks, and populations at risk and to share organized electronic data between public health and health care. This information needs to be accessible, accurate, and timely enough to allow for the appropriate public health response whether it is primary, secondary or tertiary prevention.

The effective application of disease prevention strategies is heavily dependent on the quality of surveillance and intelligence information. Standards in the collection, processing, analysis and summarization of health-related data are essential to meeting the needs of the Department.

In addition, with migration to electronic medical records and soon-to-be developed regional health information organizations (RHIO--specifically designed for the purpose of sharing electronic medical records and other electronic health information between health care entities), public health data systems need to be coordinated from the outset to ensure not only participation in RHIOs, but also to help set the stage for organized electronic data sharing. This is especially true with public health preparedness activities and the need for near real-time data.

**Issue 6 Pursuing proactive regulation, with an emphasis on timely licensing, investigation, enforcement and technical assistance by a well-trained and adequately staffed workforce.**

The Department of Health Services is committed to working effectively with licensed providers. While statutorily mandated to license, inspect, monitor and take appropriate enforcement action for non-compliance, the Department is also committed to a proactive regulation model. Such a model includes training assistance to providers and educating providers about required standards. By providing training and improved technical assistance, the Department can better protect the health and safety of Arizonans.

**Issue 7 Prioritizing Tribal Issues.**

The mission of the Arizona Department of Health Services is to ensure the delivery of comprehensive public health services to the general population of Arizona including behavioral health services for the Medicaid eligible and seriously mentally ill populations. The Department and Indian Tribes and Nations in the State of Arizona share the common goal of decreasing health disparities and maximizing access to critical health services. The Department will embark on a six point initiative to enhance the working relationship between the Department and Indian Tribes and Nations. The six point initiative consist of: 1) the development of a tribal consultation policy per the directive of Governor Napolitano, 2) the review and response to public health issues raised at the Governor's Tribal Leaders summits and other Indian tribal conferences such as the DHHS Region IX Tribal Consultation Sessions, 3) the initiation of a process for feedback to the Department regarding interaction with tribal, Indian Health Service, Inter Tribal Council of Arizona, and Urban Indian Health Program leadership, 4) the initiation of strategic planning for data collection, prevention services, emergency preparedness, and behavioral health, 5) the initiation of Native American cultural knowledge training for Department staff, and 6) the initiation of site visits to reservation, urban Indian, and Indian Health Service sites by the Director. The Department is committed to working with Indian Tribes to improve the quality, availability, and accessibility to public health services and behavioral health care for American Indians in Arizona.

**Issue 8 Recognizing, involving, collaborating and communicating with public health constituencies.**

The Department's public health efforts depend on strong relationships with its public health partners. Such partners include other state agencies, the universities, county health departments, federal and bi-national health entities, public health associations, non-profit organizations, and advocacy organizations. The Department is committed to improving these relationships by involving such constituencies in planning and resource allocation efforts. The Department is working to foster collaborative efforts with cross-border agencies to identify, monitor, prevent, control, and evaluate public health issues and efforts. The Department is also working with academic institutions to identify and collaborate on current and future public health issues, such as public health workforce recruitment, training, and retention. Similarly, the Department needs to support and foster public health research by partnering with the universities, since academic

institutions are often leaders in identifying promising public health practices.

**Issue 9 Improving customer services through E-Business solutions.**

The Department is committed to increasing customer service to internal and external customers. As part of this effort, the Department is pursuing an E-Business strategy that allows both internal and external customers to access, manipulate, and use agency information.

The Department is assessing current business processes, defining present and future needs, and developing browser-based technological solutions to meet these needs. Such browser-based solutions will allow integration and manipulation of data from numerous data sources. Once solutions have been identified and implemented, the Department will move forward in providing both internal and external customers access to data so that health trends can be assessed and health outcomes monitored. The Department is also developing its Intranet, to allow internal information to be shared and managed more easily among Health Services employees. Finally, the Department is making strides to provide critical business partners access to specific internal information resources. The Department is developing an Extranet that will allow outside partners to access and provide information to the Department in a secure manner. For example, current efforts to provide hospitals and funeral homes with an Extranet solution will allow them to send birth and death information to the Department in a timelier, secure, and efficient manner.

HSA 1.0  Susan Gerard, Director Phone: (602) 542-1025 A.R.S. § 36-132	<b>Program Summary</b>  ADMINISTRATION
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**Mission:**

*To provide the leadership, direction and resources to ensure the Agency's mandated responsibilities, mission, and goals are met.*

**Description:**

The program provides overall management and direction to the Department; develops and administers policy; responds, investigates and resolves consumer complaints; coordinates and promotes various health-related activities for information and educational consumer needs; and maintains and supports relationships with the legislature, community, and other health agencies. In addition, the program ensures fiscal integrity and adequate resources to conduct business; coordinates all internal and external activities through comprehensive strategic planning; and promotes service excellence through staff training and process improvement.

**This Program Contains the following Subprograms:**

- ▶ Director's Office
- ▶ Business and Financial Services
- ▶ Information Technology Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,223.9	15,271.2	17,328.9
Other Appropriated Funds	9,015.2	11,763.6	11,405.6
Other Non Appropriated Funds	99.1	6.7	6.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>24,338.2</b>	<b>27,041.5</b>	<b>28,741.2</b>
FTE Positions	239.9	239.9	242.9

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

HSA 1.1                   **Subprogram Summary**  
  
DIRECTOR'S OFFICE  
Dona Markley, Acting Deputy Director of Operations  
Phone: (602) 542-1269  
A.R.S. § 36-132

**Mission:**  
*To provide the leadership, direction and support the Agency requires to operate effectively and efficiently.*

**Description:**  
The office provides policy development; strategic planning and process improvement; monitoring and oversight of the Agency's budget; legislative services; agency legal counsel; administrative rules development; investigation and resolution of consumer complaints; coordination and promotion of health-related activities to inform and educate consumers; partnering with various state, federal, and local stakeholders to improve the coordination of health services and exchange of information on current and emerging health issues. The office also assures contracted services have been satisfactorily delivered; investigates possible personnel misconduct and criminal activity to safeguard the integrity of the Department and its contractors; provides agency-wide training to a staff that is reflective of the culturally diverse population it serves; manages ADA projects; and manages agency facilities, capital building renewal, risk management, fixed asset inventory control, and management services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,068.4	3,072.6	3,072.6
Other Appropriated Funds	727.0	1,443.7	1,443.7
Other Non Appropriated Funds	145.1	6.7	6.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,940.5</b>	<b>4,523.0</b>	<b>4,523.0</b>
<b>FTE Positions</b>	<b>64.1</b>	<b>64.1</b>	<b>64.1</b>

◆ **Goal 1** To ensure a diverse, motivated and well trained staff.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency staff turnover	16.7	11.5	11.5
Percent of DHS workforce who are minorities	34.9	38	38
Number of EEO complaints	12	8	8
Number of EEO complaints dismissed	6	8	8
Number of agency training hours delivered by DHS	10,177	10,000	10,000

◆ **Goal 2** To provide legal services to the Department and review the recommended decisions from the Office of Administrative Hearings and Administrative Law Judges and revise or reverse, as necessary.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of lawsuits/claims	14	10	10
Number of scheduled administrative hearings	409	400	400
Number of docketed actions	544	560	560

◆ **Goal 3** To ensure the proper release of records requested for Human Subjects Research.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
HSRB/IRB research projects/studies requests for submission packet processed	33	40	40
HSRB/IRB final determinations by Board on projects/studies submitted	20	40	40

◆ **Goal 4** To ensure that services and programs are administered efficiently.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total	1.8	1.8	1.8

cost			
Number of warehouse requests processed per fiscal year	2,754	2,800	2,800
Number of Facilities Request Forms and Work Orders processed	1,138	1,200	1,200

HSA 1.2                   **Subprogram Summary**  
  
BUSINESS AND FINANCIAL SERVICES  
Jim Humble, Assistant Director  
Phone: (602) 364-0679  
A.R.S. § 36-132

**Mission:**  
*To provide meaningful financial information and business and consulting services in partnership with ADHS customers.*

**Description:**  
The subprogram monitors financial expenditures, purchases, and contract requisitions for the procurement of goods and services to ensure compliance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,881.4	6,843.1	6,843.1
Other Appropriated Funds	6,750.5	8,659.1	8,459.1
Other Non Appropriated Funds	-46.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,585.9</b>	<b>15,502.2</b>	<b>15,302.2</b>
<b>FTE Positions</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>

◆ **Goal 1** To improve services by developing mutually beneficial relationships with our customers through partnerships.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of procurement and business related training sessions conducted	7	7	7
Number of customers trained	130	150	150

◆ **Goal 2** To implement and continually enhance a business system that satisfies and anticipates customer needs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average days to process purchase and contract requisitions (PR/CR) - \$0-1,000	10	8	8
Average days to process (PR/CR) - \$1,001-5,000	16	15	15
Average days to process (PR/CR) - \$5,001-50,000	20	20	20
Average days to process (PR/CR) - over \$50,001	27	23	23
Average working days to pay claims	13.77	14	14
Average working days to pay travel claims	3.61	4	4
Average number of days to pay vendors from the date of invoice	13.77	14	14
Percent of invoices paid within 30 days	90.32	90	90

**HSA 1.3 Subprogram Summary**  
**INFORMATION TECHNOLOGY SERVICES**  
 David Spitzer, Assistant Director  
 Phone: (602) 542-1073  
 A.R.S. § 36-132

**Mission:**

To provide information technology leadership and solutions to improve the effectiveness and efficiency of the Arizona Department of Health Services' program operations.

**Description:**

Information Technology Services provides applications, programming services, computer operations, statewide communications through the use of local area networks and wide area networks, computer security, and internet access for the Department's operations, reporting, and planning.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,274.1	5,355.5	7,413.2
Other Appropriated Funds	1,537.7	1,660.8	1,502.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,811.8</b>	<b>7,016.3</b>	<b>8,916.0</b>
<b>FTE Positions</b>	<b>85.3</b>	<b>85.3</b>	<b>88.3</b>

◆ **Goal 1** To enhance the agency's ability to further the State's e-Government initiative through the implementation of internet technology.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of visits to the ADHS Web site (per month)	675,000	700,000	700,000

◆ **Goal 2** To provide and maintain high quality, current and standardized systems for ADHS and its customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of computer hardware and software replaced per agency replacement plan	33	33	33

**HSA 2.0 Program Summary**  
**LICENSING SERVICES**  
 Mary Wiley, Assistant Director  
 Phone: (602) 364-3066  
 A.R.S. Title 36

**Mission:**

To protect the health and safety of Arizonans that utilize child and health care facilities by providing information and establishing standards for licensure and regulation.

**Description:**

The program ensures public safety through certification, inspection, licensure, complaint investigation, training, quality improvement, and enforcement activities. The Division licenses audiologists, speech pathologists, hearing aid dispensers, and midwives.

**This Program Contains the following Subprograms:**

- ▶ Child Care Licensing
- ▶ Health Care Licensing
- ▶ Administration

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,478.7	10,014.3	14,894.6
Other Appropriated Funds	1,072.0	1,210.4	1,236.0
Other Non Appropriated Funds	1,537.4	950.2	1,383.1
Federal Funds	3,287.5	3,234.9	3,238.4
<b>Program total</b>	<b>15,375.6</b>	<b>15,409.8</b>	<b>20,752.1</b>
<b>FTE Positions</b>	<b>257.1</b>	<b>261.6</b>	<b>298.6</b>

**HSA 2.1 Subprogram Summary**  
**CHILD CARE LICENSING**  
 Lourdes Ochoa, Program Manager  
 Phone: (602) 364-2542  
 A.R.S. §§ 36-881 to 36-892

**Mission:**

To ensure the health, safety and well being of children in child care facilities and child care group homes throughout Arizona by licensing and certifying child care facilities and group homes; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

**Description:**

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's child care facilities, child care group homes, parks and recreation programs, and school-based programs. The subprogram also monitors facilities for compliance, investigates complaints, establishes appropriate rules, offers technical assistance, and is responsible for enforcement actions when necessary, including civil penalties, suspension, intermediate sanctions, revocation and denial of licensure. Lastly, the subprogram provides training to providers and education to consumers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,314.2	2,503.6	3,744.3
Other Appropriated Funds	809.9	829.2	844.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	20.1	19.7	19.7
<b>Program total</b>	<b>3,144.2</b>	<b>3,352.5</b>	<b>4,608.6</b>
<b>FTE Positions</b>	<b>48.5</b>	<b>53.0</b>	<b>71.0</b>

◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of all child care facilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of child care license renewals granted within licensing timeframes	97	90	90
Percent of child care complaint investigations initiated within investigative guidelines	99	100	100
Percent of priority two complaint investigations initiated within 10 days	99	100	100
Number of licensed providers	2,668	2,643	2,709
Number of complaints received	1,160	1,178	1,140

HSA 2.2 **Subprogram Summary**  
 HEALTH CARE LICENSING  
 Mary Wiley, Assistant Director  
 Phone: (602) 364-3066  
 A.R.S. Title 36, § 8-504A-B

**Mission:**

To ensure the health, safety and well-being of the public in health care facilities throughout Arizona by licensing and certifying health care facilities; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

**Description:**

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's assisted living facilities, adult day health care centers, long-term nursing care institutions, intermediate care for the mentally retarded, medical facilities (including hospitals, inpatient hospices, recovery care and infirmaries, outpatient treatment and surgery facilities, and home health agencies), behavioral health facilities (such as inpatient/residential, outpatient, case management and emergency services), facilities providing screening and education and treatment programs to those convicted of driving under the influence (DUI), facilities providing misdemeanor domestic violence offender treatment programs, Methadone treatment agencies, and developmentally disabled children's group homes. In addition, the subprogram monitors facilities for compliance, conducts complaint investigations, and, when deficiencies are found, has the responsibility for a variety of enforcement actions up to and including suspension/revocation of licenses, denial of registration, and assessment of civil penalties. The subprogram provides technical assistance and establishes appropriate rules and basic health and safety requirements. In addition to regulating facilities, the subprogram also licenses professional audiologists, speech pathologists, hearing aid dispensers, and midwives, and conducts quality improvement and staff and provider education.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,024.2	4,206.0	6,604.9
Other Appropriated Funds	217.0	343.2	353.4
Other Non Appropriated Funds	1,537.4	924.4	1,357.3
Federal Funds	2,913.6	2,867.0	2,870.5
<b>Program total</b>	<b>8,692.2</b>	<b>8,340.6</b>	<b>11,186.1</b>
FTE Positions	176.5	176.5	195.5

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of health care licensure renewals granted within licensing timeframes	74	80	85
Percent of health care complaint investigations initiated within investigative guidelines	68	70	70
Percent of priority two complaint investigations initiated within 10 days	83	90	98
Number of licensed providers	4,055	4,326	4,524
Number of complaints received	2,178	2,331	2,222

HSA 2.3 **Subprogram Summary**  
 ADMINISTRATION  
 Mary Wiley, Assistant Director  
 Phone: (602) 364-3066  
 A.R.S. Title 36

**Mission:**

To be recognized for providing valuable resources through enforcement, training, effective communication and collaboration.

**Description:**

The subprogram provides administrative services to the six programs of Assurance and Licensure that protect the health and safety of residents and clients of health and child care facilities. The subprogram accomplishes this through rules promulgation, training, information systems, enforcement, and business systems.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,140.3	3,304.7	4,545.4
Other Appropriated Funds	45.1	38.0	38.0
Other Non Appropriated Funds	0.0	25.8	25.8
Federal Funds	353.8	348.2	348.2
<b>Program total</b>	<b>3,539.2</b>	<b>3,716.7</b>	<b>4,957.4</b>
FTE Positions	32.1	32.1	32.1

- ◆ **Goal 1** To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days from completion of investigation to receipt by enforcement team	0	N/A	N/A

HSA 3.0 **Program Summary**  
 BEHAVIORAL HEALTH SERVICES  
 Eddy Broadway, Deputy Director for Behavioral Health Services  
 Phone: (602) 364-4567  
 A.R.S. § 36-3402

**Mission:**

To ensure a comprehensive, unified behavioral health system for Arizonans.

**Description:**

Behavioral Health Services coordinates, plans, administers, regulates, and monitors all facets of the public behavioral health prevention and treatment systems, and contracts with five Regional Behavioral Health Authorities (RBHAs) to ensure the availability of and accessibility to an adequate provider network to meet the needs of people with behavioral health problems. Additionally, the program monitors financial viability of RBHAs and ensures compliance with contract standards through review of financial statements and the annual independent certified audit, and review of medical records to identify areas where quality of service could be improved.

**This Program Contains the following Subprograms:**

- ▶ Administration
- ▶ General Mental Health Services
- ▶ Substance Abuse Services
- ▶ Services for Persons with Serious Mental Illness
- ▶ Child and Adolescent Services
- ▶ Prevention

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	373,872.3	406,275.0	456,126.5
Other Appropriated Funds	32,901.0	32,924.8	32,924.8
Other Non Appropriated Funds	871,538.0	995,832.2	1,053,840.5
Federal Funds	42,364.6	42,286.6	42,286.6
<b>Program total</b>	<b>1,320,675.9</b>	<b>1,477,318.6</b>	<b>1,585,178.4</b>
<b>FTE Positions</b>	<b>232.2</b>	<b>276.2</b>	<b>304.7</b>

**HSA 3.1 Subprogram Summary**  
**ADMINISTRATION**  
 Victoria Navarra, Division Chief  
 Phone: (602) 364-4660  
 A.R.S. § 36-3402

**Mission:**  
 To provide effective oversight of RBHA services and contract compliance.

**Description:**  
 The subprogram provides administration to the division and reviews various areas of RBHAs to identify where quality of service could be improved; and ensures compliance with contract program and financial standards.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	14,411.5	14,889.4	14,859.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,571.8	24,295.5	24,989.1
Federal Funds	1,642.3	1,805.0	1,805.0
<b>Program total</b>	<b>33,625.6</b>	<b>40,989.9</b>	<b>41,653.5</b>
<b>FTE Positions</b>	<b>194.7</b>	<b>238.7</b>	<b>267.2</b>

◆ **Goal 1** To ensure that the behavioral health needs of Arizonans are met through standards set in ADHS/RBHA contracts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Title XIX/XXI clients receiving a routine appointment within 23 days of initial assessment	94	95	95
Percent of eligible Title XIX population enrolled in behavioral health treatment programs	11.0	11.50	11.50

◆ **Goal 2** To ensure the fiscal and financial accountability of the RBHAs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of encounters received no later than 210 days after the end of the month which service is rendered	88	89	89

◆ **Goal 3** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of RBHA T-XIX adult clients satisfied with services, as measured through an annual satisfaction survey	75.4	80	80

**HSA 3.2 Subprogram Summary**  
**GENERAL MENTAL HEALTH SERVICES**  
 Christy Dye, Division Chief  
 Phone: (602) 364-4626  
 A.R.S. § 36-2907.02

**Mission:**  
 To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

**Description:**  
 The subprogram contracts with the RBHAs to offer a comprehensive continuum of mental health intervention and treatment services to meet the general mental health service needs of targeted Title XIX and Non-Title XIX adults.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,383.6	13,077.3	14,896.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,979.4	5,346.0	10,853.4
Federal Funds	74.6	49.7	49.7
<b>Program total</b>	<b>12,437.6</b>	<b>18,473.0</b>	<b>25,799.9</b>
<b>FTE Positions</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>

◆ **Goal 1** To provide general mental health services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Title XIX/XXI General Mental Health Adults enrolled	57,681	54,000	54,500
Number of Non-Title XIX/Non-Title XXI (Subvention) General Mental Health Adults enrolled	18,903	14,000	14,500
Total number of General Mental Health Adults enrolled	76,584	68,000	69,000
Number of older adults (age 65+) served by the behavioral health system	4,915	4,000	4,500

◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of RBHA Title XIX adult clients satisfied with services, as measured through an annual satisfaction survey	83	92	85

HSA 3.3 **Subprogram Summary**  
 SUBSTANCE ABUSE SERVICES  
 Christy Dye, Division Chief  
 Phone: (602) 364-4626  
 A.R.S. § 36-2001

HSA 3.4 **Subprogram Summary**  
 SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS  
 Christy Dye, Division Chief  
 Phone: (602) 364-4626  
 A.R.S. § 36-503.02

**Mission:**

To provide leadership, policy direction, and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

**Description:**

The agency contracts with the RBHAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Title XIX and Non-Title XIX individuals and families involved in substance use and abuse.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	69,222.4	66,212.0	67,744.4
Other Appropriated Funds	2,500.0	2,500.0	2,500.0
Other Non Appropriated Funds	173,232.9	192,496.5	195,524.4
Federal Funds	23,846.9	26,546.3	26,546.3
<b>Program total</b>	<b>268,802.2</b>	<b>287,754.8</b>	<b>292,315.1</b>
<b>FTE Positions</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>

◆ **Goal 1** To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of clients with eliminated or reduced use of alcohol or drugs	49	60	50

◆ **Goal 2** To increase paid employment among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of clients employed or involved in work related activities	56	55	45

◆ **Goal 3** To reduce criminal activity among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of clients with decreased arrest rate	41	80	50

◆ **Goal 4** To provide substance abuse services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Title XIX/XXI clients with substance abuse disorders enrolled	37,273	52,000	40,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients with substance abuse disorders enrolled	18,179	12,000	14,000
Total clients with substance abuse disorders enrolled	55,452	64,000	54,000

**Mission:**

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

**Description:**

The subprogram contracts with RBHAs for the development and maintenance of a comprehensive system of care for individuals with a serious mental illness.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	176,714.8	182,825.3	215,572.7
Other Appropriated Funds	30,401.0	30,424.8	30,424.8
Other Non Appropriated Funds	372,107.7	401,807.6	424,861.6
Federal Funds	1,737.7	1,800.3	1,800.3
<b>Program total</b>	<b>580,961.2</b>	<b>616,858.0</b>	<b>672,659.4</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI, and non-Title XIX individuals with a serious mental illness (SMI).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Title XIX/XXI clients enrolled with a SMI	26,455	26,000	27,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients enrolled with a SMI	12,852	9,000	9,500
Total clients enrolled with a SMI	39,307	35,000	36,500
Percent of SMI clients on anti-psychotics receiving new generation psychotropic medications	73	80	80
Number of dual eligible, seriously mentally ill enrolled clients receiving medication as prescribed	6,219	9,000	8,000

◆ **Goal 2** To increase the number of adult clients who are or have moved to either independent or supportive settings who were homeless.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of adult SMI clients who have moved to independent or supportive settings who were homeless	1,008	500	600

◆ **Goal 3** To increase the number of adult SMI clients who obtain employment as a result of services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of clients employed or involved in work related activities	45.4	55	45



HSA 3.5 **Subprogram Summary**  
 CHILD AND ADOLESCENT SERVICES  
 Christy Dye, Division Chief  
 Phone: (602) 364-4626  
 A.R.S. Title 36, Ch. 29, 34

**Mission:**

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for children who are Title XIX and Title XXI eligible and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

**Description:**

Children and adolescents under age 18 may be referred for assessment of need for a continuum of behavioral health services delivered by RBHAs and their contracted provider networks. Services range from in-patient to out-patient services, and are available in alternative settings, including home and community-based treatment. Residential and out-patient services are provided according to established Individual Education Plans (IEP) for children who are seriously emotionally handicapped.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	108,572.5	128,407.2	142,189.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	300,366.8	371,626.0	397,351.4
Federal Funds	8,270.8	8,180.0	8,180.0
<b>Program total</b>	<b>417,210.1</b>	<b>508,213.2</b>	<b>547,720.8</b>
<b>FTE Positions</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>

◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI and Subvention eligible children and adolescents statewide.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Title XIX/XIX children enrolled	45,303	41,000	42,000
Number of Non-Title XIX/Non-Title XXI (Subvention) children enrolled	4,359	4,000	4,200
Total children enrolled	49,662	45,000	46,200

◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to children and their families through continued enhancement of comprehensive quality management programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of RBHA Title XIX families (with children ages 0-17) satisfied with services, as measured through an annual satisfaction survey	78	84	80

HSA 3.6 **Subprogram Summary**  
 PREVENTION  
 Christy Dye, Division Chief  
 Phone: (602) 364-4626  
 A.R.S. § 36-3433.B1

**Mission:**

To provide preventative behavioral health services that will increase the health and productivity of Arizonans.

**Description:**

The subprogram is responsible for developing a statewide plan that will identify the priorities for a comprehensive prevention approach for children and adults, which coincides with the Federal Center for Substance Abuse Prevention initiatives required in grant funding, including early intervention, community mobilization, parent-family community education, mentoring, peer leadership and life skills development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	567.5	863.8	863.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	279.4	260.6	260.6
Federal Funds	6,792.3	3,905.3	3,905.3
<b>Program total</b>	<b>7,639.2</b>	<b>5,029.7</b>	<b>5,029.7</b>
<b>FTE Positions</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

◆ **Goal 1** To provide behavioral health prevention services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of persons receiving prevention services	189,086	192,000	193,000

HSA 4.0 **Program Summary**  
 ARIZONA STATE HOSPITAL  
 John C. Cooper, Chief Executive Officer  
 Phone: (602) 220-6000  
 A.R.S. § 36-202, 3402

**Mission:**

To restore and enhance the mental health of persons requiring specialized psychiatric services in a safe, therapeutic environment.

**Description:**

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The Hospital must, therefore, provide a comprehensive range of intensive interventions in a secure and safe environment.

**This Program Contains the following Subprograms:**

- ▶ Clinical Support Services
- ▶ Clinical and Program Services
- ▶ Arizona Community Protection & Treatment Center
- ▶ Psychiatric Review Board

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	63,924.9	69,234.3	79,880.8
Other Appropriated Funds	8,280.6	6,382.6	350.0
Other Non Appropriated Funds	958.7	202.7	202.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>73,164.2</b>	<b>75,819.6</b>	<b>80,433.5</b>
<b>FTE Positions</b>	<b>876.7</b>	<b>877.7</b>	<b>878.7</b>

**HSA 4.1 Subprogram Summary**  
**CLINICAL SUPPORT SERVICES**  
 John Cooper, Chief Executive Officer  
 Phone: (602) 220-6000  
 A.R.S. § 36-202

**Mission:**  
*To provide leadership, direction and management for all hospital services and personnel.*

**Description:**  
 The Hospital Clinical Support Services subprogram provides overall leadership, direction, and management for the Arizona State Hospital. The responsibilities of the subprogram include management of hospital operations, fiscal operations, quality resource management, information systems, human resources, safety, physical plant, and contracts for out-source services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	20,855.3	22,642.8	23,917.6
Other Appropriated Funds	6,943.5	5,251.9	5,251.9
Other Non Appropriated Funds	778.3	164.6	164.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>28,577.1</b>	<b>28,059.3</b>	<b>29,334.1</b>
<b>FTE Positions</b>	<b>174.8</b>	<b>175.8</b>	<b>176.8</b>

◆ **Goal 1** To ensure facilities meet modern day treatment, environmental and security standards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average census per unit	22	22	22
Weekly number of hours of PC support at the Arizona State Hospital	180	180	180

◆ **Goal 2** To maintain a stable and competent work force.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of staff turnover during the first 12 months of employment	3	6	6
RN vacancy rate not to exceed regional average	8.2	15	15

**HSA 4.2 Subprogram Summary**  
**CLINICAL AND PROGRAM SERVICES**  
 John Cooper, Chief Executive Officer  
 Phone: (602) 220-6000  
 A.R.S. § 36-202

**Mission:**  
*To be the preeminent tertiary care facility for Arizonans who suffer from serious and persistent mental illnesses.*

**Description:**  
 The Hospital offers programs that provide screening, evaluation, admission and treatment of patients, coordinated by interdisciplinary teams. These programs include psychiatric treatment and rehabilitation for civilly committed persons with serious and persistent mental illnesses. All services are provided within the Arizona continuum of behavioral health services. In cooperation with the legal system, forensic inpatient services for "restoration to competency" or observation, and for those committed as "not guilty by reason of insanity" or "guilty except insane" are also provided.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	32,032.6	34,890.6	44,262.3
Other Appropriated Funds	1,337.1	1,130.7	-4,901.9
Other Non Appropriated Funds	180.4	38.1	38.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>33,550.1</b>	<b>36,059.4</b>	<b>39,398.5</b>
<b>FTE Positions</b>	<b>524.9</b>	<b>524.9</b>	<b>527.9</b>

◆ **Goal 1** To provide effective and patient-centered treatment and rehabilitation services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Adult forensic patients year-end census	155	160	160
Civil adult patients year-end census	105	120	120
Percent of Restoration to Competency adults discharged within 90 days of admission	66	65	65
Seclusion incidents per 1,000 patient days	1.1	2.0	1.0
Restraint incidents per 1,000 patient days, including brief physical holds	6.5	5.0	5.0
Percent of patients receiving new generation atypical anti-psychotic medication	83.4	95	95
Percent of adult civil clients successfully placed in the community who return for another stay within one year of discharge	8.0	4.0	6.0
Number of annual days of school	223	220	220
Percent of target population tested positive for Hepatitis C receiving Pegulated Inteferon treatment	3	3	100

**HSA 4.3 Subprogram Summary**  
**ARIZONA COMMUNITY PROTECTION & TREATMENT CENTER**  
 Dawn Noggle, Director, ACPTC  
 Phone: (602) 220-6191  
 A.R.S. §§ 36-3701 et. seq. (formerly A.R.S. 13-4601)

**Mission:**

*To provide quality services for the treatment, care and control of individuals committed by the court as sexually violent persons.*

**Description:**

The Arizona State Hospital is the responsible entity for operating a program for the treatment, care and control of sexually violent persons. The sexually violent persons subprogram is licensed separately as a Secured Residential Level I facility. This subprogram is staffed and funded separately from the psychiatric hospital.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,964.2	11,628.1	11,628.1
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>10,964.2</b>	<b>11,628.1</b>	<b>11,628.1</b>
<b>FTE Positions</b>	<b>176.0</b>	<b>176.0</b>	<b>173.0</b>

- ◆ **Goal 1** To deliver residential housing and treatment services that reflect the individualized needs of residents in accordance with the court orders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of residents in pre-trial program	14	14	14
Number of residents in treatment	14	14	14
Number of residents in less restrictive alternative	51	51	51
Percent of residents in treatment status participating in the designed treatment program	82	82	82
Percent of population classified as special needs and requiring special programming and higher staff to patient ratio.	35	37	37
SVP program year end census	79	79	79
Number of ACPTC workstations connected to the LAN/WAN	60	65	65

**HSA 4.4 Subprogram Summary**  
**PSYCHIATRIC REVIEW BOARD**  
 John Cooper, Chief Executive Office  
 Phone: (602) 220-6000  
 A.R.S. § 13-3994

**Mission:**

*To ensure public safety by maintaining jurisdiction and properly monitoring persons who are committed to a secure state mental health facility.*

**Description:**

The Psychiatric Review Board, which adopts rules to carry out the purposes of A.R.S. § 31-4 and 13-38.14 has the following duties: maintaining jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. § 13-3994; holding hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determining if conditions of release should be continued, modified, or terminated, in conjunction with the secure state mental health facility and other appropriate community agencies or persons; devising plans for any conditional release; confidentially maintaining all medical, social and criminal history records of persons who are committed to its jurisdiction; and meeting notification requirements specified in A.R.S. § 31-502.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	72.8	72.8	72.8
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>72.8</b>	<b>72.8</b>	<b>72.8</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To monitor and maintain jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of persons monitored	141	153	153

**HSA 5.0 Program Summary**  
**PUBLIC HEALTH SERVICES**  
 Susan Gerard, Director  
 Phone: (602) 542-1025  
 A.R.S. § 36-132

**Mission:**

*To promote and protect the health of Arizona's children and adults.*

**Description:**

The program ensures public safety through public health policy and leadership, public health preparedness services, and public health prevention services. These subprograms enhance collection, analysis, and dissemination of public health data; build and protect public health infrastructures that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state's ability to respond to emergencies; improve Arizonans' health outcomes by preventing disease, reducing disability, and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership; and recognize, involve, and communicate with public health constituencies.

**This Program Contains the following Subprograms:**

- ▶ Administration and Local, Border and Native American Health Offices
- ▶ Public Health Statistics
- ▶ Vital Records
- ▶ Emergency Medical Services
- ▶ Arizona Poison Control
- ▶ State Laboratory Services
- ▶ Epidemiology and Disease Control
- ▶ Public Health Emergency Preparedness and Response
- ▶ Tobacco Education and Prevention
- ▶ Health Systems Development
- ▶ Oral Health
- ▶ Women's and Children's Health
- ▶ Children with Special Health Care Needs
- ▶ Chronic Disease Prevention and Nutrition Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	77,058.9	82,637.4	91,060.0
Other Appropriated Funds	14,187.1	18,936.2	19,423.2
Other Non Appropriated Funds	112,267.4	115,419.6	114,419.5
Federal Funds	216,409.9	216,035.7	216,035.7
<b>Program total</b>	<b>419,923.3</b>	<b>433,028.9</b>	<b>440,938.4</b>
<b>FTE Positions</b>	<b>749.0</b>	<b>749.0</b>	<b>765.0</b>

**HSA 5.1 Subprogram Summary**

**ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN HEALTH OFFICES**

Susan Gerard, Director  
 Phone: (602) 542-1025  
 A.R.S. §§ 36-132, 36-110, 36-189A

**Mission:**

*To provide leadership, coordination and support for statewide public health and to strengthen the family and community by recognizing, involving, and communicating with public health constituencies.*

**Description:**

The subprogram consists of the Office of the Assistant Director of the Division of Public Health Services, the Public Health Services Office of Financial Services, the Preventive Health and Health Services Block Grant Administration, the Governor's Council on Physical Fitness, the Office of Border Health, and the liaisons for local health, minority health, healthy aging, and Native American health. The subprogram coordinate internal programs and resources, provides accountability, and develops and maintains linkages with private, federal, state, and local organizations and agencies. The Office of Border Health coordinates and integrates public health program efforts to identify, monitor, control, and prevent adverse health events in border communities, and strengthens cross-border public health collaboration with Mexico. The Local Health liaison provides consultation, technical assistance and advocacy for local health departments and other agencies to develop and maintain programs that improve the public's health. The Minority Health liaison works to promote and improve the health status of racial and ethnic minority populations in Arizona by incorporating social, economic, and behavioral factors. The purpose of the Healthy Aging Liaison is to serve as an advocate, resource, and communication link between the Department and other agencies and entities providing direct or indirect public health services to Arizona's older adults in communities across the state. The Native American liaison serves as an advocate, resource, and communication link between the Department and the Native American health care community for the purpose of enhancing health care services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,214.3	4,462.8	4,462.8
Other Appropriated Funds	948.2	184.2	184.2
Other Non Appropriated Funds	423.8	1,819.9	1,319.8
Federal Funds	18,096.5	18,394.6	18,394.6
<b>Program total</b>	<b>28,682.8</b>	<b>24,861.5</b>	<b>24,361.4</b>
<b>FTE Positions</b>	<b>38.5</b>	<b>38.5</b>	<b>38.5</b>

◆ **Goal 1** To develop community-based systems for data collection, surveillance, and analysis of health status in border communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of border community health assessments	3	2	2
Number of sentinel surveillance sites	3	3	3

◆ **Goal 2** To provide technical assistance, continuing health education and dissemination of health-related information to border communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of presentations to health professionals	7	5	5
Number of public meetings	10	8	8
Number of information/educational materials distributed	3,000	2,000	2,000
Number of issues of border health newsletter	3	3	3
Percent of attendees expressing satisfaction with program	90	85	85

◆ **Goal 3** To enhance and expand collaborative efforts in the areas of research, education and services with Mexican public health and academic institutions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of border health epidemiological studies	1	1	1
Number of border health conferences	2	1	1
Number of border health projects	7	5	5

◆ **Goal 4** To serve as a resource and communication link with the Native American health care community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of meetings held with Tribal, Urban and IHS Health	97	80	90
Number of projects receiving technical assistance	42	36	40

◆ **Goal 5** To increase the physical activity of children and adults.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of community events that promote physical activity to children and/or adults	141	130	130
Number of schools reached through activity programs	89	120	120

◆ **Goal 6** To serve as a resource and communication link to enhance and expand collaborative efforts in the areas of research, education, and health promotion for older adults.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of community/agency presentations	11	10	10
Number of health projects for older adults	1	1	1

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**HSA 5.2 Subprogram Summary**  
**PUBLIC HEALTH STATISTICS**  
 Richard S. Porter, Bureau Chief  
 Phone: (602) 542-7330  
 A.R.S. §§ 36-132, 36-136, 36-301 to 36-347

**Mission:**

To collect, analyze and report public health statistics and information that guide actions and policies to improve the health of Arizonans.

**Description:**

This subprogram provides epidemiological and statistical public health data to support the Department and the public. In addition, the subprogram provides health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting, statistical evaluation and epidemiological technical assistance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,231.2	4,231.2	4,231.2
Other Appropriated Funds	1,000.0	1,075.4	1,075.4
Other Non Appropriated Funds	0.0	7.4	7.4
Federal Funds	983.4	984.3	984.3
<b>Program total</b>	<b>7,214.6</b>	<b>6,298.3</b>	<b>6,298.3</b>
<b>FTE Positions</b>	<b>45.7</b>	<b>45.7</b>	<b>45.7</b>

◆ **Goal 1** To collect, manage and provide patient level hospital emergency department and inpatient data to the Department of Health Services and other stakeholders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of records processed (in millions)	2.4	2.5	2.6
Number of inpatient reports	174	176	180
Number of emergency room reports	130	132	134
Number of requests for public release answered	39	42	45

◆ **Goal 2** To collect, manage and maintain rate documentation and financial reports for hospitals, nursing homes, home health agencies, hospices and outpatient treatment centers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of rate comparison reports (Schedule 13)	85	110	115
Number of charge master reviews	2,200	2,450	450
Number of Uniform Accounting Reports received	96	102	100
Number of financial audits received	92	96	100
Number of Medicare cost reports received	250	270	250
Number of referrals/consultations	1,200	1,400	1,400
Number of complaints reviewed	120	200	150
Number of investigations conducted	4	5	6

◆ **Goal 3** To collect and maintain accurate and complete data related to the incidence of cancer in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of case reports received	31,800	36,442	36,500
Percentage of cases reported within 1 year of the close of diagnosis year	34	80	80
Number of data requests/inquiries completed	42	50	50
Number of audits	0	9	9
Audit error rate (percent)	N/A	5	5

◆ **Goal 4** To collect and maintain accurate and complete statistical data relating to the occurrence of birth defects among infants born in Arizona to Arizona residents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of medical records (charts)	4 411	4 500	3 500

reviewed			
Number of cases registered	1,401	1,500	1,200
Number of data requests/inquiries completed	7	10	10
Number of children referred for services	0	75	75

◆ **Goal 5** To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Survey response rate (percent)	74	75	75
Percent of calls completed	36	40	40
Number of interview completed	4,710	4,700	4,700

◆ **Goal 6** To provide information on health status of residents of the State through publication of Arizona Health Status and Vital Statistics annual report, other statistical reports and direct requests.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of birth, death, fetal death, marriage, divorce and abortion records processed into population-wide health status information (in thousands)	222	225	228
Requests for health status data and information answered	2,500	2,500	2,500
Number of annually updated reports on the health status of Arizona residents prepared and published	11	11	11

**HSA 5.3 Subprogram Summary**  
**VITAL RECORDS**  
 Pat Adams, Office Chief  
 Phone: (602) 364-1225  
 A.R.S. §§ 36-301 to 36-347

**Mission:**

To collect, preserve, protect, and provide the records of birth and death events occurring in Arizona which touch the lives of every Arizonan and their descendents.

**Description:**

This subprogram is responsible for timely and accurate creation of all Arizona birth and death records, as required under Vital Record statutes and rules. The subprogram provides certified copies of birth and death records, as well as authorized amendments to those records, to over 300,000 customers each year.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	888.1	892.9	892.9
Other Appropriated Funds	215.1	987.8	987.8
Other Non Appropriated Funds	1,269.0	2,628.4	2,628.4
Federal Funds	539.5	540.0	540.0
<b>Program total</b>	<b>2,911.7</b>	<b>5,049.1</b>	<b>5,049.1</b>
<b>FTE Positions</b>	<b>42.2</b>	<b>42.2</b>	<b>42.2</b>

◆ **Goal 1** To decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer wait time in Vital Records' lobby (in minutes)	13	18	18

◆ **Goal 2** To decrease the number of business days to process a customer mail-in request to Vital Records for birth and death records.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of business days to process an application for birth and death certificates by mail	9	7	7

HSA 5.4 **Subprogram Summary**  
 EMERGENCY MEDICAL SERVICES  
 Terry Mullins, Bureau Chief  
 Phone: (602) 364-3149  
 A.R.S. §§ 36-2201 to 36-2246

**Mission:**

To protect the health and safety of people requiring emergency medical and trauma services (EMS), and promote improvements in Arizona's EMS and trauma system through research and education of the public and EMS providers.

**Description:**

The subprogram provides direction for all statutorily mandated components of Arizona's EMS and trauma system including certification of Emergency Medical Technicians (EMT), certification and auditing of EMT training programs; testing of EMT applicants; certification and auditing of advanced life support base hospitals; inspection and registration of air and ground ambulances operating in Arizona; issuance of Ambulance Certificates of Necessity and determination of rates for certified ambulance services; licensing of air ambulance services; and investigation of complaints against individuals and entities regulated by the Bureau of EMS. EMS operations include the funding for EMS Special Projects, EMS Regional Coordinating Systems, EMS Provider Assistance, and EMS Communications and Dispatch. Through this subprogram, funding is provided to rural EMS providers to assist with the purchase of training and equipment required to administer safe and efficient emergency medical services in the rural areas of Arizona. Community needs are identified through an application process for the purchase of durable equipment, capital equipment and repair, original and continued education and system development. Technical assistance including funding designations, purchases of equipment and assessment of the resulting changes are provided. The subprogram has developed a statewide EMS/trauma system including a trauma registry and trauma center designation and continues to build a system of data linkages between hospitals and the trauma registry. This subprogram provides administrative support for three statutorily mandated bodies, EMS Council, Medical Direction Commission, and State Trauma Advisory Board, and subcommittees of these bodies.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,887.8	3,669.3	4,019.3
Other Non Appropriated Funds	2.5	2.5	2.5
Federal Funds	102.1	102.4	102.4
<b>Program total</b>	<b>2,992.4</b>	<b>3,774.2</b>	<b>4,124.2</b>
<b>FTE Positions</b>	<b>39.0</b>	<b>39.0</b>	<b>42.0</b>

◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring, and technical assistance of ambulance services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of ambulances registered	887	900	920

◆ **Goal 2** To ensure the health and safety of Arizonans through the designation of trauma centers and the development, review, and distribution of quarterly trauma registry data reports.

HSA 5.5 **Subprogram Summary**  
 ARIZONA POISON CONTROL  
 Will Humble, Deputy Assistant Director  
 Phone: (602) 364-3855  
 A.R.S. § 36-1163

**Mission:**

To provide a 24-hour, seven day-a-week statewide poison and drug information system for doctors, medical institutions, and citizens.

**Description:**

The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the Banner Poison Control Center, is a statewide system of poison information, education and treatment services. The call centers provide general information about poisons or specific information when there is a certain or suspected exposure to poison to callers throughout the state. Both centers follow-up on human exposures and track medical outcomes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,350.0	2,350.0	2,350.0
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>2,350.0</b>	<b>2,350.0</b>	<b>2,350.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide 24-hour, seven day-a-week statewide poison and drug information to doctors, medical institutions and citizens.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of calls received per 1,000 population (U of Arizona)	71.7	75.0	80.0
Number of calls received per 1,000 population (Banner Poison Control Center)	104.4	109.5	115.1
Number of follow up calls received (University of Arizona)	41,020	42,000	43,000
Number of follow up calls received (Banner Poison Control center)	109,000	114,450	120,173

◆ **Goal 2** To treat citizens exposed to life threatening poisoning incidents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of people receiving scorpion anti-venom	258	250	250

HSA 5.6 **Subprogram Summary**  
 STATE LABORATORY SERVICES  
 Victor Waddell, Bureau Chief  
 Phone: (602) 364-0609  
 A.R.S. §§ 36-451 to 36-479, 36-495, 36-15

**Mission:**

To ensure that essential laboratory services are available to support public health activities in Arizona.

**Description:**

The State Laboratory provides environmental, clinical and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases, epidemics, and biological and chemical threats. Conditions caused by environmental contamination, chronic conditions, and inherited disorders are also priority services. The State Laboratory monitors and evaluates the quality of statewide environmental and clinical laboratories, and enhances environmental and clinical capabilities through training and consultation.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,882.6	4,357.9	4,357.9
Other Appropriated Funds	583.1	976.4	1,113.4
Other Non Appropriated Funds	52.4	52.4	52.4
Federal Funds	2,087.0	2,364.3	2,364.3
<b>Program total</b>	<b>6,605.1</b>	<b>7,751.0</b>	<b>7,888.0</b>
<b>FTE Positions</b>	<b>117.7</b>	<b>117.7</b>	<b>118.7</b>

◆ **Goal 1** To monitor all microbiological and chemical laboratory analyses in the State Laboratory for accuracy, reliability and compliance with approved standard methodologies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of micro performance testing (PT) samples	450	450	450
Percent of micro PT samples correct	98	98	98
Number of chemical PT samples	584	500	500
Percent of chemical PT samples correct	99	95	95

◆ **Goal 2** To protect the health and quality of life of Arizona's newborns by evaluating the accuracy, reliability and compliance of analytical testing for metabolic and genetic disorders.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of newborns screened under the Newborn Screening Program	101,361	105,000	110,000
Number of secondary screens	91,023	90,000	90,000
Number of infants with confirmed metabolic disorders	164	150	150
Number of Newborn Screening (NBS) PT tests	520	520	520
Percent of tests correct	100	100	100
Percent of unsatisfactory specimens	2.0	2.0	2.0

◆ **Goal 3** To ensure ongoing support for existing and expanded public health services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new cases of TB identified	315	250	250
Number of encephalitis positive mosquito pools	88	150	150
Number of animals identified positive for rabies	128	125	125
Number of people exposed to rabid animals	37	35	35
Number of tests negative for rabies: vaccine not required	2,200	2,341	2,300
Number of bacterial cultures performed	6,438	6,500	6,500
Number of significant isolates	2,753	2,700	2,700
Number of serological tests performed	30,000	27,480	27,500
Number of significant findings	770	700	700
Number of respiratory viral cultures	864	1,000	1,000
Number of positive influenza cultures	213	400	400
Number of human specimens tested for West Nile Virus	628	500	500
Number of human specimens tested positive for West Nile Virus	27	20	20

◆ **Goal 4** To protect the public's health from environmental hazards by providing both routine and emergency surveillance and analytical services (food, surface water (SW), drinking water (DW), lead, etc).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of samples for environmental lead	284	300	300
Percent of samples identified with lead	25	25	25
Water samples (DW & SW): Chemical parameters tested	5,480	7,000	7,000
Water samples (DW & SW): Positive chemical results	573	700	700
Number of water tests - microbiology	1,200	1,200	1,200

Percent of samples violating standards (sw)	15.9	10	10
Percent of samples violating standards (dw)	6.7	6.0	6.0
Number of food tests	112	200	200
Percent of samples containing contaminants	14.2	15	15

◆ **Goal 5** To assist environmental, clinical and blood alcohol testing laboratories to meet all applicable regulatory requirements through licensing surveys, enforcement actions, training and consultation for correction of deficiencies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of environmental labs licensed	145	145	145
Number of Clinical Laboratory Improvement Act labs surveyed	148	150	150
Number of labs with condition level deficiencies	10	12	12

**Subprogram Summary**  
**HSA 5.7**  
**EPIDEMIOLOGY AND DISEASE CONTROL**  
 Will Humble, Deputy Assistant Director  
 Phone: (602) 364-3855  
 A.R.S. §§ 36-132, 36-136

**Mission:**

*To monitor, investigate, prevent, and control diseases in Arizona through programs in infectious disease control, environmental health, HIV/AIDS prevention, and immunizations.*

**Description:**

Provides epidemiological and medical support, guidance, and evaluation to program areas within the Bureau and to other State and local agencies and the general public. Collects, maintains, and analyzes data to monitor and assess the impact of diseases in Arizona; conducts routine and epidemic disease investigations; coordinates disease prevention and control activities within the State; and maintains a statewide epidemic detection and response capability. Programs reduce morbidity, disability and premature death due to communicable diseases; prevent and control adverse health effects due to environmental factors including sun, lead exposure, pesticide poisoning, infectious agents in food and water, and exposure to unsanitary conditions; monitor and reduce HIV/AIDS; and prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	12,634.3	14,751.9	15,677.1
Other Appropriated Funds	0.0	83.7	83.7
Other Non Appropriated Funds	2,045.7	1,305.0	1,305.0
Federal Funds	30,522.5	30,194.1	30,194.1
<b>Program total</b>	<b>45,202.5</b>	<b>46,334.7</b>	<b>47,259.9</b>
<b>FTE Positions</b>	<b>130.8</b>	<b>133.8</b>	<b>143.8</b>

◆ **Goal 1** To collect and maintain accurate and complete data relating to the occurrence of diseases in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Summary of all communicable disease cases tracked by disease surveillance system	20,564	22,000	22,000
Number of animals detected that have diseases transmittable to humans (rabies, plague, hantavirus, etc.)	220	220	220
Number of non-infectious diseases (lead poisoning, pesticide exposure, etc.)	361	350	350

◆ **Goal 2** To provide critical medical and support services to end-stage renal disease patients.

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Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of patients assisted	135	110	110
Number of patient services provided	976	750	750

◆ **Goal 3** To prevent and control communicable diseases through early detection and response to disease threats.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of public health officials, health care providers and community members receiving education and training on how to promptly recognize, report and control communicable diseases	13,800	13,800	13,800
Percent of outbreak investigations initiated within 48 hours of reporting to ADHS	95	90	90

◆ **Goal 4** To control incidence of tuberculosis by monitoring compliance with recommended guidelines for treatment of tuberculosis cases and their contacts.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Patients reported with active tuberculosis disease per 100,000 population	5	5	5
Percent of contacts to active tuberculosis cases who complete prophylaxis	48	58	58
Percentage of TB patients receiving directly observed therapy	90	90	90

◆ **Goal 5** To monitor the magnitude of Hepatitis C viral (HCV) disease in Arizona and provide HCV prevention and education services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of HCV cases reported	8,178	8,500	9,000
Number of healthcare and service providers serving at-risk populations trained	158	150	150
Number of prisoners visiting health fairs	1,020	2,000	2,000
Number of participants at health fairs	900	1,000	1,000

◆ **Goal 6** To provide STD-related technical assistance to improve communication and collaboration, ensure contract compliance and (within resource limits) assist laboratories, providers, county health departments, correctional institutions and Indian Health Service hospital and service units.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of technical assistance visits	165	150	160

◆ **Goal 7** To increase compliance of health provider reports and laboratory findings by actively following positive syphilis, chlamydia, and gonorrhea lab results with corroborating morbidity reports.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of positive results received	30,942	30,000	32,500
Percent of results that are accurate	95	95	95

◆ **Goal 8** To provide Arizonans with a variety of timely and effective health assessments related to releases of hazardous substances and contaminants into the environment.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of risk assessments	0	1	1
Number of epidemiological studies	0	1	1
Number of ADHS/DEQ consultations	15	14	14
Number of emergency response/requests	8	5	5
Number of inquiries for information	2,000	2,000	2,000
Number of health consultations	8	10	10

◆ **Goal 9** To maintain a registry of children with reported blood lead levels 10 ug/dL or greater and environmental investigation in cases with levels of 20 ug/dL or greater.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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Performance Measures	Actual	Estimate	Estimate
Number of reports in registry	356	375	400
Number of follow-up consultations	356	375	400
Number of investigations	17	43	35

◆ **Goal 10** To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of investigations	2	5	5
Number of reports in registry	5	15	15

◆ **Goal 11** To reduce risk associated with foodborne disease transmission at all Arizona Department of Corrections (ADC) prisons.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of ADC facilities inspected	364	360	360
Percent of ADC facilities in compliance	99	95	95

◆ **Goal 12** To reduce risk associated with foodborne illness by performing environmental health inspections of adult foster care homes, BHS treatment centers, homes for the developmentally disabled, requests from other state agencies, and DHS-licensed children's camps.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of facilities inspected	136	140	140
Percent of facilities in compliance	97	96	96

◆ **Goal 13** To increase assistance to and responsibilities of County Health Departments by conducting joint sanitarian inspections, standardization, program evaluation, and needs assessments.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of joint inspections/trainings	12	20	20
Number of sanitation standardizations	1	2	2
Number of county health department program evaluations	15	15	15
Number of program areas delegated to county health departments	10	10	10

◆ **Goal 14** To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of health consultations	8	10	10
Number of environmental education presentations	25	25	25
Number of community consultations	100	100	100
Number of technical assistance consultations	300	300	300

◆ **Goal 15** To educate Arizona children about the importance of sun safety by developing school-based learning programs.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of SunWise schools	1100	1105	1110

◆ **Goal 16** To provide HIV prevention, education and counseling services to persons at risk and provide technical assistance, professional guidance and training.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of persons receiving HIV-related services	16000	16,000	16000
Number of HIV-related training workshops	30	30	30
Number of counties funded	15	15	15

◆ **Goal 17** To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, care and support services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of timely completions from initial report through case investigation (within 12 months)	83	85	85



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Number of cases identified - AIDS	502	525	500
Number of cases identified - HIV	724	800	825

◆ **Goal 18** To rapidly and accurately respond to medical provider requests for medications provided by the DHS AIDS Drug Assistance Program.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of medications shipped within 48 hours	99	99	99
Percent of medications that are the correct product and dose	100	100	100
Number of clients receiving HIV medication through Arizona Drug Assistance Program (average per month)	900	900	900

◆ **Goal 19** To assure the immunization levels within the state, licensed child care facilities (CCFs), and schools are maintained at appropriate levels.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Immunization rate among 2-year old children	82	83	84
Percent of children in compliance with ADHS prescribed vaccination levels at CCFs	96	96	96
Percent of kindergarten children in compliance with ADHS prescribed vaccination levels	96	96	96
Percent of adolescents (7th grade) in compliance with ADHS prescribed vaccination levels	97	97	90

◆ **Goal 20** To assure pregnant women are screened for HBsAg and the newborns receive appropriate prophylactic treatment.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of pregnant women identified as HBsAg positive	160	180	200
Percent of newborns who receive appropriate prophylactic treatment at birth	96	100	100

◆ **Goal 21** To assure county health department (CHD) immunization clinics in Arizona are compliant with National Vaccine Advisory Committee recommended "Standards for Pediatric Immunization Practices."

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of CHDs in compliance (per calendar year)	100	100	100

◆ **Goal 22** To enroll providers in the Vaccines for Children Program.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of eligible provider sites enrolled	75	75	75

◆ **Goal 23** To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of enrolled provider sites submitting data to the registry	97	97.5	98
Percent of resident children under 19 years of age in the registry with an immunization event	96.1	96.5	97

◆ **Goal 24** To educate, gain compliance and enforce the Arizona Smoke-Free Act

**Subprogram Summary**

HSA 5.8  
 PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE  
 Cam Hunter, Bureau Chief  
 Phone: (602) 364-2471  
 A.R.S. § 36-787

**Mission:**

*To prepare for, detect, and respond to public health emergencies.*

**Description:**

The Bureau of Emergency Preparedness and Response was created to prepare for, detect, and respond to public health emergencies. The Bureau is responsible for emergency preparedness, which includes planning, education, and exercises, and emergency response, which includes electronic disease surveillance, risk communication, public information, and logistics. The Bureau's activities focus on developing an operable statewide public health system that includes the counties, tribes, hospitals, long term care facilities, ambulatory services, health care providers, and health plans.

<b>Funding and FTE Summary:</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>General Funds</b>	0.0	1,852.1	1,852.1
<b>Other Appropriated Funds</b>	0.0	0.0	0.0
<b>Other Non Appropriated Funds</b>	0.0	0.0	0.0
<b>Federal Funds</b>	28,953.5	28,878.0	28,878.0
<b>Program total</b>	28,953.5	30,730.1	30,730.1
<b>FTE Positions</b>	69.5	69.5	69.5

◆ **Goal 1** To develop and implement a statewide health alert network communication system.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of public health and emergency response professionals on Health Alert Network	3,226	3,250	3,400

◆ **Goal 2** To conduct training and education programs on bioterrorism and public health emergency response activities.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of persons who have received training	1,500	1,000	1,000

◆ **Goal 3** To ensure trained volunteers statewide are trained to assist in dispensing clinics and other operations during a public health emergency.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of trained volunteers to assist in state and local public health emergency operations	1,040	4,500	5,000

◆ **Goal 4** To develop an electronic disease surveillance system (MEDSIS and SIREN).

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of user from agencies, organizations, and other entities reporting to MEDSIS	1,900	2,000	2,100

**HSA 5.9 Subprogram Summary**  
**TOBACCO EDUCATION AND PREVENTION**  
 Wayne Tormala, Bureau Chief  
 Phone: (602) 364-0834  
 A.R.S. § 36-132

**HSA 5.10 Subprogram Summary**  
**HEALTH SYSTEMS DEVELOPMENT**  
 Patricia Tarango, Office Chief  
 Phone: (602) 542-1436  
 A.R.S. §§ 15-1721, 36-2921

**Mission:**  
*To decrease morbidity and mortality associated with the use of commercial tobacco.*

**Description:**  
 The Arizona Tobacco Education and Prevention Program manages programs and provides technical assistance to reduce tobacco use in Arizona. By emphasizing a comprehensive, community-based approach, the office addresses tobacco use among all Arizonans through the following: statewide media campaigns and public relations promotions; support of local coalitions; a Smoker's Helpline to provide counseling and referral; promotion of tobacco-free school policies; and establishment and maintenance of youth coalitions.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,751.7	30,750.3	30,750.3
Federal Funds	709.7	672.7	672.7
<b>Program total</b>	<b>33,461.4</b>	<b>31,423.0</b>	<b>31,423.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>

◆ **Goal 1** To reduce tobacco use among Arizonans.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cessation clients who receive complete service from the ASHline	2710	2800	2900
Average quit rate for ASHline cessation clients in the last seven months for at least 24 hours	22	22	22
Average quit rate for community based cessation clients in the last seven months for at least 24 hours	14	15	16
Percent of adults who smoked in the last month	18.2	18	17.5
Percent of high school youth who smoked in the last month	19	18	17.5
Percent of middle school youth who smoked in the last month	10.5	9.5	9

**Mission:**  
*To optimize the health of Arizona residents by developing and strengthening systems and services to expand access to primary care and other services with emphasis on the health needs of underserved people and areas and by promoting and protecting the health and well-being of Arizona's minority and vulnerable populations.*

**Description:**  
 Health Systems Development was established in 1995 and is the Primary Care Office for the state of Arizona. The Office of Health Systems Development administers the Arizona Department of Health Services Primary Care Program and provides a complementary focus on improving access to primary health care through workforce recruitment, retention programs and the designation of medically underserved areas. The principal focus is to improve access to primary care, particularly among vulnerable and underserved populations. The Office also hosts the Center for Minority Health (CMH) for the State of Arizona. CMH is the Federal designee for the state. The CMH serves as Arizona's central source of information and resources related to minority health and health disparities. The Center will provide leadership by building networks and community capacity to reduce health disparities. Health disparities are avoidable differences in the incidence, prevalence, mortality, and burden of disease within specific population groups.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,253.8	11,486.5	11,486.5
Other Appropriated Funds	2,765.1	4,650.0	4,650.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	414.2	592.9	592.9
<b>Program total</b>	<b>14,433.1</b>	<b>16,729.4</b>	<b>16,729.4</b>
<b>FTE Positions</b>	<b>15.1</b>	<b>15.1</b>	<b>15.1</b>

◆ **Goal 1** To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required, by the end of FY 2008.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of areas redesignated in a timely manner	100	100	100

◆ **Goal 2** To assist in recruitment of primary care providers to underserved areas.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of J-1 Visa Waivers supported	30	30	30
Number of National Health Service Corp new contracts	68	73	80
Number of Health Professional Shortage Act designations obtained	11	15	10

◆ **Goal 3** To grant loan repayment awards to ensure all available state and federal funds are encumbered by the end of the program year.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of loan repayments / awards contracted	29	34	38

◆ **Goal 4** To support the provision of primary health care to uninsured individuals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of uninsured clients	78,000	84,000	84,000

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receiving primary care services visits provided through Primary Care funds			
Number of primary care visits provided through funded contracts	122,000	150,000	150,000

by the Office of Oral Health to assess health needs and resources; develop oral health action plans; and/or implement oral health improvement efforts			
Number of professionals and paraprofessionals trained in emerging oral health issues	4,020	1,200	1,500

HSA 5.11 **Subprogram Summary**  
**ORAL HEALTH**  
 Joyce Flieger, Office Chief  
 Phone: (602) 542-2935  
 A.R.S. § 36-132

HSA 5.12 **Subprogram Summary**  
**WOMEN'S AND CHILDREN'S HEALTH**  
 Sheila Sjolander, Office Chief  
 Phone: (602) 364-1419  
 A.R.S. § 36-132

**Mission:**  
*To promote oral health for the well-being of all Arizona residents.*

**Mission:**  
*To strengthen the family and the community by promoting and improving the health status of women and children.*

**Description:**  
 The Office of Oral Health provides assistance to communities in assessing dental needs and resources; provides assistance in the development of community dental clinics and other dental care delivery models; provides technical assistance and consultation for developing oral health care standards, policies and systems' conducts oral health assessments of communities; monitors oral health workforce issues; provides training on oral health issues; promotes the use of dental sealants and optimally fluoridated water; provides preventive services to eligible, high risk persons including dental sealant placement and fluoride mouth rinses.

**Description:**  
 The Office of Women's and Children's Health supports efforts to improve the health of Arizona's women and children. Activities focus on assessment of health status and identification of health issues, development of partnerships and planning to address health issues, and provision of "safety net" services.

The Office also Welcome to the official website for the Center for Minority Health (CMH) for the State of Arizona. CMH is in the Arizona Department of Health Services within the Office of Health Systems Development and is the federal designee for the state.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	649.4	674.4	674.4
Other Appropriated Funds	0.0	200.0	200.0
Other Non Appropriated Funds	204.4	195.0	195.0
Federal Funds	666.3	668.0	668.0
<b>Program total</b>	<b>1,520.1</b>	<b>1,737.4</b>	<b>1,737.4</b>
<b>FTE Positions</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,547.7	8,722.8	9,263.0
Other Appropriated Funds	5,787.8	7,109.4	7,109.4
Other Non Appropriated Funds	5,708.6	2,088.2	1,588.2
Federal Funds	35,984.6	34,664.4	34,664.4
<b>Program total</b>	<b>54,028.7</b>	<b>52,584.8</b>	<b>52,625.0</b>
<b>FTE Positions</b>	<b>76.0</b>	<b>76.0</b>	<b>76.0</b>

◆ **Goal 1** To prevent oral diseases in children and adults.

◆ **Goal 1** To reduce mortality and morbidity of the maternal and child population.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
The percent of high-risk children in second grade who never had tooth decay	22	22	23
The percent of high-risk children who receive preventative dental care annually	38	38	39
The number of children receiving preventative dental sealants through the Arizona Dental Sealant Program	8,333	9,000	9,300
The percent of the population served by community water systems with optimally fluoridated water	55	55	58
The number of children participating in the Arizona Fluoride Mouthrinse Program	18,230	20,000	21,000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Reduction in the rate of deaths to under age 15 children caused by motor vehicle crashes	3.9	5.0	4.2
Reduction in rate of hospitalizations for nonfatal injuries and poisonings per 100,000 adolescents ages 15 through 19	639.2	650	641
Reduction in rate of hospitalizations due to violence against women per 100,000 women ages 18 and older	15.1	15	15
Number of newborns screened under the Newborn Screening Program	100,688	103,900	107,214
Number of metabolic tests performed on each newborn	28	29	29
Number of child care health consultation service units provided	318	300	300
Number of Community Health Nurse visits to High Risk Perinatal Program enrolled at risk infants within the first year of life	11,237	16,500	16,500

◆ **Goal 2** To increase access to dental care for children and adults.

◆ **Goal 2** To increase access to health care.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
The percent of adults who receive dental care annually	69	69	69
The percent of high-risk children who receive dental care annually	38	38	39
The percent of high-risk children through age 5 years who receive dental care annually	26	26	27

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of low-income women (150 percent of the Federal Poverty Level) who receive reproductive health/family planning services funded by the Office of Women's and Children's Health	5,200	6,000	9,333
Number of children (ages 1 through 14) hospitalized for ambulatory care sensitive conditions per 100,000	636.9	580	636.9
Percent of Health Start women enrolled in the program in the first trimester of pregnancy	41	41	43
Number of Health Start participants	2,010	2,175	2,600

◆ **Goal 3** To assist communities in solving their own oral health problems.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of communities supported	45	40	43

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◆ **Goal 3** To reduce the number of child fatalities.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of cases reviewed by local teams	100	40	100
Number of SIDS deaths in Arizona	29	31	29
Percent of SIDS cases reviewed by Local Child Fatality Review teams	100	100	100

◆ **Goal 4** To reduce the rate of occurrence of the ten leading causes of injury.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Unintentional injury-related deaths of children ages 1-14 (per 100,000)	7.9	8.0	8
Older adult death rates (ages 65-84) per 100,000 as a result of a serious fall	42.1	32.5	38
Older adult death rates (ages 85+) per 100,000 as a result of a serious fall	319.1	260	310

**Subprogram Summary**

HSA 5.13  
CHILDREN WITH SPECIAL HEALTH CARE NEEDS  
Joan Agostinelli, Office Chief  
Phone: (602) 542-2584  
A.R.S. §§ 36-132

**Mission:**

*To continuously improve comprehensive systems of care which enhance the health, future, and quality of life for children and youth with special health care needs, their families, and the communities in which they live.*

**Description:**

The Office for Children with Special Health Care needs oversees systems, programs and policies related to children and youth with special health care needs and their families. These responsibilities are carried out through direct serve programs, community development, systems development, education, advocacy, data analysis, quality improvement activities, and public/private partnerships. The Office seeks to develop systems of care for these children/youth and their families and communities that are family-focused, comprehensive, timely and responsive, culturally competent, and directed toward allowing a child/youth to achieve their fullest potential.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	23,135.7	25,838.0	28,384.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,687.6	73,976.1	73,976.1
Federal Funds	836.8	824.1	824.1
<b>Program total</b>	<b>89,660.1</b>	<b>100,638.2</b>	<b>103,184.2</b>
FTE Positions	59.0	59.0	59.0

◆ **Goal 1** To provide family-centered services in communities.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of communities assessed	50	50	50
Number of community teams	13	13	14
Number of parent/youth partnerships	101	100	125

◆ **Goal 2** To maximize benefits for CRS members and applicants by enrolling them in other government programs.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of AHCCCS members	18,261	18,800	19,400
Number of non-AHCCCS members	4,823	4,600	4,700
SSI and Categorical members	16,871	17,400	17,900
Percent of members enrolled in SSI	30	32	34
Percent of members eligible for AHCCCS	79	79	79
CRS clients served (Title XIX, Title XXI, and non-Title XIX)	23,084	24,675	24,100

◆ **Goal 3** To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of inpatient admissions	1,422	1,500	1,500
Number of potential quality issues	94	100	100

◆ **Goal 4** To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of families satisfied with services	98	98	98
Percent of Arizona families satisfied with services per the SLAITS survey	54	54	54

◆ **Goal 5** To ensure that rates paid to providers for services delivered to CRS TXIX/TXXI members are actuarially sound.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of provider costs covered	100	100	100

◆ **Goal 6** To ensure that contractors provide services within allocated funds to CRS State-Only members.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of services covered	70	48	32

◆ **Goal 7** To provide a coordinated system of care for children with special health care needs.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of children served in the OCSHCN Service Coordination program	812	893	1,027
Number of children served in the Traumatic Brain Injury Services Coordination program	1,200	1,320	1,518

◆ **Goal 8** To provide education to individuals and organizations/agencies regarding children with special health care needs.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Organizations/agencies provided training	122	135	150
Number of people provided training through tele-video	533	550	550

**Subprogram Summary**

HSA 5.14  
CHRONIC DISEASE PREVENTION AND NUTRITION SERVICES  
Margie Tate, Office Chief  
Phone: (602) 542-2829  
A.R.S § 36-132

**Mission:**

*To provide the leadership to promote the optimal nutrition status and well-being of Arizonans.*

**Description:**

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of chronic disease prevention and nutrition programs and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on risk factors for general and high-risk population groups. It responds to inquiries and referrals from the public and community resources. Nutrition services are made available through contractual agreements. The subprogram oversees several federal nutrition programs and surveillance systems.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,271.8	3,016.9	7,428.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,121.7	2,594.4	2,594.4
Federal Funds	96,513.8	97,155.9	97,155.9
<b>Program total</b>	<b>101,907.3</b>	<b>102,767.2</b>	<b>107,178.4</b>
<b>FTE Positions</b>	<b>87.0</b>	<b>84.0</b>	<b>86.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Training services provided	3,119	4,500	6,000
Number of students trained	22	23	23

◆ **Goal 2** To ensure child care programs and child care centers for children comply with meal pattern requirements in meals/snacks served by licensed child care centers to meet Dietary Guidelines for American standards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of child care centers that implement the Nutrition and Physical Activity Self Assessment for Child Care Centers	9	10	10

◆ **Goal 3** To participate in collaborative nutrition education projects with state, local, professional associations or voluntary agencies; to plan, coordinate and implement Arizona Nutrition Network activities; and to conduct Arizona Grown/5 a Day for Better Health campaign in collaboration with the Arizona Department of Agriculture.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of nutrition related media impressions (in millions)	230	180	180
Number of network core partners	49	50	50
Number of nutrition education materials for food stamp recipients	1,030,951	1,040,000	1,040,000
Social marketing campaigns	3	3	3

◆ **Goal 4** To increase the proportion of the adult population that eats five or more servings of fruits and vegetables.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of adult population meeting nutrition standards	26	26.5	27

◆ **Goal 5** To develop and implement Community Nutrition Education Plans in rural schools targeting 1st through 3rd graders in elementary schools with an enrollment of 50 percent or more Food Stamp eligible children.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of student interventions	35,263	35,000	35,000

◆ **Goal 6** To increase the average number of people served from 160,000 to 170,000 per month in the WIC Program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of people served by WIC Program per month	159,952	167,520	172,060
Percent of WIC infants breastfed at birth	33	34	36
Food benefits distributed at point of purchase	106008801	112573440	123883200

◆ **Goal 7** To maintain or increase the average number of participants per month in the Commodity Supplemental Food Program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of monthly participants in Commodity Supplemental Food Program	14,469	16,052	16,052

Food benefits distributed 173,632 192,624 192,624

◆ **Goal 8** To increase intake of folic acid among women of childbearing age in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of WIC participants receiving Farmers Market coupons	12,801	10,000	10,000
Number of low income women of child bearing age receiving folic acid education and multivitamins	24,049	25,000	25,000
Number of women of child bearing age receiving folic acid education.	3,841	8,000	8,000

◆ **Goal 9** To improve the knowledge and skills of community leaders in relation to the creation of healthy communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Arthritis Program sponsored self-help courses	142	155	175

◆ **Goal 10** To reduce the incidence of secondary disease and disability in people with chronic disease through effective communication about risk behavior.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of health professionals trained on accepted standards of care for people with diabetes	294	300	300
Percent of adults reporting diabetes	8.5	9	9.5
Number of lay health workers trained on diabetes in non-Steps communities	74	80	80
Number of lay health workers trained on diabetes, nutrition, physical activity, asthma, and environmental triggers in STEPS communities	379	402	0
Number of local health care providers trained on diabetes, nutrition, physical activity, asthma and environmental triggers in STEPS communities	1,162	8,308	0

◆ **Goal 11** To improve the delivery of breast and cervical screening for underserved women.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of women screened through the Well Woman Healthcheck program	7,300	8,023	8,023

◆ **Goal 12** To support Nutrition and Physical Activity Alliance of internal and external partners whose purpose is to increase physical activity and improve nutrition for Arizonans across the lifespan.

HIA 0.0 **Agency Summary**  
 ARIZONA HISTORICAL SOCIETY  
 Anne I. Woosely, Ph. D., Executive Director  
 Phone: (520) 628-5774  
 A.R.S. § 41-821(A)

**Mission:**

*To collect, preserve, interpret, and disseminate the history of Arizona, the West, and northern Mexico, as it pertains to Arizona.*

**Description:**

The Arizona Historical Society (AHS) is a membership supported, nonprofit, state trust agency. It is governed by a policy-making board, comprised of 31 individual members, elected from the membership and representing each county in the state. The board-designated organizational structure consists of seven divisions, four of which have museums that directly support the mission of the Society by collecting, preserving, interpreting, and disseminating historical materials. These museums are located in Flagstaff, Tempe, Tucson, and Yuma. The Society museums maintain extensive library and archival collections used by a diverse general audience. The Publications Division supports the mission by producing the Journal of Arizona History, various historical books, and by maintaining the general editorial standards of written materials for the Society. The AHS Board develops the biennial budget and authorizes and approves all expenditures. The Administrative Division provides finance, budget, personnel, and management support to each of the divisions. The Community Outreach Program certifies and supports 63 local historical societies in preserving and disseminating Arizona history. The Society also supports other board-approved community activities that relate to its mission.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,286.9	4,521.3	4,398.8
Other Appropriated Funds	193.7	193.2	193.7
Other Non Appropriated Funds	1,131.7	7,846.0	32,049.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,612.3</b>	<b>12,560.5</b>	<b>36,642.2</b>
<b>FTE Positions</b>	<b>61.5</b>	<b>70.4</b>	<b>70.4</b>

**Strategic Issues:**

**Issue 1 Customer Service**

To become recognized for our high quality public programs and courteous and efficient service to a diverse statewide, national, and international audience.

**Issue 2 Collections Management**

Acquiring, accessioning, cataloging, conserving, researching, storing, and de-accessioning historical materials (objects, photographs, and documentary materials).

**Issue 3 Facilities**

To continually upgrade and maintain AHS public facilities.

**Issue 4 Development/Marketing/Public Relations**

To develop, manage and implement a fully integrated, high quality, professional development, public relations/marketing program that serves Society-wide fund-raising and public awareness needs in support of the overall AHS mission.

**Issue 5 Automation**

To provide high quality, efficient information technology for the AHS in order to better serve the public

◆ **Goal 1** To collect and preserve the physical materials pertaining to the history of Arizona from A.D. 1540 to the present.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of linear feet of	940	946	950

archives processed sufficiently to provide public access in the fiscal year  
 Percent of three dimensional collections available to the public 96 96 96

◆ **Goal 2** To interpret and disseminate the history of Arizona for a broad general audience.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of public programs	360	400	400
Public program attendance	187,574	200,000	200,000
Number of public inquiries	1,563,779	1,600,000	1,650,000
On-site public attendance at local certified historical societies and museums.	671,455	800,000	800,000
Number of museum visitors and researchers	94,645	100,000	100,000
Number of volunteer hours	47,842	50,000	50,000
Administration as a percent of total cost	7.4	2.3	2.4

PHA 0.0 **Agency Summary**  
 PRESCOTT HISTORICAL SOCIETY  
 John Langellier, Director  
 Phone: (928) 445-3122  
 A.R.S. § 41- 831

**Mission:**

To: *Sharlot Hall Museum is an educational and cultural center which fosters public and community understanding and appreciation of historical, social, and natural aspects of Arizona, with emphasis on the Central Highlands, and which promotes involvement in and support for research, collections, conservation, exhibits, and related programs.*

**Description:**

The Prescott Historical Society operates the Sharlot Hall Museum, which was founded in 1928 and is located on the grounds of the first territorial capitol building. The 3.5 acre landscaped campus includes seven restored historic structures, featuring the territorial Governor's Mansion (1864) and the Victorian-era Bashford House (1878). A modern Museum Center (1978) hosts changing exhibits, historic theater, a large Archives Library, and collections totaling over 100,000 artifacts and documents. Public programs include the Cowboy Poets Gathering, Folk Arts Fair, Prescott Indian Art Market, Prescott Book Festival, Folk Music Festival, historical reenactments in an outdoor setting, heritage gardens, and education outreach opportunities for children and adults.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	752.2	780.7	734.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	785.2	1,381.9	1,381.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,537.4</b>	<b>2,162.6</b>	<b>2,115.9</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>30.0</b>	<b>30.0</b>

**Strategic Issues:**

**Issue 1 Short-term: Understaffed**

To increase state staff by three FTE with the addition of a museum curator III, a museum education curator and building maintenance tech III in FY 2008. To Increase state staff by three FTE with the addition of a museum registrar, an administrative assistant III, and an accountant I in FY 2009. The Prescott Historical Society/ Sharlot Hall Museum has acquired new property that will transform from rental space to museum space, and a small staff already challenged to keep up with existing buildings (14) and grounds (3.5 acres). In FY 2003 a mandated reduction in budgets for all state agencies occurred. This resulted in the vacating of three FTE positions to effect this reduction. Subsequently, 2 other FTE positions were vacated through retirement. None of these five positions has been re-filled due to the lack of budget to do so.

**Issue 2 Long-term: Cramped facilities**

To increase museum spaces by remodeling and utilizing property purchased with state capital appropriations and nonprofit private funds in 2003 and 2004. These additional areas allow the ability for the first facility expansion program since 1978. To build a structure dedicated to use by the trades portion of the staff.

**Issue 3 State employees.**

Any investment in human capital is not complete without investing in the people who deliver the services such as the employees of the State of Arizona. The sacrifice that State employees have made over the past years has been enormous. Turnover and vacancies are high, as even the most dedicated staff members find better opportunities elsewhere. In 2001, a multi-year proposal was put on the table to bring State employees up to within five percent of comparable jobs in the private sector; that proposal never came to full fruition.

**Issue 4 Deteriorating facilities**

To make necessary maintenance, improvements and repairs to existing structures that insure their continued viability as historic buildings and exhibit halls. Lack of adequate staff to perform routine maintenance coupled with a lack of budget to effect this work has caused several of the historic structures to need urgent attention to avoid serious problems occurring. Lack of budget has not allowed the replacement of worn and outdated heating and cooling units in one historic building and two exhibit halls.

◆ **Goal 1** To improve the service of the Sharlot Hall Museum to the museum visitor, the community, and the state.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of people served (includes museum, festival, and theatre attendees; website users; and researchers)	47,655	47,100	47,200
Percent of museum clients pleased with service	97.3	98	98
Number of volunteer hours	28,032	28,500	28,500
Number of museum researchers	3,227	3,200	3,400
Number of web site users	171,908	175,000	180,000

◆ **Goal 2** 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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increased private resources (dollars). (Includes Capital Campaign restricted for Expansion)	1,429,280	1,500,000	1,500,000

◆ **Goal 3** To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Capital campaign dollars raised to build new square footage (in thousands)	416.25	300.0	300.0
Increase in number of dues-paying members	1,595	1,575	1,650

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**Agency Summary**  
 HLA 0.0  
 DEPARTMENT OF HOMELAND SECURITY  
 Leesa Berens Morrison, Director  
 Phone: (602) 542-7013  
 A.R.S. § 41-4252

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of total Homeland Security Grant Program funds expended for management and administration.	5	5	5
Conduct monitoring site visits with a minimum of 25 percent of grantees within a grant performance period.	11.3	25	25

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total amount of unexpended grant funds reverted to the Federal Government.	0	0	0

**Mission:**

*To enhance Arizona's preparedness and provide strategic direction for securing Arizona.*

**Description:**

The Arizona Department of Homeland Security provides strategic direction for enhancing regional capability and capacity to prevent terrorist attacks within Arizona, reduce Arizona's vulnerability to all critical hazards, and minimize the damage and recover from all critical hazards that affect the safety, well-being and economic security of the citizens of Arizona.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	634.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,338.1	14,737.6	14,702.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,338.1</b>	<b>14,737.6</b>	<b>15,337.6</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

◆ **Goal 1** To enhance Arizona's preparedness by facilitating training and exercises statewide.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Facilitate (through the Arizona Division of Emergency Management) a minimum of 105 training and exercise opportunities annually.	106	105	105

◆ **Goal 2** To improve regional collaboration on homeland security issues within Arizona.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Conduct at least four Homeland Security Coordinating Council meetings each fiscal year.	1	4	4
Conduct at least four Regional Advisory Council meetings within each region each fiscal year.	16	16	16

◆ **Goal 3** To provide strategic direction for enhancing regional preparedness.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Respond to stakeholder inquiries no later than five working days after receipt.	100	90	90
Review and update the State Homeland Security Strategy annually.	100	100	100

◆ **Goal 4** To effectively manage Federal homeland security funds.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Comply with all federal mandates for the efficient allocation of federal dollars in advance of suspense dates.	100	100	100
Total number of state, local and Tribal stakeholders allocated homeland security grant funds. Total number of state, local and Tribal stakeholders allocated homeland security grant funds.	129	129	129



**HEA 0.0 Agency Summary**  
**BOARD OF HOMEOPATHIC MEDICAL EXAMINERS**  
 Christine Springer, Executive Director  
 Phone: (602) 542-3095  
 A.R.S. § 32-2901

**Mission:**

*To protect the public health, safety, and welfare by regulating Allopathic and Osteopathic physicians who apply for a homeopathic medical license and registering homeopathic medical assistants that work under the supervision of licensed homeopathic physicians that practice within the State of Arizona.*

**Description:**

The Board of Homeopathic Medical Examiners regulates the practice of homeopathic medicine in Arizona. Homeopathy is a form of alternative medicine in which the fundamental premise for treatment is the belief that diseases are cured by medicines, given in tiny doses, that create symptoms similar to those the patient is experiencing, triggering the body's natural immune reactions. The Board reviews and examines the education, experience, and background of applicants to determine if they possess the qualifications required by law to practice homeopathic medicine and any of the subspecialties within the scope of practice. Licensees renew their licenses and dispensing permits annually and provide updated information about the nature of their practices. Upon receipt of complaints against licensed homeopathic physicians, the Board conducts investigations and holds hearings, taking disciplinary action as necessary to protect the public safety. The Board also registers homeopathic medical assistants that work under the supervision of licensed homeopathic physicians within Arizona. Homeopathic medical assistants renew their registrations annually at the same time as the licensed physicians.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	87.5	97.5	113.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>87.5</b>	<b>97.5</b>	<b>113.9</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Strategic Issues:**

**Issue 1 Implement performance audit recommendations within 24 months of legislative vote to continue Board mandate.**

The Fiscal Year 2008 appropriation was strained by the legislative approval of a salary increase for state employees, increased per square foot rent costs, increased risk management costs, and increased cost of health insurance and retirement. The Board has made emergency fees permanent and raised renewal fees to within \$25 of the statutory cap and is in a positive cash flow position. However, to address the performance audit recommendations over the next 24 month period, the Board will face additional increases in professional and outside services (P&O) costs that may stretch its available appropriations in Fiscal Year 2008 and 2009. Effective fiscal management will be required to address these issues and enable the Board to meet its statutory mandate. The Board must not only consider the increases granted by the legislature in the FY2008 appropriation but also prioritize recommendations requiring a fiscal commitment as listed in the performance audit. A supplemental appropriation has been requested for FY 2009. If granted by the legislature the Board should meet its performance audit goals.

**Issue 2 Medical investigator training**

The Board has obtained medical investigators to conduct medical record reviews. Report writing training is needed to provide consistency in the review of the allegations and in the formatting of reports.

- ◆ **Goal 1** To issue, renew, or deny licenses, permits, and registrations in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications received (includes physicians, assistants, dispensing permits and chelation protocol reviews filed with an initial application)	34	38	40
New licenses issued (physician, assistants, chelation permits, and dispensing)	24	28	28
Licenses eligible for renewal (physicians, dispensing permits, chelation permits, and medical assistants)	232	241	241
Number of licenses renewed	208	232	232
Renewal receipts mailed within 72 hours of receipt of completed application (does not include chelation Permits)	180	190	190
Average number of days from receipt of completed application to issuance or denial of certification	39.71	47	53

- ◆ **Goal 2** To receive, investigate, and adjudicate complaints consistent with the published timeframes of the board.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of complaints resolved within 120 days	18	70	80
Number of complaints or inquiries received	3	13	16
Complaints resolved by taking disciplinary action against licensee (Includes LOC and Suspension)	2	4	5
Suspension	1	2	3
Average number of days per investigation from start to final adjudication	254.82	190	180
Percent of licensees with disciplinary action	3	2	3
Total number of investigations conducted	11	16	18

- ◆ **Goal 3** To collect, update, and deliver information in a timely manner concerning licensees' location, practice modalities, and status for the public record.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of information inquiries responded to within 48 hours	93	95	95

**HDA 0.0 Agency Summary**  
 ARIZONA DEPARTMENT OF HOUSING  
 Sheila D. Harris, PhD, Director  
 Phone: (602) 771-1007  
 A.R.S. §§ 41-3951 to 41-3953

**HDA 1.0 Program Summary**  
 HOUSING DEVELOPMENT AGENCY  
 Carol L. Ditmore, Assistant Deputy Director of Operations  
 Phone: (602) 771-1062  
 A.R.S. §§ 41-1505; 41-1512; 41-1518

**Mission:**  
 To provide housing and community revitalization to benefit the people of Arizona.

**Description:**  
 The Agency provides housing and community revitalization to benefit the people of Arizona by addressing the unique and changing housing needs in this state. As Arizona grows and the economic and special needs of its population changes, the Agency is in a position to recognize those unique and changing needs and to respond throughout the state. Creative solutions are developed to be responsive to rural and urban areas as well as to special populations. As the population grows, the Agency is working toward sustaining current initiatives and simultaneously increasing the options to respond to new demands for affordable housing. The department provides both state and federal funding to promote housing and community development activities, as well as provides expertise and technical assistance to address these issues. The agency works closely with local governments, nonprofit and for-profit housing developers, social service agencies, tribal entities, public housing authorities and others to achieve its mission.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ HOUSING DEVELOPMENT AGENCY	93,512.0	108,768.5	121,402.7
➤ HOUSING FINANCE AUTHORITY	2,921.6	4,722.3	5,125.8
<b>Agency Total:</b>	<b>96,433.6</b>	<b>113,490.8</b>	<b>126,528.5</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	703.8	897.3	909.3
Other Non Appropriated Funds	95,729.8	112,593.5	125,619.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>96,433.6</b>	<b>113,490.8</b>	<b>126,528.5</b>
<b>FTE Positions</b>	<b>72.0</b>	<b>73.0</b>	<b>73.0</b>

**Strategic Issues:**  
**Issue 1 Increase availability and sustainability of safe, decent, affordable housing in Arizona.**

The agency's key issue is to ultimately make a difference in the amount of safe, decent, and affordable housing that is available within the state, as such housing is an essential component to improving or sustaining the quality of life for every individual. Access to decent housing impacts every other aspect of life, including education, job security, health, safety, and general welfare.

**Mission:**  
 To provide housing and community revitalization to benefit the people of Arizona.

**Description:**  
 The Agency was established to provide housing and community revitalization to benefit the people of Arizona, by addressing the unique and changing housing needs in Arizona. As Arizona grows and the economic and special needs of its population change, the Agency will be positioned to recognize those unique and changing needs and to respond throughout the State. Creative solutions will be developed to be responsive to rural and urban areas as well as to special populations. As the population grows, the Agency will work toward sustaining current initiatives and simultaneously growing the options to respond to new demands for affordable housing.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	703.8	897.3	909.3
Other Non Appropriated Funds	92,808.2	107,871.2	120,493.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>93,512.0</b>	<b>108,768.5</b>	<b>121,402.7</b>
<b>FTE Positions</b>	<b>68.5</b>	<b>68.5</b>	<b>68.5</b>

◆ **Goal 1** To provide homeownership opportunities and a mix of rental options for Arizonans.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of households assisted with eviction or foreclosure in order to prevent homelessness	6,335	6,525	6,721
Total funds committed to homeownership programs including construction and acquisitions, rehabilitation of new and existing units, and first-time buyers. (rounded to thousands)	20,813.	21,437.	22,080.
Total number of households assisted with homeownership assistance through down payment and closing cost assistance, acquisition and rehabilitation of units for new homebuyers, new construction of new units or rehabilitation of currently occupied units.	971	1,000	1,030
Total funds committed to affordable rental units. (Numbers rounded to thousands)	142,170.	146,435.	150,829.
Total number of affordable rental units assisted/produced	2,997	3,086	3,179
Total number of individuals assisted with information on available affordable rental units through the agency's website	163,076	167,968	173,007
Total number of publicly funded rental units monitored for health and safety issues	12,599	14,539	15,809

◆ **Goal 2** To recruit, retrain and maintain a qualified, professional work force.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of agency turnover	18.5	17.9	17.4

◆ **Goal 3** To maintain and further improve quality working relationships with our partners.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Results of customer satisfaction	4.93	5.07	5.23

survey (7=excellent; 4=satisfactory;  
1=poor)

HDA 2.0	<b>Program Summary</b>
HOUSING FINANCE AUTHORITY	
Carol L. Ditmore, Assistant Deputy Director of Operations	
Phone: (602) 771-1062	
A.R.S. §§ 41-3901 through 41-3912	

**Mission:**

*To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing for rural Arizona.*

**Description:**

To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing, primarily through bond issuances to: (1) finance the development and sustainability of affordable rental units; and (2) promote homeownership opportunities in rural Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,921.6	4,722.3	5,125.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,921.6</b>	<b>4,722.3</b>	<b>5,125.8</b>
<b>FTE Positions</b>	<b>3.5</b>	<b>4.5</b>	<b>4.5</b>

- ◆ **Goal 1** To augment the programs of the Arizona Department of Housing by further providing homeownership opportunities and a mix of rental options for Arizonans in rural parts of the state.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total funds utilized for homeownership program through bond issuances for Mortgage Revenue Bonds (MRB), Mortgage Credit Certificates (MCC) or a combination of these two programs. Also includes down payment and closing cost assistance made available through the AzHFA's Homes for Arizonans Program, which is used in combination with the MRB and MCC products. (Numbers rounded to thousands)	51,875.8	53,432.1	55,035.1
Total number of low-income households assisted into homeownership through the homeownership program	666	685	706
Total number of rental projects approved	1	2	2
Total number of rental units created in approved rental projects	60	100	100

IAA 0.0 **Agency Summary**  
 COMMISSION OF INDIAN AFFAIRS  
 Kenneth G. Poocha, Executive Director  
 Phone: (602) 542-3123  
 A.R.S. §§ 41-541 to 41-545

◆ **Goal 3** To provide State government including the Office of the Governor and the Arizona Legislature with current and accurate information relating to Tribal and Urban Indian communities.

◆ **Goal 4** To strengthen the relationship between the business and non-profit communities and Tribal and Urban Indian communities.

**Mission:**

*To build partnerships to enhance intergovernmental relations, social, and economic prosperity for the 22 Tribes/Nations of Arizona.*

**Description:**

The Arizona Commission of Indian Affairs (ACIA) has a legislative mandate (A.R.S. §§ 41-541 to 41-545) to assist and support state and federal agencies in assisting Indians and Tribal councils to develop mutual goals, to design projects for achieving goals and implementing their plans. The Commission also has the responsibility of assembling and making available facts needed by Tribal, State and Federal agencies to work together effectively; assisting the State in its responsibilities to tribes by making recommendations to the Governor and the Legislature; conferring and coordinating with other governmental entities and legislative committees regarding Indian needs and goals; working for greater understanding and improving relationships between Indians and non-Indians by creating an awareness of the needs of Indians in the state; promoting increased participation by Indians in local and state affairs; assisting Tribal groups in developing increasingly effective methods of self-government; and to assist urban Indians.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	221.8	237.7	223.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19.2	32.0	32.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>241.0</b>	<b>269.7</b>	<b>255.3</b>
FTE Positions	3.0	3.0	3.0

**Strategic Issues:**

**Issue 1** *Over the past decade the relationship between tribes and states not only in Arizona but throughout the country has dramatically changed.*

Over the past decade the relationship between tribes and states, not only in Arizona but throughout the country, has dramatically changed. Though many issues continue to remain part of the Federal trust responsibility, states have taken a larger role in issues such as health care, transportation, natural resources including water rights, land use and development and gaming. Thus it has become imperative that the state stay on the forefront of these issues and continue to maintain a strong open relationship with tribal governments.

◆ **Goal 1** To improve and strengthen the communication between Arizona's 22 Indian Tribes and Urban Indian communities and the State government.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of customer surveys rating overall satisfaction as good, better or excellent	90	85	85

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Please change this to "Holding at least two post Town Hall meeting/Legislative workshops."	0	0	0

◆ **Goal 2** To increase the participation of Indians in State government.

ICA 0.0	<b>Agency Summary</b>
INDUSTRIAL COMMISSION OF ARIZONA	
Larry Etchechury, Director	
Phone: (602) 542-4411	
A.R.S. § 23-108.01	

**Mission:**

To efficiently administer and effectively enforce all applicable laws, rules, and regulations not specifically delegated to others relative to the protection of life, health, safety, and welfare of employees within the State.

**Description:**

The Industrial Commission is a regulatory agency that was created in 1925 to oversee the state workers' compensation system. While the Commission is still responsible for its original charge, its role over the years has expanded to cover other labor-related issues, including minimum wage laws; occupational safety and health; youth employment laws; resolution of wage related disputes; licensing of employment counseling and talent agencies; vocational rehabilitation; and provision of workers' compensation benefits for claimants of uninsured employers, insolvent carriers, and bankrupt self-insured employers.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATIVE SERVICES	3,837.2	4,271.7	3,878.1
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	3,478.1	3,770.8	3,710.7
➤ ADJUDICATION OF DISPUTES	5,083.8	5,661.9	5,710.7
➤ LABOR LAW ADMINISTRATION	748.0	971.6	960.1
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	7,063.1	7,744.2	7,799.4
➤ SPECIAL FUND CLAIMS PROCESSING	805.7	965.2	1,023.7
➤ LEGAL COUNSEL	1,540.4	1,693.2	1,722.4
<b>Agency Total:</b>	<b>22,556.3</b>	<b>25,078.6</b>	<b>24,805.1</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,955.9	20,033.0	19,740.6
Other Non Appropriated Funds	4,600.4	5,045.6	5,064.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,556.3</b>	<b>25,078.6</b>	<b>24,805.1</b>
<b>FTE Positions</b>	<b>313.0</b>	<b>322.0</b>	<b>322.0</b>

**Strategic Issues:**

**Issue 1 Workers' Compensation Benefit Levels**

The prevailing issues in workers' compensation are focused around medical costs. Recent court cases have highlighted the difficulty associated with hospital costs, which may mean that there is a more concerted effort to regulate those costs. Additionally, there have been discussions regarding the need to establish treatment guidelines with respect to the treatment of injured workers. Both of these complex subjects will undoubtedly be addressed in legislative forums and will take the cooperation of all parties to come to a satisfactory conclusion. Since the Industrial Commission already regulates physician costs, it is assumed that the Industrial Commission will be very much involved in these issues as well.

ICA 1.0	<b>Program Summary</b>
ADMINISTRATIVE SERVICES	
Gary R. Norem, Accounting Manager	
Phone: (602) 542-5380	
A.R.S. § 23-1, Art. 1	

**Mission:**

To provide support services necessary to ensure the efficient and effective operation of the Industrial Commission.

**Description:**

Provides the following services: budgeting; accounting; data processing; purchasing; facilities management; workers' compensation statistical reporting; ombudsman's office for workers' compensation; printing and mailing services; personnel services; processing and evaluation of applications for self-insured employers; and federal grant administration.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,822.8	4,165.7	3,772.1
Other Non Appropriated Funds	14.4	106.0	106.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,837.2</b>	<b>4,271.7</b>	<b>3,878.1</b>
<b>FTE Positions</b>	<b>46.0</b>	<b>49.0</b>	<b>49.0</b>

◆ **Goal 1** To process all personnel actions in an effective manner on a timely basis.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Actions processed	8,687	10,424	11,987
Percent of Agency staff turnover	15.0	16.5	17.0
Administration as a percent of total cost	9.9	9.9	9.9

◆ **Goal 2** To process all accounting transactions correctly on a timely basis.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Claims and purchase orders issued	5,653	6,741	7,829
Warrants issued	14,600	15,000	15,000
Average invoices not processed at months end	200	220	220
Average invoices not paid at month's end	75	70	70
Requisitions processed	740	745	755

◆ **Goal 3** To process all self insurance applications and renewals efficiently and in a timely manner.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Renewals and applications processed	39	100	100

◆ **Goal 4** To resolve problems concerning claims of injured workers in efficient manner on a timely basis.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of claimants contacted	2,493	5,000	5,000
Claimants' cases resolved	37	100	100

ICA 2.0 **Program Summary**  
 WORKERS COMPENSATION CLAIMS ASSURANCE  
 Noreen Thorsen, Manager  
 Phone: (602) 542-4661  
 A.R.S. § 23-6

**Mission:**

To ensure that all workers' compensation claims are processed in accordance with the rules and laws of Arizona.

**Description:**

The program regulates activities of insurance carriers, third party processors and self-insurers who process industrial injury claims; assesses penalties for bad faith or unfair claims processes; ensures that every injured worker is treated fairly and properly cared for in compliance with the law; and ensures that claims are accepted or denied within 21 days of receipt of notices of claim. Division makes determinations such as issuing awards for facial scarring and loss of teeth, approvals or denials of requests to leave the State, approvals or denials of requests to change physicians, average monthly wage awards and loss of earning capacity awards.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,256.7	3,589.2	3,529.1
Other Non Appropriated Funds	221.4	181.6	181.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,478.1</b>	<b>3,770.8</b>	<b>3,710.7</b>
<b>FTE Positions</b>	<b>85.0</b>	<b>85.0</b>	<b>85.0</b>

◆ **Goal 1** To ensure that permanent disability awards are issued in timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Awards issued	2,950	3,200	3,200
Percent of awards issued within 90 days	52	85	85

◆ **Goal 2** To complete employees average monthly wage in most effective, efficient manner possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of wage determinations issued	18,451	16,000	16,000
Percent determined within 45 days	41	85	85

◆ **Goal 3** To process lump sum settlement requests in the most efficient manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Lump sum requests processed	29	50	50
Percent of requests processed within 15 days	69	80	80

◆ **Goal 4** To process initial filing of Workers Compensation Claims on timely basis.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of claims for workers' compensation processed	126,321	150,000	150,000
Percent processed within five days	97	97	97

◆ **Goal 5** To ensure that workers' compensation claims are processed in a timely and efficient manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.1	7.1	7.1

ICA 3.0 **Program Summary**  
 ADJUDICATION OF DISPUTES  
 Harriet Turney, Chief Judge  
 Phone: (602) 542-5247  
 A.R.S. § 23-6, Art. 3

**Mission:**

To adjudicate legal disputes in the areas of workers' compensation, occupational safety and health (OSHA) and youth employment.

**Description:**

The Division resolves disputes in workers' compensation cases arising out of decisions made by insurance carriers, self-insured employers or the Industrial Commission. The Division also adjudicates appeals by employers in OSHA and youth employment labor cases.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,083.8	5,661.9	5,710.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,083.8</b>	<b>5,661.9</b>	<b>5,710.7</b>
<b>FTE Positions</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>

◆ **Goal 1** To process and set hearings so that they are heard in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of petitions for hearing received: workers compensation	6,809	6,800	6,800
Petitions for hearing received: OSHA	58	60	60
Awards issued: Workers' Compensation	6,704	6,700	6,700
Average number of days to resolve a case by the administrative law judge division	113	113	113
Customer satisfaction rating for workers' compensation program (Scale 1-5)	3.97	3.5	3.5

◆ **Goal 2** To process requests for hearing in the most efficient, cost effective manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Awards issued without hearing	4,323	4,300	4,300
Number of hearings conducted by the administrative law judge division	5,226	5,200	5,200

ICA 4.0 **Program Summary**  
 LABOR LAW ADMINISTRATION  
 Randall Maruca, Director  
 Phone: (602) 542-4515  
 A.R.S. § 23-3, Art 2, 23-2, Art 3, 7

**Mission:**

To enforce and provide administration of labor laws regarding the protection of wage claimants, youth employees and users of employment agencies.

**Description:**

The program shall enforce all statutes and rules concerning the resolution of wage complaint disputes, the licensing and regulation of private employment agencies, the enforcement of youth employment laws which involve the issuing of penalties for violations, and the enforcement of minimum wage laws.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	730.8	951.6	940.1
Other Non Appropriated Funds	17.2	20.0	20.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>748.0</b>	<b>971.6</b>	<b>960.1</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>18.0</b>	<b>18.0</b>

◆ **Goal 1** To efficiently enforce the Child Labor Laws in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of injury reports reviewed	1,201	1,200	1,200
Child labor law violations investigated	199	175	175
Violations confirmed	65	60	60
Turnover time (time violations known to Labor to time violation confirmed (in days))	24	45	45

◆ **Goal 2** To efficiently process and investigate wage claims in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of claims filed	2,943	2,900	2,900
Average months to complete investigation	3.0	3.5	3.5

◆ **Goal 3** To efficiently process and monitor the licensing of private employment agencies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average months to complete investigation	1.5	2.0	2.0
Percent of licenses processed within 90 days	100	.80	.80
License applications processed	9	10	10
Complaints investigated	5	20	20

◆ **Goal 4** To efficiently monitor, process, investigate and enforce minimum wage laws.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Inquiries	1,786	2,000	2,000
Complaints filed	21	50	50
Complaints resolved administratively	5	8	8
Violations issued	12	42	42
Average months to complete investigation	1.6	3	3
On-site audits and reviews completed	8	50	50

<p>ICA 5.0</p> <p align="center"><b>Program Summary</b></p> <p align="center">OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION</p> <p>Darin Perkins, Director</p> <p>Phone: (602) 542-5795</p> <p>A.R.S. § 23-2, Art 10</p>
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**Mission:**

*To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act.*

**Description:**

The Division administers the Arizona Occupational Safety and Health Act. The Division is responsible for enforcing the occupational safety and health standards in all industries in Arizona except mining, establishments located on Indian reservations, and federal agencies. The Arizona Division of Occupational Safety and Health focuses its efforts on compliance and consultation as it relates to Arizona's Occupational Safety and Health Act.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,715.7	3,006.2	3,042.5
Other Non Appropriated Funds	4,347.4	4,738.0	4,756.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,063.1</b>	<b>7,744.2</b>	<b>7,799.4</b>
<b>FTE Positions</b>	<b>70.0</b>	<b>73.0</b>	<b>73.0</b>

◆ **Goal 1** To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of health compliance inspections	256	300	350
Health violations	889	1,000	1,200
Number of safety compliance inspections	1,192	1,300	1,300
Safety violations found	2,323	2,200	2,200

◆ **Goal 2** To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Safety consultation surveys	642	650	650
Hazards	1,745	1,600	1,600
Health consultation surveys	170	200	200
Hazards	722	600	600

◆ **Goal 3** To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Programs	317	400	400
Employers trained	1,799	2,000	2,000
Employees trained	5,841	6,000	6,000

◆ **Goal 4** To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Boilers inspected	1869	1700	2,000
Deficiencies identified	167	200	500
Elevators inspected	4,504	5,500	6,000
Deficiencies identified	2,047	1,700	1,800

<p>ICA 6.0</p> <p align="center"><b>Program Summary</b></p> <p align="center">SPECIAL FUND CLAIMS PROCESSING</p> <p>David Sosa, Special Fund Manager</p> <p>Phone: (602) 542-3294</p> <p>A.R.S. § 23-1065(B-G)</p>
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**Mission:**

*To provide benefits to all injured employees not covered by regular workers' compensation insurance coverage or by self-insurance coverage in Arizona.*

**Description:**

The program processes all claims for injured workers where the employer failed to provide workers compensation insurance; provides continual workers' compensation benefits for claimants of insolvent carriers and bankrupt self-insured employers; provides partial coverage of workers' compensation benefits for second injury claims; provides vocational rehabilitation benefits; and provides continuing medical benefits for pre-1973 workers' compensation claimants.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	805.7	965.2	1,023.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>805.7</b>	<b>965.2</b>	<b>1,023.7</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

◆ **Goal 1** To process claims of injured Special Fund claimants in timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average days between receipt of claims notice and issuance of award	16.1	16.0	16.0
Supportive care awards issued	7	10	10
No insurance awards issued	3,265	3,200	3,300
Rehabilitation awards issued	133	135	140

ICA 7.0 **Program Summary**  
 LEGAL COUNSEL  
 Laura L. McGrory, Chief Counsel  
 Phone: (602) 542-5781  
 A.R.S. § 41-192

**Mission:**

*To represent the Industrial Commission of Arizona in all legal matters affecting the Agency.*

**Description:**

The program represents the Special Fund Division, the OSHA Division, and the Labor Department in all legal matters affecting or involving these Divisions. The program promulgates rules for the Agency, provides legal advice as requested by Commission and agency staff, represents the Agency in personnel matters, initiates collection of no-insurance accounts receivables and third party liens, and operates a program for processing and collecting of other delinquent accounts. The program also operates a compliance program that targets by Arizona employers who are operating without workers' compensation insurance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,540.4	1,693.2	1,722.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,540.4</b>	<b>1,693.2</b>	<b>1,722.4</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>

◆ **Goal 1** To provide quality legal representation to the Agency in contested legal matters.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
No Insurance cases referred for hearing	175	175	175
OSHA cases referred for hearing	60	70	80
Apportionment/Supportive Care Matters	107	115	115
Number of wage claim appeals	3	5	5
Litigation investigations completed	66	75	75
Civil Penalty Cases referred to hearing	63	70	75
Matters related to assignment of claims under ARS 23-966	27	30	30
Legal opinions & other miscellaneous	108	125	125
Rulemaking/Regulatory/Compliance/Legislation	9	15	15

◆ **Goal 2** To effectively collect debts owed to the Industrial

Commission.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Collection investigations completed	12	20	20
Collection files opened	427	400	400
Delinquent collection accounts to Attorney General's office	176	150	150
Subrogation files opened	12	15	15

◆ **Goal 3** To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of compliance referrals	2,626	2,500	2,500
Employers identified as uninsured	1,016	1,100	1,100
Compliance investigations completed	754	750	750
Civil penalties issued	156	150	150
Employers insured through our efforts	131	250	250
Injunctive proceeding initiated	54	50	50



IDA 0.0  Christina Urias, Director Phone: (602) 364-3471 A.R.S. § 20-101	<b>Agency Summary</b>  DEPARTMENT OF INSURANCE
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**Mission:**

*To faithfully execute the state insurance laws in a manner that protects insurance consumers and encourages economic development.*

**Description:**

The Department of Insurance licenses and authorizes the transaction of insurance business by insurers, producers, and other insurance-related entities regulated under A.R.S. Title 20; monitors and promotes the financial safety and soundness of insurers transacting business in Arizona; oversees the rehabilitation, liquidation and performance of claims obligations of insolvent insurers; develops and makes insurance-related information publicly available; protects insurance consumers against unfair and illegal market practices; assists consumers with insurance-related questions and problems; investigates cases involving fraudulent insurance claims; oversees the development of the captive insurance industry; and, annually collects over \$400 million in insurance premium taxes and other revenues that benefit the General Fund.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ POLICY AND ADMINISTRATION	1,562.1	1,589.7	1,508.6
➤ SOLVENCY REGULATION	4,034.6	9,680.0	9,549.5
➤ CONSUMER SUPPORT	6,184.8	6,037.8	5,941.0
➤ FRAUD INVESTIGATION AND DETERRENCE	1,189.4	1,528.7	1,457.1
➤ LICENSING	948.7	943.7	900.6
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	213.3	198.6	186.7
➤ CAPTIVE INSURER PROGRAM	283.2	338.2	338.2
<b>Agency Total:</b>	<b>14,416.1</b>	<b>20,316.7</b>	<b>19,881.7</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	7,710.5	7,800.8	7,365.8
Other Appropriated Funds	25.0	200.0	0.0
Other Non Appropriated Funds	6,680.6	12,315.9	12,515.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,416.1</b>	<b>20,316.7</b>	<b>19,881.7</b>
<b>FTE Positions</b>	<b>153.0</b>	<b>151.0</b>	<b>151.0</b>

**Strategic Issues:**

**Issue 1 Preserving state-based insurance regulation through modernization of state insurance laws, rules and regulatory practices**

The most critical issue facing Arizona (and all other states) is the modernization and preservation of state regulation of the insurance industry. Advocates for a change to federal insurance regulation question whether state regulation can continue to encourage the economic development of insurance companies in expanding national and global markets, while continuing to protect consumers in their state and local markets. Supporters of continued state-based insurance regulation believe:

- Insurance regulation issues typically arise from local public policy, market, and environmental conditions, best understood and addressed at the state

level.

- State insurance regulators are better suited to provide basic consumer assistance and education (i.e. handling consumer complaints and requests for information) to their own state citizens.

- Federal insurance regulation could lead to federal usurpation of insurance premium tax revenues. The ADOI deposited almost \$400 million of insurance premium tax revenues to the General Fund in FY 2007.

- Reconfiguring the current state insurance guaranty fund system to a federal regulatory system would cause enormous upheaval and financial uncertainty in the insurance markets. Currently, the active insurers in each state pay assessments to their state guaranty funds to cover the obligations of insolvent insurers. In Arizona, insurers receive state premium tax offsets for the guaranty fund assessments.

- Generally, a new federal bureaucracy for insurance regulation would be expensive to create, burdensome to manage and would probably not be as responsive to local needs and conditions as a state regulator would be under the circumstances.

Although Senate support is questionable, the U.S. House of Representatives recently passed the Nonadmitted and Reinsurance Reform Act (H.R. 1065), attempting to create a uniform system for regulating and taxing surplus lines insurance by subjecting surplus lines insurers to regulation only in the policyholder's home state and by limiting regulators' jurisdiction over reinsurers solely to the reinsurer's home state regulator.

Given that market forces vary from state to state, regulators must maintain their ability to effectively respond to unique market conditions with flexible solutions and clear regulatory authority. In light of the long history of state regulation and state regulatory expertise in such important areas as financial solvency, rate supervision, market conduct and anti-fraud activities, the states (not the federal government) are best positioned to address the needs of consumers and the insurance industry in differing market conditions. With considerable input from consumers and industry constituencies, the Arizona Department of Insurance ("ADOI") and other state insurance regulators are working to foster a sound, competitive and market-responsive insurance industry by modernizing and improving the efficiency of the state-based regulatory system.

**Issue 2 Consumer protection and assistance**

Consumer protection is one of ADOI's most important responsibilities that not only benefits consumers, but also promotes an environment that fosters fair competition among insurers. In an open competition regulatory environment, it is critical that ADOI respond to consumer questions and complaints, and offer impartial up-to-date information and education to enable consumers to make informed decisions about their insurance needs while making sure they receive the benefits and services they are entitled to receive under their policies and Arizona law. ADOI must also monitor the insurance market to guard against the emergence of practices that do not meet the consumer protection standards prescribed in Arizona law.

ADOI annually receives over 51,000 telephone calls and over 4,800 written complaints from insurance consumers and others requesting ADOI to:

- Provide accurate and prompt responses to highly technical questions on a variety of insurance topics such as policy cancellation laws for auto, homeowners and other types of insurance; whether federal or state laws require an insurer to guarantee issuance of health insurance coverage; whether an insurer can use an applicant's credit history to determine premium rates; or, how to un-enroll from a Medicare plan and receive a premium refund from Social Security;

- Timely facilitate resolutions of insurer/producer/claim disputes and problems and continuously keep consumers informed on the status of requests for assistance;

- Help consumers find insurance coverage;

- Promptly fulfill public records requests and records subpoenas, many of which require extensive, time-consuming redaction of individual personal

financial and medical information.

Before seeking ADOI assistance, insurance consumers often endure lengthy, unsatisfactory processes toward resolving a problem with insurance companies or insurance professionals. Some consumers have preconceived ideas of what ADOI should do and how ADOI should resolve the problem, regardless of what Arizona law/jurisdiction may require. For example, when the federal government added prescription drug coverage to Medicare in 2006, ADOI received a surge of calls, complaints and inquiries because the federal government and their contracted health plans were unprepared for the volume of enrollment questions and problems. Although ADOI does not administer or regulate Medicare, many senior citizens look to ADOI for assistance with Medicare issues.

Considering the volume of consumer complaints, inquiries, and limited resources available, ADOI must prioritize issues in dealing with increasingly complex consumer complaints. ADOI staff must have a multitude of analytical skills, knowledge and expertise regarding state and federal (Medicare, Medicaid, HIPAA, COBRA and ERISA etc.) insurance laws, insurance policies, annuity contracts, medical terminology, insurance claims and claim handling practices, coverage, premium calculations, marketing and underwriting practices, rules and regulations.

Since January 2003, Arizona insurance consumers recovered a total of \$25,226,916 as a result of ADOI's consumer assistance efforts in thousands of these cases.

### **Issue 3 Monitoring insurance company conduct**

A.R.S. § 20-156(A) authorizes ADOI to "examine the affairs, transactions, accounts, records and assets of each authorized insurer as often as the Director deems advisable." Historically, ADOI relied upon periodic, costly on-site market conduct examinations to fulfill this responsibility to ensure compliance with Arizona consumer protection laws. Over the past two years, ADOI developed a new market analysis approach, working with insurers to bring their operations and practices into compliance without expensive and time-consuming on-site market conduct examinations. States worked together through the NAIC to develop a continuum of regulatory responses ("continuum") or set of regulatory approaches to efficiently encourage insurance industry compliance with state insurance marketing laws. The continuum emphasizes cheaper, yet more effective, means of gathering and analyzing information, and facilitating industry compliance before imposing punitive measures. ADOI now focuses on analysis of market conditions and insurer operations, and targets examinations only to specific insurers or problem issues. The result is a more efficient, less expensive process that achieves the same consumer protection results. Other state insurance departments view ADOI's emphasis on market analysis as a "best practice" model in insurer market conduct oversight.

One of the barriers the ADOI faces is insufficient dedicated funding for in-house market oversight analysts and insurance investigators. ADOI must utilize relatively expensive independent contractor examiners to perform compliance examination work to review issues that state employees could otherwise analyze, thereby resulting in delayed and more expensive results. ADOI believes that all Arizona-authorized insurers benefit from market conduct analysis (not just insurers subject to examinations) and that all insurers should share in that expense. Consequently, ADOI encourages legislative adoption of a Market Conduct Surveillance Fund to create a more equitable mechanism for distributing market analysis costs among all insurers transacting business in Arizona.

### **Issue 4 The impact of technology on the insurance market and insurance regulation**

The Internet and the consequential development of information technology over the past decade have changed the nature of insurance marketing and regulation, thereby increasing ADOI's regulatory challenges and opportunities to deliver efficient and effective services that meet consumer expectations.

The scope of ADOI's regulatory responsibilities now encompass oversight of Internet-based insurance sales practices to ensure further that only licensed professionals conduct electronic insurance transactions. State regulators must always balance dual responsibilities of fostering industry efficiency,

competition, availability and affordability of insurance products, while administering state consumer protection laws and promoting a fair, competitive, and financially sound insurance marketplace.

The ADOI must periodically upgrade its computer hardware and software systems; as new software becomes more sophisticated, the hardware must increase speed and capacity to accommodate the changes.

Increasing technological advances make it difficult for ADOI to attract and retain employees with the ever-increasing array of skills and expertise necessary in today's electronic regulatory environment. As routine business transactions are automated, ADOI employees are left with only complex, difficult and unique business transactions. Also, ADOI lacks the additional resources needed to rapidly create and maintain the necessary Internet-based applications. ADOI's Information Services Division employees, by their own initiative, and predominantly at their own expense, have increased their knowledge of web-based technology to enable ADOI to advance the quality of its operations. Even so, as the required technology skill set expands, state employee salaries become increasingly disparate from those in the private sector.

With the number of licensees increasing each year (now in excess of 135,000) and with files incrementally expanding with license renewal documents and interim filings, the lack of physical file storage space is increasingly problematic. Technology (specifically, document imaging and indexing) offers solutions that could enable ADOI to more quickly archive or destroy physical documents, provide greater Internet access to documents and facilitate document retrieval.

### **Issue 5 Combating insurance fraud**

Insurance fraud is a serious social and economic problem not only in Arizona, but throughout the United States, affecting everyone with inflated insurance costs for personal and commercial insurance products. The ADOI Fraud Unit is committed to deterring, investigating and facilitating convictions for insurance fraud, whether such fraud stems from large organized groups, terrorist groups, identity theft or individual opportunists. Purely an investigative unit, the Fraud Unit submits investigative insurance fraud files for prosecution to the Maricopa County Attorney's Office and the Arizona Attorney General's ("AG") Office (pursuant to an intergovernmental service agreement that includes funding for criminal prosecution services).

Fraud Unit operations include: (1) undercover investigations of vehicle theft rings, staged accident suspects, and bogus medical claims submitted by both, patients and medical providers; (2) executing search warrants; and, (3) seizing/maintaining chain of custody over evidence. Investigations frequently involve coordination with other Arizona law enforcement agencies, as well as with out-of-state law enforcement authorities. Fraud Unit investigations are similar in difficulty, complexity and risk to AG investigations and city and county law enforcement investigations.

Historically, AG staffing limitations have impacted the Fraud Investigation and Deterrence Program by reducing the number of AG prosecutions. Although the Fraud Unit receives an increasing number of insurer case referrals, insufficient prosecution services limited the Fraud Unit's investigations to only a fraction of those referrals only to cases of the greatest magnitude. Many Fraud Unit cases submitted to the AG's Office became stale and ultimately not prosecutable. Beginning in Fiscal Year 2008, the Legislature appropriated increased funding for fraud prosecution services and the AG's Office is now working to increase available resources to prosecute insurance fraud cases. The Maricopa County Attorney's Office has been prosecuting an increasing number of insurance fraud cases as well.

Pursuant to A.R.S. § 20-466(J), the insurance industry pays assessments to the General Fund to recoup the Fraud Unit budget and makes insurers sensitive to the results of Fraud Unit activities, especially as they relate to the scope, timeliness and completion of investigations, and, most importantly, the outcome of case referrals and prosecutions. Likely due to the limited number of fraud prosecutions in relation to case referrals, only 68.1% of insurers submitting Fraud Unit referrals in FY2007 reported satisfaction with Fraud Unit services.

The Fraud Unit needs a computerized case management system specifically

designed for law enforcement because the current antiquated system forces time-consuming manual records searches and does not handle the direction, goals and objectives of modernized Fraud Unit activities, such as individual and commercial background checks and public records requests.

**Issue 6 Health care delivery oversight and administration of timely pay and grievance laws**

Prior to 2000, the Arizona regulatory scheme bifurcated responsibility for governing health care service organizations (HCSOs or HMOs) and prepaid dental plan organizations (PDPOs) between ADOI and the Department of Health Services (DHS). In 2000, the Arizona Legislature enacted SB1330, SB1172 & HB2600 (effective January 1, 2001), transferring all DHS responsibilities to ADOI and establishing health care provider timely pay and grievance requirements for all health care insurers.

With this newly expanded authority, ADOI first focused on modernizing the 1973 HCSO health care services delivery standards. Industry stakeholders (HCSOs, health care providers, associations, employers, and consumer association representatives) initially opposed ADOI's HCSO rulemaking efforts; however, despite the complex and controversial subject matter and resource constraints, ADOI garnered stakeholder cooperation and developed an inclusive, effective process for rulemaking priorities and in December 2005, promulgated the first set of network adequacy rules (a HCSO's responsibility to provide an adequate network of doctors, hospitals, laboratories, and related medical service providers for its members or enrollees). ADOI now needs to develop additional permanent HCSO health care services delivery rules while simultaneously considering the: (a) complex, controversial nature of the proposed rules; (b) existing HCSO "culture" and expectations of Arizona's mature managed care industry; (c) characteristics of Arizona's health care community, health insurance and managed care marketplace; (d) special needs of Arizona rural areas; (e) allocation of ADOI resources to a task of this magnitude; and, (f) impact of regulatory enforcement in other areas, including health care provider timely pay and grievance issues.

Arizona's timely pay and grievance law sets time limits and related standards for healthcare provider claims processing and requires insurers to have an effective internal system for resolving healthcare provider grievances, including a requirement for insurers to file semi-annual grievance reports with ADOI. Timely and accurate payment to healthcare providers is an essential component of a functional healthcare insurance system. If insurers fail to timely and accurately pay healthcare providers, patient care may suffer as may healthcare provider relationships with their patients and healthcare provider networks. Although Arizona law does not allow ADOI to adjudicate individual claims or grievances, implementation of an effective grievance process and allowing an insurer the opportunity to rectify mistakes is critical to the ultimate success of the timely pay law. Problems arise because ADOI has only one FTE for timely pay and grievance administration, analysis and data evaluation and the law imposes requirements that are inconsistent with insurers' established business practices and systems, which can be expensive to revise. Also, because there are severe limitations on ADOI's authority to levy penalties for noncompliance, there are limited incentives for insurers to comply.

**Issue 7 Producer and insurer licensing**

Through the National Association of Insurance Commissioners ("NAIC"), state insurance regulators work with the insurance industry to improve the reciprocal and uniform system for insurance producer licensing and multi-state insurer licensing, while maintaining each individual state's rights to enforce its own consumer protection laws and financial solvency regulation. State insurance regulators must strike an appropriate balance between an individual state's right to enforce its own laws, regulations and standards, and the need to minimize redundancy and inefficiency for multi-state insurance enterprises.

All 50 states contribute electronic license data to the NAIC and its affiliate, the National Insurance Producer Registry ("NIPR") which provides resources that allow for efficient, multi-state licensing of the 3.6+ million licensees in their database. NIPR offers a centralized facility to process non-resident license ("NRL") applications whereby a licensee in one state can apply for and pay fees for an insurance license in one or more other states. The NRL system validates and transmits the applicant's data and fees to the new state to review the data, make licensing decisions, and issue licenses to

qualified applicants. ADOI successfully initiated participation in the NRL system in February 2005, and during FY 2007, more than 86% of non-resident licensee applicants submitted their applications using NRL, thereby allowing the ADOI to avoid approximately \$91,700 in application processing costs. ADOI's challenge is to advocate for multi-state uniform standards that promote a professional, competent, multi-state insurance industry, while protecting interests and concerns unique to Arizona.

**Producer Licensing Process Improvement:** When Arizona adopted the NAIC Producer Licensing Model Act (2001), the new law imposed a requirement upon all insurance professionals to report any administrative and judicial actions to ADOI within thirty (30) days. These contemporaneous reporting requirements diminished the importance of license renewal applications, so ADOI worked with the Independent Insurance Agents and Brokers of Arizona ("IIABA") to lengthen the insurance professional's license term from two to four years (see A.R.S. § 20-281 et. seq.) with conforming changes to ADOI's fee schedule and continuing education ("CE") requirements. Consequently, starting with January 2007 license expirations, ADOI's Licensing Section: (1) began receiving approximately half the number of license renewal applications than previously received; (2) avoided approximately \$51,900 in staff costs for FY 2007; and, (3) will avoid over \$110,000 in staff costs in FY 2008, thereby deferring future budget requests for licensing-related staffing.

**Potential Improvement to Business Entity Licensing:** Arizona law requires ADOI to enumerate the lines of insurance business that the licensee may transact on all insurance producer licenses (both individuals and business entities) and limits a business entity's license to only those lines of authority held by its individual insurance producers. Specifying lines of authority for an individual is essential (because an individual must demonstrate competency for that line of authority), but specifying lines of authority for a business entity is not. The Legislature could amend the law to eliminate the need to specify lines of authority on a business entity license, so as to limit a business entity's authority to the authority held by the Arizona-licensed individual producers employed or contracted by that business entity. This way, ADOI could eliminate some of the complexity associated with manual and automated processing of business entity applications and could reduce the application deficiency rate associated with those applications.

**Potential Improvement for Variable Life and Variable Annuity Insurance Producers:** Arizona law requires a variable life insurance or variable annuity contracts ("variable contracts") producer to hold: (1) a variable life and variable annuity insurance producer license; (2) a Financial Industry Regulatory Authority ("FINRA") license as a principal or registered representative; and, (3) be authorized to sell or solicit on behalf of an insurer authorized to transact variable contracts in Arizona. Problems arise when a license bears variable life and variable annuity insurance producer authority, but the person may no longer have authorization to sell or solicit variable contracts either because the person loses FINRA licensure or loses authority to transact on behalf of an Arizona-authorized variable contracts insurer. The Legislature could amend the law to eliminate the specific variable life and variable annuity insurance producer line of authority, simply allowing a life insurance producer to transact variable contracts if the person holds a FINRA license and is authorized by an Arizona-authorized variable contracts insurer. This legislative change would facilitate licensing and license-renewal processes and would improve the quality of publicly available information.

**Potential Improvement to Fingerprint Processing:** ADOI must coordinate its licensing process with the Arizona Department of Public Safety ("DPS") to obtain state and federal criminal background information on license applicants. Through its contracted pre-license insurance examinations vendor, ADOI could automate a portion of this process if DPS had the capability to electronically process the information. ADOI must manually transmit fingerprints and license fees, which results in substantial delays in DPS processing and forwarding the fingerprint data to the FBI. Automated systems in other states generally return results from the state and federal justice systems within a week, but the ADOI frequently waits several weeks for DPS to furnish state and federal criminal background research results. Additionally, at least two other states (New York and California) have "RAP-back" systems, which promptly inform regulatory agencies about criminal

convictions of licensees for whom the agency previously submitted electronic fingerprints. Implementation of electronic fingerprinting and a RAP-back system would significantly increase the protection of Arizona citizens.

**Insurer Licensing:** As part of the Accelerated License Evaluation Review Techniques ("ALERT") project, state insurance regulators have developed, and Arizona has now adopted, a nationwide Uniform Certificate of Authority Application ("UCAA"), enabling insurers to use a single, uniform application form and procedure to request authority to transact business in multiple states.

**Issue 8 Insurance product regulation**

ADOI's core consumer protection activities include regulation of rates and rating rules, policy-related forms, and insurer advertising. Insurance consumers rely on ADOI to assure that insurance products are legally compliant, appropriate, and fair. Simultaneously, however, ADOI must also maintain a regulatory environment that encourages fair and vigorous competition among financially sound insurers to provide appropriate insurance products and quality services in the marketplace. Efficient regulation promotes legitimate competition in the best interests of consumers. To that end, ADOI has identified several ways to streamline insurance product regulation, maximize efficiency, promote competition among insurers, and enhance regulatory consumer protection and, with the support of the insurance industry, has implemented the following initiatives:

- To assure that ADOI applies its finite resources in ways that benefit those consumers most in need of regulatory protection, ADOI exempts certain rates and forms filings in cases where ADOI deems appropriate. Following public hearings, in October 2005 ADOI issued orders exempting additional property and casualty rate and form filings, life, disability and long-term care form filings, adding to those filings already exempt under prior orders.
- To help insurance companies comply with Arizona-specific policy form and rate filing requirements, ADOI has developed and implemented "Review Standards Checklists" (RSCs), which include a list of Arizona requirements, corresponding legal authority, instructions and other appropriate information and detail, for all types of property and casualty policy forms and for 11 types of life and health policy rate and forms filings.
- During Fiscal Year 2007, ADOI implemented an internally-developed Rates and Forms Tracking System ("RAFTS") electronic database in its Life and Health Division to track processing of policy, rate and advertising forms, increasing the Division's efficiency, accuracy and consistency in handling filings and record-keeping.
- ADOI continues to accept filings submitted using the System of Electronic Rate and Form Filing ("SERFF"), a system developed by the National Association of Insurance Commissioners ("NAIC"), which enables insurers to submit certain types of rate and form filings electronically to facilitate communication and accelerate the filing review process. SERFF usage has steadily increased since its inception in 2001.

**Program Summary**

IDA 1.0

**POLICY AND ADMINISTRATION**

Christina Urias, Director  
 Phone: (602) 364-3471  
 A.R.S. Title 20, A.A.C. Title 20, Ch. 6

**Mission:**

*To provide leadership, direction, coordination and support, enabling the Agency to achieve its mission.*

**Description:**

This program develops and implements administrative and regulatory policies and procedures; advises and supports the Governor's Office; provides technical support and advice to state legislators and the U.S. Congressional delegation; develops, recommends and implements insurance-related legislation; develops and promulgates appropriate rules and substantive policy statements; renders ultimate decisions in administrative proceedings necessary to enforce and administer the Insurance Code; coordinates legal representation provided by the Attorney General's Office; coordinates interaction with other state and federal agencies; coordinates with fellow state insurance regulators through participation in the National Association of Insurance Commissioners; interfaces with and coordinates outreach to major constituencies including the industry, licensees, consumers and the media; coordinates and participates in numerous task forces and advisory groups related to insurance regulation; develops the agency's Operational Plan, Budget Request, Information Technology Plan, Business Continuity Plan, Efficiency Review and Disaster Preparedness Plan; develops the Agency's operational policies; coordinates and directs the activities of the agency and its divisions, including continually improving the quality of customer service delivery; oversees the administration of boards and other public bodies within the agency; oversees the preparation and distribution of regulatory information to the public, including consumer oriented literature, statutorily required reports, the agency newsletter and the agency web site; coordinates responses to public records requests and subpoenas; oversees the development of the agency's workforce; and, provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,432.3	1,475.5	1,394.4
Other Appropriated Funds	25.0	0.0	0.0
Other Non Appropriated Funds	104.8	114.2	114.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,562.1</b>	<b>1,589.7</b>	<b>1,508.6</b>
<b>FTE Positions</b>	<b>19.5</b>	<b>18.5</b>	<b>18.5</b>

◆ **Goal 1** To efficiently and effectively coordinate, facilitate and support accomplishment of department-wide and divisional goals and objectives.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of quarterly performance pay targets the ADOI met for performance evaluated during the fiscal year.	100.0	75.0	75.0

◆ **Goal 2** To provide a satisfying work environment for agency employees.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of agency staff turnover	15.96	15.00	15.00
Percentage of Insurance Department employees surveyed who responded they were "satisfied" with their jobs.	90.3	85.0	85.0

◆ **Goal 3** To provide quality accounting, budgeting, personnel and procurement services to internal customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Business Services Section (average of October and April surveys) 90.4 85.0 85.0

◆ **Goal 4** To provide quality information technology support to internal customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Information Services Division (average of October and April surveys)	64.4	70.0	70.0
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◆ **Goal 5** To promptly fulfill appropriate public records requests and subpoenas.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Average calendar days to fulfill a public records request or respond to a subpoena from date request/subpoena received	5.5	10.0	10.0
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<p>IDA 2.0</p> <p>Gerrie L. Marks, Deputy Director Phone: (602) 364-3471 A.R.S. §§ 20-101 et seq.</p>	<p><b>Program Summary</b></p> <p><b>SOLVENCY REGULATION</b></p>
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**Mission:**

*To oversee and promote the ability of authorized insurers to perform their financial obligations under insurance policies.*

**Description:**

The program monitors the solvency of insurers doing business in Arizona through field examination and analysis of financial and transactional filings; administers the estates of Arizona insurer receiverships; and, pays certain claims owed by insolvent insurers to Arizona residents.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	408.0	465.0	434.5
Other Appropriated Funds	0.0	200.0	0.0
Other Non Appropriated Funds	3,626.6	9,015.0	9,115.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,034.6</b>	<b>9,680.0</b>	<b>9,549.5</b>
<b>FTE Positions</b>	<b>34.8</b>	<b>34.8</b>	<b>34.8</b>

◆ **Goal 1** To provide quality services to examination customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of examinees indicating "satisfied" or better	84.0	90.0	90.0
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◆ **Goal 2** To efficiently and effectively analyze financial filings of insurers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of priority domestic insurer annual financial reports analyzed by April 30th	100	100	100
Percentage of priority domestic insurer supplemental filings analyzed within 45 calendar days after receipt	100	100	100
Percentage of non-priority domestic insurer annual financial reports analyzed by June 30th	91	95	95
Percentage of non-priority domestic insurer supplemental filings analyzed within 90 days after receipt	96	95	95

◆ **Goal 3** To timely, efficiently and effectively examine domestic

insurers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of domestic insurers examined within statutory time frames	100	100	100
Number of new domestic receiverships	0	N/A	N/A

◆ **Goal 4** To efficiently and effectively administer the Guaranty Funds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage by which investment earnings of the Guaranty Funds exceeded the 90-day T-bill rate	0.2	2.5	2.5
Claims handling audit score (perfect score = 100) for claims handled by the Guaranty Funds office	94	90	90
Claims handling audit score (perfect score = 100) for claims handled by contract claims adjusters	N/A	90	90

◆ **Goal 5** To maximize the ability of insolvent insurers to pay valid creditor claims.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Receivership administrative expenses as a percentage of creditor payments for estates closed during the fiscal year	33.6	n/a	n/a
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<p>IDA 3.0</p> <p>Gerrie L. Marks, Deputy Director Phone: (602) 364-3471 A.R.S. Title 20, A.A.C. Title 20, Ch. 6</p>	<p><b>Program Summary</b></p> <p><b>CONSUMER SUPPORT</b></p>
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**Mission:**

*To inform, assist and protect Arizona insurance consumers.*

**Description:**

This program provides information and assistance to the public on a broad range of insurance-related issues, administers health care appeals, and performs investigations, examinations, and market surveillance in furtherance of consumer interests.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,663.2	3,331.6	3,134.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,521.6	2,706.2	2,806.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,184.8</b>	<b>6,037.8</b>	<b>5,941.0</b>
<b>FTE Positions</b>	<b>59.8</b>	<b>58.8</b>	<b>58.8</b>

◆ **Goal 1** To efficiently and effectively evaluate, and secure corrective action to deficiencies in, health care service organization network adequacy, plan management, member services, quality improvement systems, utilization management and timely pay and grievance law compliance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Percentage of managed care examination reports filed within one year after exit from company for reports filed during the year	100	80	80
Percentage of managed care examination draft reports sent to the company within 60 days after exit	100	85	85

◆ **Goal 2** To efficiently and effectively evaluate, and secure corrective action to deficiencies in, prepaid dental plan network adequacy, plan management, member services, and quality improvement systems.

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	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of prepaid dental plan organization quarterly reports reviewed for compliance with laws and regulations	0	95	95

◆ **Goal 3** To efficiently and effectively analyze and examine insurers' marketing, claims, underwriting, and rating practices.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of market conduct examination reports filed within one year after exit from company for reports filed during the year	100.0	90.0	95.0
Amount of restitution recovered through market conduct examinations (in thousands of dollars)	75.1	37.5	45.0
Percentage of market conduct examination draft reports sent to the company within 60 days after exit	100	100	100

◆ **Goal 4** To efficiently and effectively monitor the competitiveness of the property and casualty insurance markets.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Average calendar days to complete market analysis monitoring reports from the date market monitoring surveys are sent to insurers, for market monitoring reports completed during the fiscal year.	N/A	135	135

◆ **Goal 5** To efficiently and effectively review P&C rate filings to determine compliance with Arizona law.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of targeted open-competition rate filings (Article 4.1) reviewed within 90 calendar days from date filing received	100.0	90.0	90.0
Percentage of file-and-use rate filings (Article 4) reviewed by the effective date of the rates	98.9	95.0	95.0
Average calendar days to complete substantive review of file-and-use rate filings.	11.7	15.0	15.0
Percentage of P&C rate filings submitted electronically	65.5	50.0	50.0

◆ **Goal 6** To efficiently and effectively review policies, contracts and related form filings to verify they contain all provisions and coverages required by law and are not misleading or unfairly discriminatory.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of P&C form filings on which review was completed within the prescribed substantive review period	99.4	95.0	95.0
Average calendar days to complete substantive review of Property and Casualty form filings	7.2	20.0	20.0
Percentage of L&H form filings on which review was completed within the prescribed substantive review period	94.0	99.0	99.0
Average calendar days to complete substantive review of L&H form filings	12.4	20.0	20.0
Percentage of form filers surveyed indicating "satisfied" or better	88.4	80.0	80.0
Percentage of form filings submitted electronically	58.2	30.0	30.0

◆ **Goal 7** To efficiently and effectively investigate apparent violations of the insurance code by insurers, professional service licensees and unauthorized parties, and to refer apparent violations for prosecution or administrative action.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Average calendar days to complete an investigation after receipt of complaint warranting an investigation	84.8	90.0	90.0

◆ **Goal 8** To efficiently and effectively administer health insurance external appeals process.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of health care appeals the ADOI administered within statute-prescribed timeframes for health care appeal cases the ADOI completed during the fiscal year.	98.2	95.0	95.0

◆ **Goal 9** To efficiently and effectively render assistance to consumers and other constituents on insurance-related matters.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percentage of success in locating liability coverage for difficult-to-place risks	100.0	95.0	95.0
Percent of survey respondents indicating satisfied or better with assistance rendered	66.6	75.0	75.0
Average days to resolve request for assistance	99.5	90.0	90.0

◆ **Goal 10** To efficiently and effectively make insurance-related information available to the public.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Number of insurance-related public education events the ADOI conducted during the fiscal year that had 10 or more attendees.	22	12	12

<p><b>IDA 4.0</b></p> <p align="center"><b>Program Summary</b></p> <p align="center"><b>FRAUD INVESTIGATION AND DETERRENCE</b></p> <p>Terry L. Cooper, Assistant Director, Investigations</p> <p>Phone: (602) 912-8418</p> <p>A.R.S. §§ 20-466 et. seq.</p>
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**Mission:**

*To deter, investigate, and facilitate conviction for, insurance fraud.*

**Description:**

This program receives investigative referrals from insurers and other sources, conducts criminal investigations of individuals, businesses and organizations alleged to be involved in submitting intentionally misleading claim-related information to insurers, or engaged in other forms of insurance fraud. The program also provides education and promotes awareness within the industry, law enforcement and the community concerning the deleterious effects of insurance fraud.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,189.4	1,528.7	1,457.1
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>1,189.4</b>	<b>1,528.7</b>	<b>1,457.1</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

◆ **Goal 1** To efficiently and effectively investigate fraud referrals.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Number of investigations completed from referrals	201	300	300
Number of cases from general investigation referrals submitted for prosecution (excluding citations in lieu of detention)	20	50	50
Number of convictions from general investigation referral cases	17	20	20
Average calendar days to complete an investigation for investigations completed during the year	145	150	150
Percentage of survey respondents indicating satisfied or better	57.7	70.0	70.0
Number of citation-in-lieu-of-detention cases submitted for prosecution	0	10	10

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Number of citations in lieu of detention resulting in conviction or consent decree.	0	10	10	Percentage of (new) license applications and fee payments received electronically	61.2	60.0	60.0
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◆ **Goal 2** To efficiently and effectively conduct targeted, proactive fraud investigations.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of targeted, proactive investigations completed	164	150	150
Number of targeted, proactive cases submitted for prosecution	97	75	75
Number of convictions from targeted, proactive cases	30	25	25
Total restitution ordered from proactive investigations (in thousands of dollars)	594.1	400.0	400.0

Percentage of license renewal applications and fee payments received electronically	8.0	40.0	50.0
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IDA 5.0	<b>Program Summary</b>
	LICENSING
Scott B. Greenberg, Chief Operating Officer	
Phone: (602) 364-3764	
A.R.S. Title 20, A.A.C. Title 20, Ch. 6	

IDA 6.0	<b>Program Summary</b>
PREMIUM TAX COLLECTIONS AND ANALYSIS	
Scott B. Greenberg, Chief Operating Officer	
Phone: (602) 364-3764	
A.R.S. §§ 20-224 et. seq.	

**Mission:**

*To render efficient, effective and quality insurance licensing services and to restrict license issuance and renewal to qualified candidates.*

**Description:**

This program analyzes applications for licensure by entities regulated under A.R.S. Title 20 and grants licenses to those satisfying statutory prerequisites to provide insurance products and services in Arizona; and, oversees the administration of related activities, such as producer continuing education and pre-license examinations.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	804.3	801.4	758.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	144.4	142.3	142.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>948.7</b>	<b>943.7</b>	<b>900.6</b>
<b>FTE Positions</b>	<b>17.6</b>	<b>17.6</b>	<b>17.6</b>

◆ **Goal 1** To efficiently and effectively process insurer license applications.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average Licensing Time Frames* days from the date an application for initial license is received to the date that the license decision is rendered, for Insurers, Reinsurers, Service Corporations, Health Care Services Organizations and Prepaid Dental Plan Organizations	58.3	60.0	60.0

◆ **Goal 2** To provide quality service to professional service license customers.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of survey respondents indicating satisfied or better	97.1	92.5	92.5

◆ **Goal 3** To efficiently and effectively process professional service license applications.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average Licensing Time Frames days required to render a decision on a producer license application from the date it was received	5.6	12.0	12.0
Producer license and renewal applications received	58,892	54,281	57,500
Total producers licensed at June 30	133,797	141,000	152,500

**Mission:**

*To fully collect, efficiently deposit and accurately forecast insurance premium tax revenues.*

**Description:**

This program develops and provides tax report forms and information to taxpayers; collects and deposits premium tax revenues; audits premium tax reports and communicates with taxpayers concerning discrepancies; assesses late payment penalties and interest; and forecasts premium tax revenues.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	213.3	198.6	186.7
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>213.3</b>	<b>198.6</b>	<b>186.7</b>
<b>FTE Positions</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>

◆ **Goal 1** To fully collect the premium tax required by law.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of prior fiscal year premium tax returns audited	95.5	100.0	100.0
Amount of tax, interest and penalties recovered through audits (in millions of dollars)	1.4	0.6	0.6

◆ **Goal 2** To efficiently deposit premium tax revenues.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average work days from date tax payment received to deposit with State Treasurer	1.9	2.0	2.0
Percentage of premium tax (installment and annual) reports and payments received electronically	13.1	15.0	15.0

◆ **Goal 3** To accurately forecast premium tax revenues.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Difference (absolute value) between tax revenue forecast and actual fiscal-year tax revenues collected	2.3	2.0	2.0

◆ **Goal 4** To provide quality service to premium taxpayers.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of survey responses indicating "satisfied" or better	85.4	80.0	80.0

IDA 7.0	<b>Program Summary</b>
	CAPTIVE INSURER PROGRAM
	P. Rodney Morris, Captive Insurance Administrator
	Phone: (602) 364-4490
	A.R.S. Title 20, A.A.C. Title 20, Ch. 6

**Mission:**

*To provide a regulatory environment that enables development of the domestic captive insurance industry, and to oversee the soundness of domestic captive insurers.*

**Description:**

This program licenses Arizona captive insurers; through analysis and examination as warranted, monitors each captive insurer's performance to confirm compliance with applicable laws, to detect potentially hazardous conditions and to appropriately intervene; and, interacts with public and private stakeholders to foster an environment conducive to the development of a sound domestic captive insurance industry.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	283.2	338.2	338.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>283.2</b>	<b>338.2</b>	<b>338.2</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

◆ **Goal 1** To enable growth of the domestic captive insurance industry.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new captive insurers licensed	22	15	15

◆ **Goal 2** To efficiently and effectively process captive insurer license applications

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of captive insurer license applications reviewed within 30 days of receiving an administratively complete application.	100.0	90.0	90.0

◆ **Goal 3** To efficiently and effectively oversee the soundness of domestic captive insurers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of captive insurer annual reports analyzed within 120 calendar days of receipt	100	95	95



COU 0.0	<b>Agency Summary</b>
	JUDICIAL SYSTEM
	Hon. Ruth McGregor, Chief Justice
	Phone: (602) 452-3307
	See Individual Programs

**Mission:**

To provide Arizona citizens with an independent, accessible, and integrated judicial system that maintains a high degree of public trust and confidence; serves as an asset by dispensing justice, resolving human disputes, and conducting its administrative functions in a fair, equitable, and just manner; and operates efficiently and expeditiously.

**Description:**

The Arizona Judicial Branch is an integrated, but decentralized, judicial system implementing its constitutional and statutory responsibilities throughout all levels of government - state, county, and city. The Judicial Branch consists of the Supreme Court, Court of Appeals, Superior Court, and limited jurisdiction (municipal and justice of peace) courts. The Arizona Constitution provides for the administrative supervision over all courts to rest with the Chief Justice of the Supreme Court. The Administrative Office of the Courts is charged with assisting the Chief Justice in discharging his/her administrative duties. The Arizona Judicial Council, created in 1990, assists the Supreme Court and the Chief Justice in developing and implementing policies and procedures designed to accomplish the integration of the court system pursuant to the Court's constitutional mandate.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADJUDICATION	4,348.4	4,381.1	4,665.9
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	8,390.2	8,422.1	8,471.0
➤ REGULATORY ACTIVITIES	1,016.0	1,351.4	1,351.4
➤ COURT ASSISTANCE	20,081.7	19,367.7	19,767.7
➤ FAMILY SERVICES	6,452.2	6,521.1	6,546.1
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	302.7	326.2	326.2
➤ COMMISSION ON JUDICIAL CONDUCT	386.7	464.1	582.2
➤ JUDICIAL COMPENSATION	16,151.4	17,956.9	18,673.9
➤ ADULT PROBATION SERVICES	35,104.7	33,561.8	35,780.2
➤ JUVENILE PROBATION SERVICES	53,880.4	54,854.0	58,290.3
➤ COURT OF APPEALS DIVISION I	9,362.4	9,793.3	10,311.1
➤ COURT OF APPEALS DIVISION II	4,191.8	4,334.5	4,605.5
➤ ADULT AND JUVENILE DRUG COURT	999.7	1,013.6	1,513.6
<b>Agency Total:</b>	<b>160,668.3</b>	<b>162,347.8</b>	<b>170,885.1</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	123,978.4	127,444.7	135,682.0
Other Appropriated Funds	30,408.1	26,639.9	26,939.9
Other Non Appropriated Funds	6,281.8	8,263.2	8,263.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>160,668.3</b>	<b>162,347.8</b>	<b>170,885.1</b>
<b>FTE Positions</b>	<b>570.4</b>	<b>577.5</b>	<b>589.0</b>

**Strategic Issues:**

**Issue 1 Providing Access to Swift, Fair Justice**

The role of courts is to swiftly and fairly resolve cases. To accomplish this goal, courts must become efficient and user friendly. Challenges include addressing the needs of the growing ranks of unrepresented litigants, protecting the rights of victims, and speeding up the wheels of justice. Specific initiatives to achieve these objectives include creating self-help and information centers for those who cannot afford representation; putting case-related information on the web so that parties, witnesses, and victims can receive timely, accurate information; and re-engineering case processing systems so that cases are resolved more quickly. This is especially important in areas such as DUI processing. Arizona citizens have the right to an adequately funded system that employs modern technology to process cases and communicate information, protects the rights of victims, ensures that self-represented litigants have meaningful access to the courts, and is open and available to all members of the public. The initiatives supporting this goal will help ensure that Arizona's diverse population can be confident that our system of justice will be swift, impartial, fair, and compassionate to the victims of crime.

**Issue 2 Protecting Children, Families, & Communities**

Arizona's children and families are precious resources. Courts must be able to act swiftly and dispense justice in family law cases so that children are protected from neglect and abuse, and to make appropriate, permanent placements so that children do not languish in the custody of the state. All this must be accomplished while balancing the rights of parents. Domestic violence cases have skyrocketed and require emergency procedures to ensure the safety of domestic violence victims. In addition, Arizona's rapidly expanding and aging population has increased the number of cases involving vulnerable persons, elder care, probate, and fiduciary responsibility. The courts must engineer new case management processes and educate court personnel to efficiently resolve these family-related cases. Courts also oversee supervision of probation for those who have been convicted of criminal charges. Initiatives to enhance probation supervision call for increased automation to track probationers, enhanced efforts to collect restitution, additional training for probation officers, and improved methods to assist substance-abusing probationers. Courts must improve processes to protect children, families, and communities through innovative and forward-looking programs.

**Issue 3 Being Accountable**

Courts must ensure that judges and staff in all courts and at all levels are competent, professional, and customer service oriented. To accomplish this goal, courts must adopt a system of standards to measure operations and performance. To enhance public trust and confidence, courts must keep the public informed about our initiatives and must quickly investigate and resolve all allegations of misconduct. Courts must ask the right questions, apply the right standards, and spend the time necessary to improve the performance of all parts of the judicial system.

**Issue 4 Improving Communication and Cooperation with the Community**

Many members of the public do not fully understand our courts and how they operate. To ensure an informed public, courts must take responsibility to communicate clearly. We must also find ways to help the public make informed decisions about judges standing for retention by improving the information about judges' performance provided by the Commission on Judicial Performance. Courts must continue to improve jury management systems and selection procedures. Courts should increase not only their efforts to foster public understanding of the judicial branch, but also their

efforts to improve communications across all branches and levels of government. The initiatives supporting these goals include expanding direct outreach efforts to the public, increasing intra-branch cooperation with other levels of government, and expanding programs that foster mutual understanding and respect among all branches of government.

**Issue 5 Serve the Public by Improving the Legal Profession**

Working with the Arizona State Bar, the Court should implement strategic initiatives to improve public confidence in the legal system and in the lawyers who serve within the system. Because the Supreme Court regulates the practice of law, the Court should continually develop methods by which the legal profession can improve its service to the public. Other initiatives include examining existing rules that govern the practice of law and attorney admission and discipline and will revising those that cause unnecessary delay. The Court also will consider whether changes to rules of court procedure can reduce the cost of litigation, improve the timeliness of dispute resolution, or discourage unnecessary adversarial proceedings.

COU 1.0	<b>Program Summary</b>
	ADJUDICATION
	Kevin Kluge, Chief Financial Officer
	Phone: (602) 452-3395
	AZ Constitution, Article VI, Section 2; A.R.S. § 12-101

**Mission:**  
*To dispense justice in a fair and equitable manner and to provide judicial and administrative supervision over the Arizona Judicial Department as mandated by Arizona law and the Constitution.*

**Description:**  
 The Supreme Court: may choose to review decisions of the intermediate appellate courts when a petition for review is filed; hears direct criminal appeals in cases with a death sentence imposed; hears direct appeals in election cases; may accept direct special actions brought in the Supreme Court against state officials; regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; adopts rules of procedures for all courts of the state; provides administrative supervision over all courts of the state; and chairs the Commissions on Appellate and Trial Court Appointments.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,348.4	4,381.1	4,665.9
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>4,348.4</b>	<b>4,381.1</b>	<b>4,665.9</b>
<b>FTE Positions</b>	<b>45.3</b>	<b>45.3</b>	<b>47.3</b>

◆ **Goal 1** To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 2000 activity level. Cases pending are as of 6/30.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
All cases on file	1,581	1,577	1,581
All cases terminated	1,262	1,210	1,262
Cases pending	319	367	319
New case filings	1,161	1,170	1,161
State Bar matters on file	199	173	199
State Bar matters terminated	211	176	211
State Bar activity reports	1,247	1,277	1,247
All other cases on file	32	34	32
All other cases terminated	19	21	19

COU 2.0	<b>Program Summary</b>
	ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)
	Dave Byers, Administrative Director
	Phone: (602) 452-3307
	AZ Constitution, Article VI, Sections 3, 7

**Mission:**  
*To assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and to support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.*

**Description:**  
 Court Administration is responsible, through nine operating divisions and the Office of the Administrative Director, for providing administrative support to the Chief Justice and Supreme Court; for liaison activities with executive and legislative branch agencies and other judicial departments; for coordinating strategic projects that have potential to change the way courts do business; and, for providing internal and external administrative support for the judicial department. The divisions are Administrative Services; Adult Services; Certification and Licensing; Court Services; Dependent Children's Services; Education Services; Human Resources; Information Technology; and Juvenile Justice Services. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,390.2	8,422.1	8,471.0
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>8,390.2</b>	<b>8,422.1</b>	<b>8,471.0</b>
<b>FTE Positions</b>	<b>59.2</b>	<b>59.2</b>	<b>59.2</b>

◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Operational reviews completed	15	14	14
Average days to complete an operational review report	260	180	180
Average reviews per specialist	4	3	3

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

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Internal and external users connected to the Arizona Judicial Information Network	7,449	7,600	7,600
Infrastructure cost per user (dollars)	1,299	1,299	709
Uptime of network availability during normal operating hours (percentage)	99	99	99
Uptime of systems availability during normal operating hours (percentage)	99	99	99
% of courts with automated accounting and case management systems	100	100	100
% of courts using COT approved and/or standard case management systems	98	98	98
% of users with AJIN access (percentage)	95	95	95

◆ **Goal 3** To provide accurate, prompt and professional responses to questions or problems concerning court operations, procedures and/or other technological issues received by the AOC Support Center.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Performance Measure	Actual	Estimate	Estimate
Total Number of Questions/Issues Received	27,737	30,000	35,000
Number of Questions/Issues Received - Urgent Priority	42	90	150
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	93	85	85
Number of Questions/Issues Received - High Priority	304	357	400
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	90	85	85
Number of Questions/Issues Received - Medium Priority	26,512	26,500	32,500
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	87	85	85

**COU 3.0** **Program Summary**  
**REGULATORY ACTIVITIES**  
 Nancy Swetnam, Division Director  
 Phone: (602) 452-3362  
 A.R.S. §§ 32-4001; 28-3391 to 28-3399; 14-5651; 8-134

**Mission:**  
*To train, certify and monitor regulatory activities placed under the oversight of the Arizona Supreme Court.*

**Description:**  
 The program is responsible for oversight of certification, testing, training, compliance and discipline of regulatory programs under the jurisdiction of the Arizona Supreme Court.

**This Program Contains the following Subprograms:**

- ▶ Court Reporters
- ▶ Confidential Intermediary
- ▶ Private Fiduciary
- ▶ Defensive Driving School Regulation

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	893.5	1,191.4	1,191.4
Other Non Appropriated Funds	122.5	160.0	160.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,016.0</b>	<b>1,351.4</b>	<b>1,351.4</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>15.1</b>	<b>15.1</b>

**COU 3.1** **Subprogram Summary**  
**COURT REPORTERS**  
 Kandace French, Programs Specialist  
 Phone: (602) 452-3886  
 A.R.S. §§ 32-4001 et. seq.

**Mission:**  
*To certify individuals in the state who engage in the stenographic or voice writing reporting of proceedings in any Court and who take depositions for use in any Arizona court.*

**Description:**  
 A.R.S. Title 32, Chapter 40, requires individuals who engage in stenographic or voice writing reporting of proceedings for use in any court in this state be certified by the Board of Certified Reporters. The Board administers examinations for the certification of reporters and recommends to the Arizona Supreme Court rules to implement and enforce the provisions of the law. The Board also has authority to investigate alleged violations of certified reporters and to take appropriate disciplinary action. The program began during FY 2000; effective January 1, 2007, voice writer reporters must be certified, in addition to stenographic reporters.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	122.5	160.0	160.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>122.5</b>	<b>160.0</b>	<b>160.0</b>
<b>FTE Positions</b>	<b>1.7</b>	<b>1.8</b>	<b>1.8</b>

◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications received (new and renewal)	492	500	500
Certifications granted	484	495	495
Certifications denied	5	5	5
Average number of days from receipt of application to decision regarding certification	7	60	60
Number of certified reporters (end of year)	487	495	495

◆ **Goal 2** To investigate and process complaints against certified court reporters to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received	2	3	3
Complaints closed	11	4	3
Disciplinary action	4	1	1
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	522	350	225
Complaint closure rate (percent)	550	100	100
Percent of cases closed within 22 month standard	73	75	98

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COU 3.2	<b>Subprogram Summary</b>
	CONFIDENTIAL INTERMEDIARY
	Kandace French, Program Specialist
	Phone: (602) 452-3886
	A.R.S. § 8-134

**Mission:**

*To train, certify and monitor Confidential Intermediaries to facilitate contact between adoptees or adoptive parents and birth parents and biological siblings while protecting court and agency records and anonymity of those who desire it.*

**Description:**

The Board certifies Confidential Intermediaries (CIs), as specified by the court, to act as a liaison between an adoptive parent, guardian or an adoptee or a birth parent or birth sibling in establishing contact. The CI has statutory authority to access confidential court and agency adoption records to facilitate the search. The program facilitates voluntary contact, while protecting the confidentiality of those who desire their adoption records to remain sealed. The Arizona Supreme Court has adopted rules and procedures to implement and operate the program, and established fees, training, and standards of conduct for CIs with appropriate disciplinary action as necessary. Effective January 1, 2008, CIs will have the statutory authority to facilitate contact between siblings who have been separated as the result of dependency/foster care.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	160.3	196.0	196.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>160.3</b>	<b>196.0</b>	<b>196.0</b>
<b>FTE Positions</b>	<b>2.2</b>	<b>2.2</b>	<b>2.2</b>

**Goal 1** To promptly process and review applications for initial certification.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applicants for certification	10	9	16
Average number of days from receipt of complete application requirements to decision regarding certification	4	30	30
Number of individuals granted certification	8	8	15
Number of individuals denied certification	0	1	1
CIs certified (end of year)	46	54	69

**Goal 2** To promptly process and review applications for biennial renewal of certification.

\* No renewal in 2009

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications received	4	12	0
Number of individuals granted recertification	4	12	0
Number of individuals denied recertification	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	1	60	0

**Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified CIs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of individuals receiving initial training	10	10	16
Percent who rate the initial training "above average or better"	100	90	96

**Goal 4** To assist CIs to provide high quality service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cases opened	144	225	200
Cases closed	106	150	150

**Goal 5** To investigate and process complaints against certified confidential intermediaries to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received	2	1	1
Complaints closed	1	1	1
Disciplinary action	1	1	1
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	193	120	120
Complaint case closure rate (percent)	50	100	100
Percent of cases closed within standard of 22 months	100	100	100

COU 3.3	<b>Subprogram Summary</b>
	PRIVATE FIDUCIARY
	Katherine Boots, Program Manager
	Phone: (602) 452-3415
	A.R.S. § 14-5651

**Mission:**

*To certify, audit and discipline certified fiduciaries who are court appointed to serve as guardians for incapacitated persons, conservators for persons in need of protection and personal representatives for decedent estates.*

**Description:**

A.R.S. § 14-5651 requires persons, who serve for a fee and are unrelated to a person or not nominated by will, and are appointed by the Superior Court, to be certified by the Arizona Supreme Court. The program certifies individuals who meet the statutory requirements and serve by court appointment as guardians, conservators, and personal representatives. The program develops and enforces the rules and policies necessary to implement A.R.S. § 14-5651. The program provides initial and renewal certification for fiduciaries. The program investigates alleged misconduct by fiduciaries and takes appropriate disciplinary action as necessary. The program conducts random compliance audits of certified fiduciaries.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	248.4	292.9	292.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>248.4</b>	<b>292.9</b>	<b>292.9</b>
<b>FTE Positions</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>

**Goal 1** To promptly process and review certification applications and reports for issuance or denial of initial certification.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications received	33	50	40
Number of individuals certified	30	47	38
Number of applications denied	2	3	2
Number of days from receipt of complete application requirements to decision regarding certification	8	60	60
Number of fiduciaries certified at end of year	335	310	330

**Goal 2** To promptly process and review applications for biennial renewal of certification.

\*Fiduciaries renew certification every other year, in the even numbered year. Therefore, there is no renewal in FY07 or

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FY09.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of applications received	n/a	320	n/a
Number of individuals granted recertification	n/a	317	n/a
Number of applications denied recertification	n/a	3	n/a
Number of days from submission of complete renewal application to decision regarding renewal	n/a	30	n/a

**◆ Goal 3** To receive complaints, conduct impartial investigations and take appropriate action, ranging from dismissal of complaint to revocation of certification, in accordance with Arizona Revised Statutes and the code of conduct, administrative rules and orders adopted by the Arizona Supreme Court.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of complaints received	24	20	23
Number of complaints closed	24	26	30
Number of disciplinary actions	8	8	8
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	388	200	180
Complaint case closure rate (percent)	114	120	130
Percent of complaints resolved within 22 month standard	92	80	90

**◆ Goal 4** To conduct audits of certified fiduciaries and their businesses to insure compliance with statutes, administrative code sections and court orders.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of notice of engagement letters	3	4	4
Fieldwork completed	3	4	4
Corrective Action Plans in Place	3	4	4
Number of final reports completed	4	4	4

COU 3.4	<b>Subprogram Summary</b>
	DEFENSIVE DRIVING SCHOOL REGULATION
	Katherine Boots, Program Manager
	Phone: (602) 452-3415
	A.R.S. §§ 28-3391 to 28-3399

**Mission:**

*To train, certify and monitor the use of defensive driving schools and defensive driving instructors by the Arizona courts.*

**Description:**

The program certifies and monitors defensive driving schools and instructors that may be used by the Arizona courts for diversion of traffic offenses and provides information to courts on the operation of the program. A statewide database is maintained to record defensive driving course completion and to verify eligibility for participation in the diversion program.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	484.8	702.5	702.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>484.8</b>	<b>702.5</b>	<b>702.5</b>
<b>FTE Positions</b>	<b>6.3</b>	<b>6.3</b>	<b>6.3</b>

**◆ Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Operational reviews of schools	5	5	5

completed			
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	95	95	95
Instructors monitored	220	165	230

**◆ Goal 2** To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average days to complete error change requests from schools	1.8	2	2
Percent of student completions reported by schools on time	90.86	98	98
Court information change requests processed	448	500	500

**◆ Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
New instructors completing training	30	35	30
Current instructors receiving ongoing training	143	150	140
Percent of instructors indicating training programs are responsive to their needs	96	97	97

**◆ Goal 4** To ensure reporting procedures are established and followed for courts and schools to verify accurate fee payment, reporting and processing of defensive driving program traffic dismissals.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of bi-monthly school reports/fee payments reconciled monthly	100	100	100

**◆ Goal 5** To investigate and process complaints against certified defensive driving schools and instructors to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Complaints received	10	8	8
Complaints closed	3	6	6
Complaint case clearance rate (percent)	30	85	85
Disciplinary actions	3	2	2
Average number of days from receipt of complaint to closure	348	300	300
Percentage of complaint cases closed within 22 month standard	100	98	98

**◆ Goal 6** To promptly process and review applications for certification.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Applications received	202	215	185
Certifications granted	197	199	180
Certifications denied	1	1	5
Average number of days from receipt of complete application to decision regarding certification (Instructors)	45	60	60
Number of certified schools (end of year)	15	17	19

COU 4.0	<b>Program Summary</b>
	COURT ASSISTANCE
	Kevin Kluge, Chief Financial Officer
	Phone: (602) 452-3395
	See Individual Programs

**Mission:**

To aid Arizona courts in protecting children, families, and communities while providing swift, fair access to justice.

**Description:**

Various divisions within the Administrative Office of the Courts provide support throughout the Arizona Judicial Department by administering and monitoring various statutorily created funds and Arizona Supreme Court established programs to assist in the improvement of Arizona court processes.

**This Program Contains the following Subprograms:**

- ▶ Judicial Education
- ▶ Domestic Relations
- ▶ State Grand Jury
- ▶ Post Conviction Relief
- ▶ Judicial Assistance
- ▶ State Aid to the Courts
- ▶ Judicial Collection Enhancement
- ▶ Defensive Driving
- ▶ Drug Enforcement
- ▶ Alternative Dispute Regulation
- ▶ Case Processing Assistance

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,643.9	1,754.0	2,154.0
Other Appropriated Funds	16,514.4	14,440.3	14,440.3
Other Non Appropriated Funds	1,923.4	3,173.4	3,173.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>20,081.7</b>	<b>19,367.7</b>	<b>19,767.7</b>
<b>FTE Positions</b>	<b>19.6</b>	<b>19.6</b>	<b>19.6</b>

COU 4.1	<b>Subprogram Summary</b>
	JUDICIAL EDUCATION
	Marna Murray, Division Director
	Phone: (602) 354-1000
	Administrative Order 99-08

**Mission:**

To improve the service the judiciary provides to the public and internal customers by increasing the expertise, skills and abilities of all judicial personnel through a comprehensive, relevant, accessible and high-quality system of judicial education.

**Description:**

In support of the division's mission, staff have an obligation to provide mandated training for certain categories of court personnel. This includes orientation for new limited and general jurisdiction judges; a certification academy and testing component for new probation officers; and offerings in required programs for judicial staff, including programs on the court system, communication skills, dealing with the public and current issues in the court. In these and other programs, the division strives to involve individuals in the court system in the planning and implementation of programs for their respective positions; to fairly provide programs for all categories of judicial personnel; and to utilize a variety of delivery mechanisms to assure the availability of programs for individuals of all job categories and geographic locations.

This program supports and maintains a statewide system of judicial education and manages oversight of personnel compliance with judicial education standards; maintains, staffs and facilitates a comprehensive system of curriculum and program development committees; maintains a statewide system of local training coordinators to sponsor and monitor local training; conducts and/or facilitates curriculum, program and faculty development programs/processes for statewide judicial education; coordinates and produces conferences, workshops, seminars, videos and broadcasts for judges and non-judge staff; and implements directives of the Committee on Judicial Education and Training and its subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Judicial Staff Education Committee and the Court Leadership Institute of Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	233.2	238.4	238.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>233.2</b>	<b>238.4</b>	<b>238.4</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To provide continuing education to all members of the judiciary.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of sessions offered to judges (limited, general and appellate jurisdictions)	157	175	175
Number of sessions offered to probation, detention and surveillance officers	593	650	650
Number of sessions offered to judicial staff	141	110	110
Number of judges participating in Education Services Division sponsored programs	1,164	1,100	1,100
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	836	900	900
Number of judicial staff participating in Education Services Division sponsored programs	3,374	3,000	3,000

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◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of educational hours offered to judges (limited general and appellate jurisdictions)	316.95	350	350
Number of educational hours offered to probation, detention and surveillance officers	1,497.5	1,500	1,500
Number of educational hours offered to judicial staff	423.5	450	450
Percent of judges in compliance with annual continuing education mandate	98.4	100	100
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	96.3	100	100
Percent of judicial staff in compliance with annual continuing education mandate	99.3	100	100

◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of faculty used to train judges	211	200	200
Number of faculty used to train probation, detention and surveillance officers	495	450	450
Number of faculty used to train judicial staff	229	175	175
Percent of total faculty used paid for services to train judges	6	5	5
Percent of total faculty used paid for services to train probation, detention and surveillance officers	2	2	2
Percent of total faculty used paid for services to train judicial staff	5	10	10
Cost per participant hours from total budget to train judges	19	23	23
Cost per participant hours from total budget to train probation, detention and surveillance officers	8	10	10
Cost per participant hours from total budget to train judicial staff	13	10	10

◆ **Goal 4** To assure the accessibility of judicial education programs through various delivery mechanisms, including seminars/workshops, conferences, residential programs, broadcasts, computer-based and other distance learning formats

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of seminars/workshops	6	10	10
Total number of conferences	14	10	10
Total number of residential programs	27	30	30
Total number of broadcasts	6	5	5
Total number of computer based programs	228	250	250
Total number of publications	10	10	10
Total number of WENDELL website "hits"	44,227	45,000	45,000
Total number of materials checked out of resource library	42	50	50

**COU 4.2 Subprogram Summary**

**DOMESTIC RELATIONS**

Theresa Barrett, Program Manager  
Phone: (602) 452-3364  
A.R.S. § 25-323.01

**Mission:**

*To provide leadership, coordination, and technical support for the development of domestic relations and child support enforcement programs and policies and to improve the administration of justice in Arizona communities on issues of domestic violence.*

**Description:**

This program coordinates and supports the activities of the legislatively established Child Support Committee and Domestic Relations Committee. These committees address statewide strategic planning for child support and consolidation/revision of domestic relations statutes. In addition, this program provides staff support for the Committee on the Impact of Domestic Violence and the Courts, established by Administrative Order of the Supreme Court.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	711.8	766.4	766.4
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>711.8</b>	<b>766.4</b>	<b>766.4</b>
<b>FTE Positions</b>	<b>5.3</b>	<b>5.3</b>	<b>5.3</b>

◆ **Goal 1** To provide timely, effective administrative and technical support to the legislative co-chairs and committee members.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of time minutes were provided in 10 days & notice 2 weeks prior to meeting	100	100	100
Percent of annual committee reports completed on schedule	100	100	100

◆ **Goal 2** To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators 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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of parent education conferences provided on a biennial basis	0	1	0

◆ **Goal 3** To provide timely, effective administrative and technical support to all judges and court personnel and the Committee on the Impact of Domestic Violence and the Courts.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of time minutes were provided in 20 days & notice 2 weeks prior to meeting	100	100	100

◆ **Goal 4** To provide on site monitoring and assessment of state and local proceedings and services related to domestic violence issues.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
State and local contacts monitored and evaluated for proceedings and services following statutes and court rules	27	30	30

◆ **Goal 5** To maintain the competence of judicial officers in the

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appropriate determination and effective management of domestic violence cases.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of necessary annual updates done for the Bench Book for Orders of Protection and Injunctions Against Harassment in Domestic Violence Cases and related court policies	100	100	100
Percent of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	100	100	100
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	539	200	200

COU 4.3

**Subprogram Summary**

STATE GRAND JURY

Kevin Kluge, Chief Financial Officer

Phone: (602) 452-3395

A.R.S. § 21-428(B)

**Mission:**

To provide for reimbursement of grand jury expenses as required by law.

**Description:**

The program provides the mechanism for reimbursement of the direct costs incurred by a county for impaneling a grand jury and the related costs associated with the grand jury's function and duties. Expenses that are reimbursed include juror fees, lodging, meals and mileage, attorneys, interpreters, investigators and expert witnesses appointed to a particular case and transcript preparation.

**Funding and FTE**

**Summary:** (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	163.0	108.8	508.8
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>163.0</b>	<b>108.8</b>	<b>508.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Claims processed	8	8	8

COU 4.4

**Subprogram Summary**

POST CONVICTION RELIEF

Kevin Kluge, Chief Financial Officer

Phone: (602) 452-3395

A.R.S. § 13-4041

**Mission:**

To provide reimbursement to counties for state-funded representation of indigent defendants in first-time capital post conviction relief proceedings.

**Description:**

Laws 1996, Chapter 7, 7th Special Session provides that all indigent prisoners under a capital sentence are entitled to the appointment of counsel to represent them in the state PCR proceeding and requires the Supreme Court to appoint this counsel after the mandate affirming the defendant's conviction and sentence is issued. This legislation establishes a flat fee of \$7,500 to be paid to appointed counsel in a first state PCR proceeding unless the counsel is employed by a publicly funded office. The Supreme Court is required to reimburse the county, upon certification by the county that the amount is owed.

**Funding and FTE**

**Summary:** (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	77.3	137.2	137.2
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>77.3</b>	<b>137.2</b>	<b>137.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Claims processed	28	13	13

COU 4.5

**Subprogram Summary**

JUDICIAL ASSISTANCE

Kevin Kluge, Chief Financial Officer

Phone: (602) 452-3395

AZ Const., Art. VI, Section 19, 20, A.R.S. §§ 12-143, 38-813

**Mission:**

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

**Description:**

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

**Funding and FTE**

**Summary:** (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	40.1	84.7	84.7
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>40.1</b>	<b>84.7</b>	<b>84.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.



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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Reimbursement provided	40,141	84,700	84,700

COU 4.6	<b>Subprogram Summary</b>
	STATE AID TO THE COURTS
	Amy Wood, Program Manager
	Phone: (602) 452-3337 A.R.S. § 12-102.02

**Mission:**  
*To improve the processing of criminal cases in the Arizona Superior Court and Justice Courts.*

**Description:**  
The Arizona Supreme Court is required to administer the monies in the State Aid to Courts Fund. In addition to administering the fund, this program distributes monies to the Superior Court, including the Clerk of Court, and the Justices Courts in each county based on a composite index formula using Superior Court felony filings and county population.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	418.5	418.5	418.5
Other Appropriated Funds	2,444.5	3,945.9	3,945.9
Other Non Appropriated Funds	0.0	677.9	677.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,863.0</b>	<b>5,042.3</b>	<b>5,042.3</b>
<b>FTE Positions</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>

◆ **Goal 1** To reduce felony case processing delays to improve public protection and to provide swift, fair justice for victims and those accused of crimes. (Target is to have 90% of all felony cases processed within 100 days.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of counties' criminal cases processed within the 100 day target	62	60	60
Percent of counties conducting criminal case processing improvement projects	93	93	108

COU 4.7	<b>Subprogram Summary</b>
	JUDICIAL COLLECTION ENHANCEMENT
	Janet Scheiderer, Director
	Phone: (602) 452-3334 A.R.S. § 12-116

**Mission:**  
*To improve, maintain, and enhance the ability of the courts to collect and manage monies assessed or received by the courts and to improve court automation projects likely to improve case processing or the administration of justice.*

**Description:**  
The Judicial Collection Enhancement Fund (JCEF) is used to improve, maintain and enhance the judiciary's ability to collect and manage monies, including child support, restitution, fines and civil penalties. Funds are used for automation of courts, projects to improve case processing and the administration of justice, and to educate courts about revenue enhancement techniques and technology.

\*Total FTEs do not include Grant Funded or Field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,162.0	2,861.1	2,861.1
Other Non Appropriated Funds	0.0	72.9	72.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,162.0</b>	<b>2,934.0</b>	<b>2,934.0</b>
<b>FTE Positions</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>

◆ **Goal 1** To improve, maintain and enhance the ability of the courts to collect and manage monies assessed or received by the courts, pursuant to A.R.S. 12-116.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of annual increase in court revenue	10	10	10
Difference in percentage change from previous fiscal year in court revenue collections and case filings	11.9	11.9	11.9

◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all of the courts that have automated case and cash management systems	100	100	100
Percent of annual increase in overall court dispositions at all court levels	3.3	3.3	3.3
Clearance rate (dispositions/filings) for all cases at all court levels	.98	.98	.98

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Mean cycle days receipt of request to court notification of approval/denial	18.56	25	25
Grant management budget as percent of total budget	1	1	1

COU 4.8	<b>Subprogram Summary</b>
	DEFENSIVE DRIVING
	Janet Scheiderer, Director
	Phone: (602) 452-3334 A.R.S. § 28-493

**Mission:**  
*To assist courts in enhancing case processing.*

**Description:**  
This program oversees the funds in excess of those needed to administer the Defensive Driving Regulation program. These excess funds are placed into the Traffic Case Processing Fund to aid courts. This is done by establishing new and better automation systems that will improve case management, fine collections, paperwork processing and Motor Vehicle Division reporting, and will reduce traffic case backlogs.

\*Total FTEs do not include Grant Funded or Field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,774.5	4,565.1	4,565.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,774.5</b>	<b>4,565.1</b>	<b>4,565.1</b>
<b>FTE Positions</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>

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◆ Goal 1 To develop automation systems to process all court cases.

Note: Program proposes deleting this goal and corresponding measure.

Table with Performance Measures: Percent of courts with a uniform statewide automation system. Columns: FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

COU 4.9 Subprogram Summary DRUG ENFORCEMENT. JL Doyle, Program Manager. Phone: (602) 452-3465. A.R.S. § 41-2402

Mission:

To support the court and its components in furtherance of the federal and state war on drugs.

Description:

Monies from the drug and gang enforcement account are distributed by the Arizona Criminal Justice Commission to courts and probation departments for local efforts to deter, investigate, prosecute, adjudicate, and punish drug offenders and members of criminal street gangs.

Funding and FTE Summary table for Goal 1. Columns: Summary (Thousands), FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

◆ Goal 1 To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

Performance Measures table for Goal 1. Columns: Measure, FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

COU 4.10 Subprogram Summary ALTERNATIVE DISPUTE REGULATION. Amy Wood, Program Manager. Phone: (602) 452-3337. A.R.S. § 12-135

Mission:

To promote the use of court-related alternative dispute resolution programs to increase access to the court system.

Description:

The Alternative Dispute Resolution (ADR) Fund is used for local, regional or statewide projects to create, improve, maintain or enhance alternative dispute resolution programs in the superior or justice courts.

Funding and FTE Summary table for Goal 1. Columns: Summary (Thousands), FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

◆ Goal 1 To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

Performance Measures table for Goal 1. Columns: Measure, FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

COU 4.11 Subprogram Summary CASE PROCESSING ASSISTANCE. Amy Wood, Program Manager. Phone: (602) 452-3337. A.R.S. § 41-2401.(D)(8)

Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and processing orders of protection.

\*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary table for Goal 1. Columns: Summary (Thousands), FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

◆ Goal 1 To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures table for Goal 1. Columns: Measure, FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

◆ Goal 2 To enhance the ability of the courts to process criminal cases.

Performance Measures table for Goal 2. Columns: Measure, FY 2007 Actual, FY 2008 Estimate, FY 2009 Estimate.

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Mean cycle days receipt of request to court notification of approval/denial	18	21	21
Grant management budget as percent of total budget	2.33	1.3	1.3

COU 5.0 **Program Summary**  
**FAMILY SERVICES**  
 Bill Callahan, Program Manager  
 Phone: (602) 452-3408  
 A.R.S. § 8-515.01

**Mission:**  
*To administer programs that are designed to ensure that the best interests of dependent children are served by providing a system of information, advocacy and review.*

**Description:**  
 The Dependent Children's Services Division interacts with the courts, a variety of non-court agencies and organizations and the public throughout Arizona. The division administers three major programs: Foster Care Review Board, Court-Appointed Special Advocate and the Court Improvement Program. Other services include operating a parent assistance hotline program that provides court and other related information to parents and guardians whose children have been removed from the home by Child Protective Services.

**This Program Contains the following Subprograms:**

- ▶ Foster Care Review Board
- ▶ Court Appointed Special Advocate
- ▶ Model Court - Court Improvement Project
- ▶ Integrated Family Court

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,079.9	3,065.1	3,090.1
Other Appropriated Funds	3,372.3	3,456.0	3,456.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,452.2</b>	<b>6,521.1</b>	<b>6,546.1</b>
<b>FTE Positions</b>	<b>41.8</b>	<b>41.7</b>	<b>41.7</b>

COU 5.1 **Subprogram Summary**  
**FOSTER CARE REVIEW BOARD**  
 Bill Callahan, Program Manager  
 Phone: (602) 452-3408  
 A.R.S. § 8-515.01

**Mission:**  
*To ensure, through local volunteer review boards and a state advisory board, that children involved in dependency proceedings have a permanent placement plan consistent with their best interest.*

**Description:**  
 The Foster Care Review Board is designed to assist the juvenile court judges. The boards are comprised of volunteer members who receive initial as well as on going training. The boards are responsible for reviewing, within six months of placement and every six months thereafter, the case of each child who remains in out-of-home placement and who is the subject of a dependent action. The case review determines what efforts have been made by the social services agency with whom the child has been placed, to carry out the plan for the permanent placement of the child. Review boards submit recommendations to the presiding juvenile court judge in each county to assist their court review and decision making process. The State Foster Care Board is statutorily required to review and coordinate the activities of the local boards. In addition, the State Board is mandated to make annual recommendations to the Supreme Court, the Governor, and the Legislature on the state's foster care statutes, policies, and procedures. Also included in this subprogram is the Parent Assistance Hotline. The hotline provides accurate information, education and referrals when children are involved with Child Protective Services (CPS), enabling parents and guardians to work more effectively with CPS and the juvenile court.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,128.2	2,448.8	2,473.8
Other Appropriated Funds	236.6	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>2,364.8</b>	<b>2,448.8</b>	<b>2,473.8</b>
<b>FTE Positions</b>	<b>36.3</b>	<b>36.3</b>	<b>36.3</b>

◆ **Goal 1** To ensure that each child in out-of-home placement, for 6 months or more, is reviewed by the FCRB at least once every 6 months and is making progress towards permanency.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Children eligible for review during the fiscal year	8,714	10,249	10,908
Number of child reviews held during the fiscal year	17,709	20,301	21,686
Total number of reviews conducted within the fiscal year	10,608	11,953	12,724
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	83	84	82

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

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
FTEs to support volunteers (Does not include Support Pool)	37.73	37.73	37.75
Number of active volunteers during the fiscal year	593	645	674
Average length of volunteer service during the fiscal year	3.64	2.91	2.58
Number of volunteers meeting or exceeding the yearly training requirement	515	472	506
Number of active Removal Review volunteers during the fiscal year	157	162	173

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Number of Removal Review volunteers meeting or exceeding the yearly training requirement	42	57	60
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◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Hotline Calls	1,240	1,400	1,500

◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Yellow Page referrals	150	100	150
Agency Referrals	159	250	250
Calls attributable to brochures (DES)	154	200	225
Calls attributable to other advertising	777	900	1,000

◆ **Goal 5** To ensure that each child who is removed from home receives a review of his or her removal

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of Removal Reviews facilitated during the fiscal year	1,513	2,165	2,336
Total number of children reviewed by Removal Review Team during the fiscal year	2,489	3,536	3,793
Number of removals in which the majority of the Removal Review team did not agree with the removal	6	18	19

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	102.0	102.0	102.0
Other Appropriated Funds	2,621.7	3,456.0	3,456.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,723.7</b>	<b>3,558.0</b>	<b>3,558.0</b>
<b>FTE Positions</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>

◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Children eligible for CASA as of 6/30	8,714	10,249	10,908
Children with CASA assigned as of 6/30	1,334	1,659	1,691
Number of volunteers as of 6/30	799	814	830
Volunteers serving during the year	999	1,018	1,038
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of volunteers during the year completing the required number of hours	423	444	466
Percent of number of volunteers serving during the year completing the required number of hours	42	44	45
Average number of in-service training hours volunteers received	13.05	13.05	13.05

◆ **Goal 2** To ensure compliance by performing an operational review of county program activities. Working closely with other Administrative Office of the Court divisions, monitoring is now done on a cycle. Monitoring is not done in all 15 counties each year.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of volunteer files reviewed	192	45	48
Percent of required items reviewed and found to be in compliance	97	99	99
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of case files reviewed	166	61	65
Percent of required items reviewed and found to be in compliance	97	99	99

<p><b>COU 5.2 Subprogram Summary</b></p> <p align="center">COURT APPOINTED SPECIAL ADVOCATE</p> <p>Bonnie Marcus, Program Manager</p> <p>Phone: (602) 452-3583</p> <p>A.R.S. § 8-522</p>
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**Mission:**  
*To administer and monitor a community-based volunteer advocacy program in the Juvenile Court System for abused and neglected children.*

**Description:**  
 The Arizona CASA Program is comprised of the state office, county programs, and volunteers who serve abused and neglected children. The state office administers the program by monitoring county programs to ensure compliance with all relevant statutes, orders, policies and procedures, and funding agreements. In addition, the state office provides services, including recruiting tools, training opportunities, and technical assistance and support to county programs and volunteers. County programs educate communities in order to recruit, maintain, and supervise qualified volunteers to advocate for children involved in juvenile court proceedings as required by A.R.S. §§ 8-522 to 8-523, and Arizona Rules of Court, Rules 22 and 22.1.

CASA volunteers are specially trained citizens who are appointed to an individual dependency case by presiding juvenile judges and function as independent advocates for children who are wards of the court. Volunteers help ensure that a child's right to a safe, permanent home is actively pursued. The CASA volunteer has three main roles: 1) to conduct an independent assessment of the case and advocate for needed services for the child and family; 2) to provide written reports and testimony to the juvenile court judge to enable the judge to make the best decision possible; and 3) to be a consistent presence in the child's life, acting as an advocate throughout the court proceedings.

The Court Appointed Special Advocate Fund receives 30 percent of unclaimed state lottery prize money pursuant to A.R.S. § 5-518 and 8-524.

<p><b>COU 5.3 Subprogram Summary</b></p> <p align="center">MODEL COURT - COURT IMPROVEMENT PROJECT</p> <p>Rob Shelley, Program Coordinator</p> <p>Phone: (602) 452-3416</p> <p>A.R.S. § 8-824</p>
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**Mission:**  
*To evaluate and improve Arizona's dependency case management in order to reduce the amount of time children spend in out of home placement.*

**Description:**  
 In 1998, based upon a federal dependency court improvement initiative and the Pima County Model Court pilot, new laws governing dependency case time lines and processing were passed. The Court Improvement Program oversees the implementation of this re-engineering of the dependency court process. Program responsibilities include providing technical assistance, training and funding to juvenile courts as they implement the new and revised statutes and improve their handling of dependency petitions. This also includes the implementation of dependency operational reviews and expanding dependency data collection through the use of the Arizona Juvenile On-Line Tracking System, JOLTS.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	514.3	514.3
Other Appropriated Funds	514.0	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>514.0</b>	<b>514.3</b>	<b>514.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To reduce the time frame from removal to permanency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	78	85	90
Average number of days to adjudication	57	55	50
Percent of petitions for which a permanency hearing was completed within 12 months of removal	66	75	80

<b>COU 5.4</b>	<b>Subprogram Summary</b>
	INTEGRATED FAMILY COURT
	Theresa Barrett, Program Manager
	Phone: (602) 452-3364
	ARS §25-323.02

**Mission:**

*To improve the delivery of services to families.*

**Description:**

This pilot program will test the effectiveness and financial feasibility of establishing the "one judge, one family" concept for all types of family cases including juveniles, divorce, paternity and other family matters.

As there are only two counties involved in this two-year pilot program, no statewide goals, objectives or performance measures are established at this time.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	849.7	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>849.7</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>

<b>COU 6.0</b>	<b>Program Summary</b>
	JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW
	Niki O'Keeffe, Division Director
	Phone: (602) 452-3306
	AZ Constitution, Article VI, Sections 36, 42

**Mission:**

*To nominate highly qualified individuals for appointment to the Supreme Court, the Court of Appeals, and the Superior Court in Maricopa and Pima counties and to evaluate the performance of all justices and judges who stand for retention and provide the results of those evaluations to the voters before each retention election.*

**Description:**

Vacancies on the Supreme Court or the Court of Appeals are filled by appointment by the Governor from a list of not less than three nominees for each vacancy submitted by the 16-member Commission of Appellate Court appointments. Vacancies on the Superior Court for Maricopa and Pima Counties are filled by appointment by the Governor from a list of not less than three nominees for each vacancy as submitted by the 16-member Commission on Trial Court Appointments for Maricopa and Pima Counties. The three commissions operate under Rules of Procedure adopted by the Supreme Court.

Judicial Performance Review provides a mechanism for surveying attorneys, litigants/witnesses, jurors, peers, court staff, and administrative contacts about the performance of all merit retention justices and judges. The surveys are conducted twice during each term of office. The "pre-election" includes public hearings and the opportunity to comment on a specific judge in writing. Information is disseminated to the public before each general election as part of the Secretary of State's "Voter Information Guide." This program complies with the Americans with Disabilities Act and Federal Minority Rights Voting Act requirements. The information is also reviewed with the judge as a tool for professional growth and improvement. The Commission operates under Rules of Procedure adopted by the Supreme Court.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	302.7	326.2	326.2
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>302.7</b>	<b>326.2</b>	<b>326.2</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **Goal 1** To ensure the nominating commissions candidate submissions meet the constitutional requirements on considering the diversity of the state's or county's population and nominee submission time line.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications received from minorities and women as a percent of all applications	43	50	50
Nominations of minorities and women as a percent of all nominations	51	50	50
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100

◆ **Goal 2** To efficiently meet their constitutional duties.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cost per appellate court vacancy (dollars)	2,972	3,500	3,500
Cost per trial court vacancy (dollars)	1,267	1,300	1,300

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention

judge.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Survey forms distributed	5,706	55,000	6,000
Survey forms returned	1,972	13,750	2,000

◆ **Goal 4** To widely disseminate the results of the survey and review process.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Pamphlets distributed (in thousands)	1,650	0	1,650
Public Service Announcements	0	0	0
Telephone Contacts	176	60	200
Website Hits	2,253,658	5,200	2,000,000

**COU 7.0** **Program Summary**

**COMMISSION ON JUDICIAL CONDUCT**

Keith Stott, Executive Director  
Phone: (602) 452-3200  
AZ Constitution, Article VI.1

**Mission:**

*To investigate and resolve all complaints of judicial misconduct.*

**Description:**

The Commission, comprised of 11 members, is an independent agency that has jurisdiction over all judges in the state, including Supreme Court justices, Court of Appeals judges, Superior Court judges, Justices of the Peace and municipal judges. It also has jurisdiction over commissioners, hearing officers, judges pro tempore, retired judges with temporary assignments, and all other judicial officers serving within the judicial branch of government. When all are taken into account, the Commission's jurisdiction extends to more than 530 judges and judicial officers throughout the state.

The Commission is required to investigate all complaints of judicial misconduct and may resolve them in one of several ways. Complaints that are frivolous or unfounded may be dismissed for lack of jurisdiction, insufficient grounds to justify investigation or no evidence of judicial misconduct. Cases involving serious misconduct are decided in formal hearings, similar to trials, that are open to the public. At the conclusion of a hearing, the Commission can formally recommend to the Supreme Court that a judge be publicly censured, suspended, removed or retired. Discipline in less serious cases may be handled informally.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	386.7	464.1	582.2
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>386.7</b>	<b>464.1</b>	<b>582.2</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **Goal 1** To investigate and resolve all complaints of judicial misconduct in accordance with Constitutional mandates. (Commission activity data is collected on a calendar year basis. The 2007 Actual column reflects the Commission's estimate, as of August 15, 2007)

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Inquiries	578	900	1,000
Complaints processed	360	340	350
Formal and Informal Advisory Opinions	234	244	204
Preliminary investigations	228	230	240
Motions for reconsideration	35	36	38
Sanctions and other warnings	20	21	22

**COU 8.0** **Program Summary**

**JUDICIAL COMPENSATION**

Kevin Kluge, Chief Financial Officer  
Phone: (602) 452-3395  
AZ Constitution, Article VI, Section 9, A.R.S. § 12-120

**Mission:**

*To fund the state portion of the salary and employee related expenses of Superior Court judges.*

**Description:**

The Arizona Superior Court, which has at least one judge in every county, is the state's only general jurisdiction court. Additional Superior Court judges may be authorized in each county having a census greater than 30,000 inhabitants and upon petition by the Board of Supervisors to the Governor. A Superior Court judge may be authorized for each 30,000 inhabitants or majority fraction thereof. Superior Court judges hear all types of cases except small claims, minor offenses or violations of city codes and ordinances. One-half of the Superior Court judges' salaries are provided by the state as required by A.R.S. § 12-128.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	16,151.4	17,956.9	18,673.9
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>16,151.4</b>	<b>17,956.9</b>	<b>18,673.9</b>
<b>FTE Positions</b>	<b>169.0</b>	<b>172.0</b>	<b>180.0</b>

◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2004 activity level, which also is an estimate. Cases pending are as of 6/30.)

\* The 2007 actual total reflects an estimated figure.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
All cases on file in prior fiscal year	427,193	421,000	428,000
All cases terminated in prior fiscal year	199,222	197,000	200,000
Cases pending in prior fiscal year	218,067	218,000	219,000
New filings (includes transfer in cases) in prior fiscal year	208,847	207,000	208,000
Other proceedings in prior fiscal year	15,099	51,000	51,000

**COU 9.0** **Program Summary**  
**ADULT PROBATION SERVICES**  
 Kathy Waters, Division Director  
 Phone: (602) 452-3468  
 A.R.S. § 13-901

**COU 9.1** **Subprogram Summary**  
**STANDARD PROBATION**  
 Kathy Waters, Division Director  
 Phone: (602) 452-3468  
 A.R.S. § 12-261

**Mission:**

*To foster the continued development and effective implementation of a balanced approach to Adult Community Corrections, including protection of the public through offender accountability and rehabilitation, and restoration of the community primarily through the collection of restitution and completion of community service.*

**Description:**

Arizona's adult probation system is decentralized, with each of the fifteen county probation departments reporting directly to either the presiding judge of the Superior Court in their respective county or the Court Administrator. The Adult Services Division of the Administrative Office of the Courts administers and oversees nine major state funds which help support the adult probation system: Intensive Probation Supervision (IPS); Adult Standard Probation; Community Punishment Program (CPP); Criminal Justice Enhancement Fund (CJEF); Drug Enforcement Account (DEA); Interstate Compact (ISC); the Drug Treatment and Education Fund (DTEF); Transferred Youth (TY); and the Judicial Collection Enhancement Fund (JCEF). The Division works with the county probation departments to ensure adequate resources are available for them to meet required operational standards based upon applicable statutes, administrative orders and funding requirements. The Division also coordinates approximately 300 state vehicles provided for adult and juvenile probation and surveillance officers, facilitates training events, conducts research and statistical compilation, and provides technical assistance on a variety of probation related matters.

\* Beginning with FY 2004, Maricopa County is not included in the statewide result.

**This Program Contains the following Subprograms:**

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Community Punishment
- ▶ Interstate Compact
- ▶ Drug Treatment and Education

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	26,183.9	26,809.3	28,727.7
Other Appropriated Funds	4,684.9	2,330.4	2,630.4
Other Non Appropriated Funds	4,235.9	4,422.1	4,422.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,104.7</b>	<b>33,561.8</b>	<b>35,780.2</b>
<b>FTE Positions</b>	<b>27.7</b>	<b>28.8</b>	<b>28.8</b>

**Mission:**

*To provide financial assistance to probation departments to promote public safety by the responsible supervision of probationers in the community.*

**Description:**

The program provides funding in an effort to maintain the statutory caseload average of 60 adult probationers per probation officer (60:1) and creates the availability of state funding to supplement county funds in order to achieve or maintain that 60:1 ratio. The funding must be used primarily for the payment of probation officer salaries to attain the caseload average.

\* Beginning with FY 2004, Maricopa County is not included in the statewide result.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,652.3	13,991.3	15,421.4
Other Appropriated Funds	3,325.6	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>16,977.9</b>	<b>13,991.3</b>	<b>15,421.4</b>
<b>FTE Positions</b>	<b>10.2</b>	<b>10.8</b>	<b>10.8</b>

◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Operational reviews conducted	4	2	2
Percent of operational reviews completed within prescribed time frame	100	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100

◆ **Goal 2** To promote victim and community restoration and hold adult standard probationers accountable while providing opportunities for behavioral change consistent with the needs of public safety.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of court-ordered restitution paid by active standard probationers	21	55	55
Percent of community service hours completed	60	75	75
Percent of probationers exiting standard probation and not committed to county jail or DOC	67	80	80

◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Certification Academies conducted	4	4	4
Regional training events	133	100	100
Percent of probation personnel in compliance with COJET requirements	99.85	100	100
Percent of officers hired after July 1, 1995 who attended the Certification Academy within first year of employment	100	100	100

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◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of probation departments in compliance with 60:1 mandate	33	100	100
Percent of probation departments whose funding is primarily used for payment of probation officer salaries	57	75	75
Percent of probationers successfully completing probation	67	75	75
Average annual state cost per probation slot (in dollars) in prior fiscal year	1,141	1,141	1,141

COU 9.2	<b>Subprogram Summary</b>
	INTENSIVE PROBATION
	Kathy Waters, Division Director
	Phone: (602) 452-3468
	A.R.S. § 13-913 et. seq.

**Mission:**

*To provide a highly structured and closely supervised probation alternative which emphasizes the payment of restitution.*

**Description:**

The program provides intensive supervision, through the use of probation officer/surveillance officer teams, to offenders who would otherwise have been incarcerated in the Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. Pursuant to statute, supervision teams of one probation officer and one surveillance officer can supervise a maximum of 25 intensive probationers and a team consisting of one probation officer and two surveillance officers can supervise no more than 40 probationers. In small counties, one probation officer is authorized to supervise up to 15 intensive probationers. Intensive probationers are required to: maintain employment or full-time student status or perform community service at least six days per week; pay restitution and monthly probation fees; establish residency at a place approved by the probation team; remain at their place of residence except when attending approved activities; allow the administration of drug and alcohol tests; perform at least forty hours (with good cause the court can reduce to twenty hours) of community service work each month except for full-time students, who may be exempted or required to perform fewer hours; and meet any other conditions set by the court.

\* Beginning with FY 2004, Maricopa County is not included in the statewide results. Beginning in FY 2007, Maricopa and Graham Counties not included.

\* Total FTEs do not include grant funded and field FTEs.

**Funding and FTE**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	11,368.7	11,616.6	11,761.9
Other Appropriated Funds	0.0	0.0	300.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,368.7</b>	<b>11,616.6</b>	<b>12,061.9</b>
<b>FTE Positions</b>	<b>8.3</b>	<b>8.7</b>	<b>8.7</b>

◆ **Goal 1** To promote victim and community restoration and hold accountable adult intensive probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of eligible IPS probationers participating in a treatment program	70	75	75
Percent of IPS probationers maintaining full-time employment	83	83	83

Percent of IPS probationers not testing positive for illegal drug use	71	70	70
Percent of court-ordered restitution paid by active IPS probationers	82	50	50
Percent of community service hours completed	86	87	87
Percent of probationers exiting IPS and not committed to county jail or DOC	53	50	55

◆ **Goal 2** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of probation departments in compliance with statutorily prescribed caseload	83	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100
Percent of probationers successfully completing probation	53	50	55
Average annual state cost per probation slot (in dollars) in prior fiscal year	6,643	6,643	6,643

◆ **Goal 3** To provide an advanced training program (Arizona Institute for Intensive Probation ) and technical assistance to IPS officers to ensure compliance with program direction.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
IPS institutes conducted	2	2	2
Percent of IPS officers completing the institute	100	100	100

COU 9.3	<b>Subprogram Summary</b>
	COMMUNITY PUNISHMENT
	Kathy Waters, Division Director
	Phone: (602) 452-3468
	A.R.S. § 12-299

**Mission:**

*To enhance both intensive and standard probation services in an effort to divert offenders from prison or jail and promote public safety through locally designed treatment and control-oriented programming.*

**Description:**

The Community Punishment Program (CPP) provides funds which augment general probation conditions and community-based programs emphasizing supervision, surveillance, control, public protection, community work service, restitution, and victims' rights, as well as opportunities for rehabilitation and treatment.

\* Beginning with FY 2004, Maricopa County is not included in the statewide results.

\*Total FTEs do not include grant funded and field FTEs.

**Funding and FTE**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	522.5	543.3	826.1
Other Appropriated Funds	1,359.3	2,330.4	2,330.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,881.8</b>	<b>2,873.7</b>	<b>3,156.5</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

◆ **Goal 1** To promote victim and community restoration and hold accountable adult community punishment probationers while also providing opportunities for behavioral change consistent with the needs of public safety.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of active probationers who received CPP funded services	3,222	2,000	2,000

**COU 9.4 Subprogram Summary**  
**INTERSTATE COMPACT**  
 Dori Ege, Program Manager  
 Phone: (602) 452-3324  
 A.R.S. § 31-461

**Mission:**

*To provide supervision to probationers transferring to Arizona and monitor the supervision of probationers transferred to other states from Arizona.*

**Description:**

The program provides for the supervision of probationers transferring to Arizona from other states, and probationers transferring from Arizona to other states. County probation departments investigate requests of probationers sentenced in other states who wish to transfer their probation supervision to Arizona. After investigation, these requests are either denied or accepted. If accepted, county probation departments provide supervision for transferred probationers. Arizona probation officers monitor compliance with probation conditions and initiate corrective action, if deemed necessary, through the state Compact Office. Arizona probation departments also maintain contact with probationers transferred from Arizona to other states and collect court-ordered monetary assessments, including restitution and fines.

\* Beginning with FY04, Maricopa County is not included in the statewide result. Beginning in FY 2007, Maricopa and Graham Counties are not included

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	640.4	658.1	718.3
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>640.4</b>	<b>658.1</b>	<b>718.3</b>
<b>FTE Positions</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>

◆ **Goal 1** To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of incoming cases processed within three days of receipt, as required	97	97	98
Percent of transfer investigation requests completed within forty-five days of receipt, as required	81	80	81
Percent of outgoing cases processed within five days of receipt, as required	98	98	99
Percent of victim assistance fund payments collected	64	70	72
Average satisfaction rating by states participating in the interstate compact (Scale 1-8)	6.6	7.0	7.2

**COU 9.5 Subprogram Summary**  
**DRUG TREATMENT AND EDUCATION**  
 Molly Miller, Treatment Manager  
 Phone: (602) 452-3558  
 A.R.S. § 13-901.02

**Mission:**

*To provide treatment and education services to substance abusing probationers.*

**Description:**

The Drug Treatment and Education Fund provides funding to augment treatment and education services for substance abusing offenders convicted of personal possession or use of a controlled substance.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,235.9	4,422.1	4,422.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,235.9</b>	<b>4,422.1</b>	<b>4,422.1</b>
<b>FTE Positions</b>	<b>4.4</b>	<b>4.5</b>	<b>4.5</b>

◆ **Goal 1** To assess substance abusing probationers to determine an appropriate level of care to be recommended.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of all probationers that received DTEF funded treatment services assessed using the Adult Substance User Survey (ASUS)	10,912	10,000	10,000

◆ **Goal 2** To reduce the prevalence of drug use and the incidence of criminal activity for substance abusing offenders through treatment services and probation supervision.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of defendants convicted of an ARS 13-901.01 1st or 2nd offense and sentenced to a term of probation during the fiscal year	7,961	8,500	8,500
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	5,000	5,000	5,000

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

COU 10.0	<b>Program Summary</b>
	JUVENILE PROBATION SERVICES
	Rob Lubitz, Division Director
	Phone: (602) 452-3450
	A.R.S. § 8-201

**Mission:**

*To effectively oversee the statewide administration of local juvenile probation services and programs which promote community protection by requiring juvenile accountability and by providing treatment opportunities which result in law abiding behavior.*

**Description:**

The Juvenile Justice Services Division is responsible for the effective administration of juvenile justice programs for delinquent and incorrigible youth in coordination with the juvenile courts. Division programs focus on treatment, rehabilitation and protection of community and youth. The Division administers and oversees seven major programs/funds: Juvenile Intensive Probation (JIPS); Juvenile Treatment Services Fund (JPSF); Family Counseling; Juvenile Standard Probation; Juvenile Crime Reduction Fund (JCRF); Progressively Increasing Consequences; and State Aid for Detention. Other services include providing direction and coordination for the Juvenile On-Line Tracking System (JOLTS); the statewide Literacy, Education and Resource Network (LEARN Labs); oversight of juvenile detention centers; and administration of probation department operational reviews.

**This Program Contains the following Subprograms:**

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Treatment Services
- ▶ Family Counseling
- ▶ Progressively Increasing Consequences (PIC-Act)
- ▶ Juvenile Crime Reduction

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	48,937.4	49,124.5	52,560.8
Other Appropriated Funds	4,943.0	5,221.8	5,221.8
Other Non Appropriated Funds	0.0	507.7	507.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>53,880.4</b>	<b>54,854.0</b>	<b>58,290.3</b>
<b>FTE Positions</b>	<b>37.3</b>	<b>38.3</b>	<b>38.3</b>

COU 10.1	<b>Subprogram Summary</b>
	STANDARD PROBATION
	Fred Santesteban, Program Manager
	Phone: (602) 452-3456
	A.R.S. § 8-203

**Mission:**

*To improve, maintain or expand juvenile probation services to ensure proper supervision of youth on probation.*

**Description:**

The program provides funds for the salary and employee-related expenses of probation officers supervising juveniles on probation to the superior court. The fund has been utilized to assist the counties in achieving and maintaining a client/probation officer ratio of 35:1.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,068.7	5,214.4	5,364.9
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
<b>Program total</b>	<b>5,068.7</b>	<b>5,214.4</b>	<b>5,364.9</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.5</b>	<b>4.5</b>

◆ **Goal 1** To ensure proper supervision of youth on probation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of juvenile probation departments in compliance with mandated case load ratios of 35:1	100	100	100
Percent of youth who complete their term of probation without a referral, i.e. successful completion	85	85	85
Percent of juvenile probation departments (15) undergoing on-site visits	87	100	100
Average annual cost per probation slot (in Dollars) in prior fiscal year	943	943	943
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	85	85	85

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of budget modifications reviewed and approved within two weeks	100	100	100
Percent of juvenile courts (15) whose plans are reviewed and approved	100	100	100

◆ **Goal 3** To promote victim and community restoration by holding juvenile probationers accountable for their court ordered financial and community service obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of juvenile probationers ordered to pay restitution, who pay	100	100	100
Percent of juveniles ordered to pay probation fees, who pay	70	70	70

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

COU 10.2 **Subprogram Summary**  
INTENSIVE PROBATION

Fred Santesteban, Program Manager  
Phone: (602) 452-3456  
A.R.S. § 8-351

**Mission:**

To effect positive change in a high risk juvenile population through a highly structured community based probation program committed to the prevention of further juvenile offenses and the protection of the community.

**Description:**

The program provides probation teams that deliver intensive supervision, which emphasizes surveillance, treatment, work, education and home detention, to juvenile offenders. The program seeks to reduce commitments to the Arizona Department of Juvenile Corrections and other institutional or costly out-of-home placements, thus reserving space for more serious youthful offenders. Probationers are required: to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; if able, to pay required court-ordered fees; to remain at a place of residence, except as allowed and approved by the supervising probation officer; to allow administration of drug and alcohol tests; and to meet other conditions set by the court.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,024.3	10,410.7	10,410.7
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>10,024.3</b>	<b>10,410.7</b>	<b>10,410.7</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.5</b>	<b>6.5</b>

◆ **Goal 1** To ensure the proper level of intensive supervision of high risk probationers .

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of JIPS case load monthly reports reviewed	100	100	100
Percent of juvenile probation departments (15) visited	87	100	100
Percent of county JIPS programs (15) receiving informal on site monitoring reports	87	100	100
Percent of departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	87	87	87
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	62	70	70
Average annual cost per probation slot (in dollars) in prior fiscal year	7,632	7,632	7,632

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of JIPS officers passing initial academy testing	100	100	100

◆ **Goal 3** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of budget modifications reviewed and processed within two weeks of receipt	100	100	100

Percent of juvenile courts (15) whose plans and budgets are reviewed and approved 100 100 100

◆ **Goal 4** To evaluate the statewide JIPS program aimed at reducing juvenile commitments to the Department of Juvenile Corrections or other institutional or costly out of home placements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of JIPS youth who complete JIPS without a referral, i.e., successful completion	62	66	66

◆ **Goal 5** To promote victim and community restoration by holding juvenile intensive probationers accountable for their court ordered financial and community service obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of the juvenile intensive probationers ordered to pay restitution who are paying	94	95	95

COU 10.3 **Subprogram Summary**  
TREATMENT SERVICES

Steve Tyrrell, Program Manager  
Phone: (620) 452-3451  
A.R.S. § 8-322

**Mission:**

To administer a comprehensive continuum of community based treatment services and diversion programs for delinquent and incorrigible youth placed on probation to reduce repetitive juvenile offenses.

**Description:**

The Juvenile Treatment Fund is the primary fund that provides intervention services for youth on probation. The Administrative Office of the Courts administers the procurement, contracting and monitoring of statewide contracts for services provided to youth on probation. The fund provides the resources to assist the probation officer in enforcing the terms of probation through a comprehensive continuum of services to ensure accountability, skill development, community safety and crime reduction. Funding for the Progressively Increasing Consequences program was transferred from Juvenile Treatment Services in FY 1998 to its own special line item.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	22,963.1	22,504.7	25,746.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	507.7	507.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,963.1</b>	<b>23,012.4</b>	<b>26,254.1</b>
<b>FTE Positions</b>	<b>19.7</b>	<b>19.7</b>	<b>19.7</b>

◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Service contractors audited for compliance with program standards	43	65	75
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	73	77	77
Average cost per contract to audit (dollars)	480	500	500
Average hours per contract to audit and write report	21	22	22

◆ **Goal 2** To provide a comprehensive array of services and interventions for youth on probation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Youth served	19,731	19,731	19,731
Youth provided out of home services	1,281	1,281	1,281
Youth provided day support services	215	215	215
Youth provided counseling intervention	6,582	6,582	6,582
Youth provided drug testing	16,289	16,289	16,289
Youth provided evaluations and other services	3,841	3,841	3,841
Youth provided educational and vocational services	7,421	7,421	7,421
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	48	48	48
Percent of youth with successful outcomes in functional family therapy	51	51	51
Percent of youth with successful outcomes in Family Preservation	60	60	60
Percent of youth with successful outcomes in high impact residential	81	81	81

**COU 10.4 Subprogram Summary**  
**FAMILY COUNSELING**  
 Steve Tyrrell, Program Manager  
 Phone: (602) 452-3451  
 A.R.S. §§ 8-261 et seq.

**Mission:**  
*To oversee the development of programs for families in crisis which strengthen family relationships and reduce juvenile delinquency.*

**Description:**  
 The program provides the basic crisis and supportive counseling services to children and their families. Funds are used to provide counseling not only to children who have already come to the attention of the court, but also to their families and siblings, in an effort to address family problems that may be contributing to unlawful behavior and to prevent escalation into more serious activity. For incorrigible children who would otherwise be unable to obtain counseling services, these funds provide the courts with the critical resources needed to improve the family's ability to deal with conflicts and exercise proper control.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	652.3	660.4	660.4
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>652.3</b>	<b>660.4</b>	<b>660.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To ensure services are available through the local juvenile courts for families in crisis.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Juvenile courts assisted in the development of approved family plans in prior fiscal year	15	15	15
Families served in prior fiscal year	1,783	1,783	1,783
Average cost per family (dollars) in prior fiscal year	422	422	422
Average age of youth participating in program in prior fiscal year	15	15	15
Average sessions per family in prior fiscal year	8	8	8

**COU 10.5 Subprogram Summary**  
**PROGRESSIVELY INCREASING CONSEQUENCES (PIC-ACT)**  
 Steve Tyrrell, Program Manager  
 Phone: (602) 452-3451  
 A.R.S. § 8-321

**Mission:**  
*To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.*

**Description:**  
 The Progressively Increasing Consequences monies provide the opportunity for youth to be held accountable for specific offenses without the formal court process. Youth are required to attend programs which emphasize accountability, restitution, skill development, crime reduction and community safety such as Teen Court, community work service, life skill education classes and problem solving. 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.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,229.0	10,334.3	10,378.4
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>10,229.0</b>	<b>10,334.3</b>	<b>10,378.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	43	43	43

◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of diversion youth assessed restitution, who pay	93	93	93
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	99	99	99

◆ **Goal 3** To ensure consequences are successfully completed.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Community Work Service case closures that were successfully completed	82	82	82
Percent of Counseling case closures that were successfully completed	83	83	83
Percent of Delinquency Prevention Education case closures that were successfully completed	87	87	87
Percent of Substance Abuse Education case closures that were successfully completed	92	92	92
Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	95	95	95
Percent of diversion programs showing a minimum of 15% positive change between pre and post test	100	100	100

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

COU 10.6	<b>Subprogram Summary</b>
	<b>JUVENILE CRIME REDUCTION</b>
Ellen Kirschbaum, Program Manager	
Phone: (602) 452-3309	
A.R.S. § 41-2401D.5	

**Mission:**

*To support the development and replication of specific initiatives and community-based prevention, early identification and intervention, and recidivism reduction strategies which promote crime free lifestyles for Arizona youth.*

**Description:**

Funding is provided through the Criminal Justice Enhancement Fund. JCRF is used as seed monies for the development and initial implementation of community-based programs targeted at preventing a juvenile from becoming involved in illegal activity or providing an array of intervention services and sanctions to deter a juvenile from becoming further involved in the juvenile justice system. Grants may be administered by local courts, schools, local units of government, tribal agencies, state agencies, and the AOC. Program categories considered for funding are based on national research that supports promising strategies, such as academic achievement, after-school activities, mentoring, immediate consequences, and graduated sanctions. Programs are awarded funds through an annual application process; funding recommendations are submitted to the Chief Justice for final approval. Funds may also be used to implement legislative mandates and to support special projects and statewide strategic initiatives administered by the AOC, such as the Juvenile On-Line Tracking System (JOLTS), LEARN labs (Literacy, Education, and Resource Network computer-assisted learn centers), operational reviews of local probation departments, juvenile detention centers, and special projects.

JCRF is also used to provide technical assistance and to oversee the distribution of federal education dollars, which the division receives from the Department of Education and passes through to counties to provide educational services to detained youth. Twelve counties maintain juvenile detention centers; two counties share a regional facility and one county contracts with a neighboring county for detention services.

\*Total FTEs do not include grant funded and field FTEs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,943.0	5,221.8	5,221.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,943.0</b>	<b>5,221.8</b>	<b>5,221.8</b>
<b>FTE Positions</b>	<b>7.6</b>	<b>7.6</b>	<b>7.6</b>

◆ **Goal 1** To manage and monitor the distribution of JCRF grant funds.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of on-site monitoring visits conducted (non-random sample)	82	99	99
Percent of programs in compliance with financial requirements	100	100	100
Percent of programs in compliance with program requirements	100	100	100

◆ **Goal 2** To promote the development of promising community-based programs for youth.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Local programs funded	33	35	35
Youth served in local programs	54,628	55,000	55,000
LEARN labs	32	32	32

◆ **Goal 3** To oversee the distribution of federal education monies to the counties for juvenile detention education services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Counties receiving funds	15	15	15
Juveniles served	20,806	20,000	20,000
Percent of on-site fiscal and program audits conducted	50	50	50
Percent of programs audited in compliance	99	99	99

◆ **Goal 4** To ensure that juvenile courts and probation departments are in compliance with statutes, administrative orders, funding agreements, rules, program plans, and policies and procedures.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Operational reviews conducted	5	5	5
Percent of departments reviewed that are in compliance	99	99	99

◆ **Goal 5** To support the administration and programs of the Arizona juvenile court system.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Automation projects funded	2	2	2
Loss prevention issues addressed in detention centers	3	2	2
Community Advisory Board programs funded	10	11	11

COU 11.0	<b>Program Summary</b>
	<b>COURT OF APPEALS DIVISION I</b>
Philip G. Urry, Clerk of the Court	
Phone: (602) 542-0264	
A.R.S. § 12-120 et. seq.	

**Mission:**

*To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.*

**Description:**

Division I of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division I convenes in Phoenix and encompasses the counties of Apache, Coconino, La Paz, Maricopa, Mohave, Navajo, Yavapai, and Yuma. In addition to appeals from these eight counties, and rate appeals from the Corporation Commission, Division I has the statewide responsibility for all Writs of Certiorari concerning awards by the Industrial Commission, appeals from the Arizona Department of Economic Security Appeals Board and all appeals from the Arizona Tax Court. Division I consists of a Chief Judge and five departments, with three judges each.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,362.4	9,793.3	10,311.1
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>9,362.4</b>	<b>9,793.3</b>	<b>10,311.1</b>
<b>FTE Positions</b>	<b>106.2</b>	<b>107.2</b>	<b>108.2</b>

◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2000 activity level. Cases pending are as of 6/30.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
All cases on file	5,113	5,200	5,350
All cases terminated	2,738	2,850	2,900
Cases pending	2,375	2,450	2,500
New case filings	2,676	2,750	2,850
Customer Satisfaction rating for settlement program	7.1	7.3	7.5

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Cases decided in which a Supreme Court review was not sought	2,017	2,000	2,050
Cases decided where Supreme Court review was denied	642	650	660
Cases decided which Supreme Court review was granted and decision upheld	4	5	5

**COU 12.0** **Program Summary**

**COURT OF APPEALS DIVISION II**

Jeff Handler, Clerk of the Court  
 Phone: (520) 628-6954  
 A.R.S. § 12-120 et. seq.

**Mission:**  
*To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.*

**Description:**  
 Division II of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division II convenes in Tucson and encompasses the counties of Cochise, Gila, Graham, Greenlee, Pima, Pinal, and Santa Cruz. Division II consists of a Chief Judge and two departments, with three judges each.

FY 2007 actual column reflects an estimated figure.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,191.8	4,334.5	4,605.5
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>4,191.8</b>	<b>4,334.5</b>	<b>4,605.5</b>
<b>FTE Positions</b>	<b>39.3</b>	<b>40.3</b>	<b>40.8</b>

◆ **Goal 1** To provide fair and expeditious determination of cases. To provide fair and expeditious determination of cases. (Court activity is difficult to predict; estimates are based on FY 2000 activity level. Cases pending are as of 6/30.)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
All cases on file	843	950	1,000
All cases terminated	1,040	950	950
Cases pending	76	135	150
New case filings	854	1,100	1,100
Customer Satisfaction rating for settlement program (Scale 1-8)	7.8	7.8	7.8
Cases upheld upon review	928	830	830

**COU 13.0** **Program Summary**

**ADULT AND JUVENILE DRUG COURT**

Molly Miller, Program Manager  
 Phone: (602) 452-3558  
 ARS §13-3422

**Mission:**  
*To fund and manage a coordinated system of adult and juvenile drug courts that help reduce recidivism.*

**Description:**  
 Description: The Administrative Office of the Courts (AOC) provides funding and statewide oversight of Adult and Juvenile Drug Courts. Arizona's Drug Courts are special, problem-solving courts with the responsibility to intervene with medium to high-risk probationers at risk for failure on probation and in the community because of continued drug or alcohol use. Each drug court is comprised of a local Drug Court Team responsible for the effective implementation and operation of the drug court. All of Arizona's drug courts have judicial leadership combined with probation supervision and community-based treatment services. Each drug court incorporates best practices and is guided by a Certificate of Assurance.

The administrative/operational functions of the drug courts are funded through Legislative appropriation. Expenses and spending are monitored monthly by the AOC in conjunction with each county probation department.

**Background:**

The Arizona Drug Court system is comprised of drug courts in 12 counties. HB2620 creates the opportunity for the AOC and a County to develop the operational and coordination functions of the. The community-based service portion of the drug courts is not funded through HB2620.

The drug court program includes Memorandum of Understanding (MOU) between participating parties, judicial management, probation supervision, screening and assessment of participants, random and scheduled drug testing, individual, group and family counseling services, incentives and sanctions, community work service and parental/family involvement.

Drug courts serve to assist the probation officer to enforce terms of probation and reduce recidivism.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	999.7	1,013.6	1,513.6
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>999.7</b>	<b>1,013.6</b>	<b>1,513.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To measure the number of Adult participants screened, admitted and graduated from drug courts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Participants admitted to drug court.	862	1,195	1,195
Number of Participants retained at 180 day point	452	1,676	1,676
Number of Graduates from drug court	281	201	201

◆ **Goal 2** To measure the number of Juvenile participants screened, admitted and graduated from drug courts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Participants admitted to drug court	440	245	245
Number of Participants retained at 180 day period	336	159	171
Number of graduates from drug court	130	120	121



DJA 0.0 Michael Branham, Director Phone: (602) 542-4302 A.R.S. § 41-2802	<b>Agency Summary</b> DEPARTMENT OF JUVENILE CORRECTIONS
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programming, known as New Freedom. This is a comprehensive substance abuse and behavioral health program which includes more than one hundred and forty easy-to-use workbooks (grade 4-6 reading level) and related materials which address both educational and therapeutic goals. All work is based on cognitive-behavioral therapy (CBT), motivational enhancement therapy (MET), social learning, risk factors management, and relapse prevention approaches.

**Mission:**

*To enhance public protection by changing the delinquent thinking and behavior of juvenile offenders committed to the Department.*

**Description:**

The Arizona Department of Juvenile Corrections (ADJC) is the state agency responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. The ADJC is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment, and education.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ HOUSING	36,885.4	39,333.8	39,433.8
➤ REHABILITATION	41,122.9	39,281.1	41,102.9
➤ ADMINISTRATION	10,567.4	10,602.9	10,602.9
<b>Agency Total:</b>	<b>88,575.7</b>	<b>89,217.8</b>	<b>91,139.6</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	79,532.9	81,449.8	82,021.6
Other Appropriated Funds	4,758.5	4,470.9	5,820.9
Other Non Appropriated Funds	4,284.3	3,297.1	3,297.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>88,575.7</b>	<b>89,217.8</b>	<b>91,139.6</b>
<b>FTE Positions</b>	<b>1,240.7</b>	<b>1,201.7</b>	<b>1,201.7</b>

**Strategic Issues:**

**Issue 1 Transformation of Department**

It is anticipated that in September of 2007 the Department will be in full compliance with all provisions outlined in the Civil Rights of Institutionalized Persons Act (CRIPA) Agreement. In September 2004 the State of Arizona and the DOJ arrived at a Memorandum of Agreement (MOA), which required the Arizona Department of Juvenile Corrections (ADJC) to implement a number of reforms designed to improve safety and security, for both youth and staff and to enhance the continuum of services available to youth. With the fulfillment of the Agreement the Department is now poised to build upon the significant changes already made by expanding and linking treatment services within secure care to community corrections (parole). Ultimately, the agency desires a continuum of service delivery that prepares a youth for a successful discharge from ADJC, starting from the day a youth enters a juvenile correctional facility.

The Department is currently utilizing a research-based assessment tool, the Criminogenic and Protective Factors Assessment (CAPFA) on all youth committed to ADJC. After compiling all data from the CAPFA, (a 21-day process), Agency personnel then evaluate the youth for specialized treatment. Although placement in specialized treatment units within secure care currently exists, the Department will undertake a new classification process that will refine our placement of youth, utilizing objective data obtained from the CAPFA. Staff will be trained on the new process which will allow personnel to appropriately place youth into specialized treatment for: substance dependence, mental health and sex offender behavior.

All youth placed in specialty and non-specialty cottages will receive core

Along with programming services, the Agency will be implementing a Systems of Change initiative, or a level system within all facilities. This is a behavior management system whereby a youth can be 'moved up in levels,' if there is demonstrated progress in treatment goals and compliant, positive behavior. The Systems of Change initiative will help to maintain safety and security for all staff.

A Continuous Case Plan (CCP), an individualized treatment plan, is created for each youth upon commitment to ADJC. Every 30 days the CCP is reviewed. Treatment is tracked on the CCP so that staff can evaluate the youth's readiness for release from secure care. Once released on parole, the CCP transitions to the assigned Parole Officer so that services are maintained that are relevant to the youth's needs. In the upcoming year, on-time updating of the CCPs will be a critical standard. This is a document that communicates treatment progress and justifies absolute discharge from the Department.

Within Community Corrections (parole) rural parole offices will be transitioning to virtual capabilities, meaning Parole Officers will be utilizing laptops to allow parents to see and speak to their child through a camera-ready laptop that connects to secure care facilities. In addition, the Agency will be considering the realignment of metro parole offices so that they are located in areas that can be easily accessed by families that are served by ADJC.

The above changes reveal ADJC's desire to have well-defined systems that point toward improved service delivery, and to establish standards that hold both youth and staff accountable. This transformation will be monitored through the ongoing development of a total quality assurance and inspections program, under the leadership of the Director.

**Issue 2 Recruitment, Retention & Recognition of Staff**

ADJC continues to suffer one of the highest turn-over rates in Arizona State government. In FY 2007, ADJC's Department-wide turn-over rate was 28%. This rate was driven by ADJC's Youth Correctional Officer (YCO) staff. In FY 2007, YCO positions had a turn-over rate of 56%. YCO positions represent about 40% of the Department's total positions.

High turn-over limits ADJC's effectiveness in providing committed youth with a safe environment and the treatment they need to become successful citizens. Changing lives of the most difficult youth in Arizona's juvenile justice system requires a great deal of skill and knowledge. Those traits are gained and honed through training and on-the-job experience. ADJC's current turn-over rate prevents most entry-level staff from developing the proficiency necessary to be highly effective with youth.

Other areas of recruitment that demand particular attention are in the areas of special education teachers, math teachers and nurses. Because of the nationwide shortage in these job classifications, it has been difficult for the agency to recruit and retain these skilled workers. The Department will collaborate with the Arizona Department of Administration on job fairs and marketing efforts.

**Issue 3 Youth with Increased Clinical Needs**

ADJC has continued to see an increase in the proportion of youth requiring specialized treatment services. ADJC youth are assessed with having a variety of mental health issues producing excessive responses which prohibit or severely limit adequate functioning. Clear diagnosis of problems such as depression, anxiety, psychosis, and suicidal gestures are prevalent. These youth are both more difficult and more expensive to manage and treat. They require higher levels of supervision and greater clinical expertise to manage effectively.

Starting in Fiscal Years 2005 and 2006, ADJC received funding to increase case management and direct line staffing ratios to meet national



standards. These increased ratios helped to provide a safer environment for both youth and staff.

Presently, there is an increasing reliance on the ADJC Secure Care Programs to address the escalating needs of youth ages 12-17 with mental health and sex offender issues. The youth assigned to the Mental Health and Sex Offender treatment units have been the recipients of expanded and improved assessment and classification for this escalating population referred to the Department for treatment. Every youth with mental health or sex offender issues receives a Continuous Case Plan which identifies the level of service they will receive. The level of service is based on the severity of need (mental health classification) and functional impairment of the youth's behavior. Consequently youth must receive more specific treatment at the level of intensity that can effectively address the goals of the youth's case plan.

**Issue 4 Education Programs that Reflect Student Needs**

ADJC recognizes that the majority of committed youth have failed in traditional education settings. Most of ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance problems in traditional public schools. Initially students must be assessed to determine if they have learning disabilities that have contributed to their lack classroom progress.

The Department is required to provide services to youth with disabilities as mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761, and A.R.S. §15-765 through §15-767. These services include delivery of special education instruction, speech/language services, occupation and physical therapy, and evaluation services for special education eligibility. In December 2001, an audit of ADJC's compliance with IDEA requirements found that ADJC was failing to adequately identify youth who were eligible for special education services. Since that time, ADJC has worked to bring its Child Find process into IDEA compliance. By the end of 2005, for the first time, ADJC attained full compliance with federal and state statutes related to IDEA. Upon attaining full IDEA Child Find compliance, the proportion of IDEA students has increased to 35%. This compares with a statewide special education average of 11% of total enrollment. Due to the dramatic over-representation of special education students within ADJC's school system, the Department requires more special education teachers and resources per student than other public schools within the state.

Because ADJC received funding to increase teacher to student ratios in Fiscal Years 2005 and 2006, the Department's current staffing ratio for special education is 1:8.

ADJC recognizes that students must be motivated to recognize a variety of career paths. Therefore, the Department assessed students' needs and interests and began implementing a curricula that merges traditional classroom academics (reading and mathematics) with vocational studies (computer training, carpentry, plumbing, electrical, culinary arts for female youth, etc.). The expansion of vocational studies will include a Fire Science Program, Cosmetology and Culinary Arts for male youth.

Other significant educational initiatives are: the computerized reading program, which will assist the students in skills, speed and comprehension, and the ongoing development of the automated Individualized Education Plans (IEP).

The Department must now ensure that the educational infrastructure is adequate to support the needs of these students to bring their very basic skills up to a level where they can be successful in school and ultimately a productive citizen.

DJA 1.0	<b>Program Summary</b>
	HOUSING
	Dr. Kellie Warren, Deputy Director
	Phone: (602) 542-5597
	A.R.S. § 41-2802

**Mission:**

*To enhance public protection by providing safe, secure, well maintained facilities and a healthy environment for committed juveniles.*

**Description:**

The Housing Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

**This Program Contains the following Subprograms:**

- ▶ Facilities Management
- ▶ Security
- ▶ Health Care

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	30,210.1	33,263.7	33,263.7
Other Appropriated Funds	3,323.6	3,372.3	3,472.3
Other Non Appropriated Funds	3,351.7	2,697.8	2,697.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>36,885.4</b>	<b>39,333.8</b>	<b>39,433.8</b>
<b>FTE Positions</b>	<b>567.0</b>	<b>556.5</b>	<b>556.5</b>

DJA 1.1	<b>Subprogram Summary</b>
	FACILITIES MANAGEMENT
	Dr. Kellie Warren, Deputy Director
	Phone: (602) 542-5597
	A.R.S. § 41-2802

**Mission:**

*To provide a safe, clean physical plant that supports positive behavioral programming.*

**Description:**

The Facilities Subprogram provides a safe and clean physical plant by ensuring that maintenance activities are conducted in an appropriate and timely manner.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,130.8	6,974.6	6,974.6
Other Appropriated Funds	2,638.3	2,682.5	2,682.5
Other Non Appropriated Funds	1,614.8	2,015.6	2,015.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,383.9</b>	<b>11,672.7</b>	<b>11,672.7</b>
<b>FTE Positions</b>	<b>155.0</b>	<b>154.0</b>	<b>154.0</b>

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of fire and health inspection discrepancies corrected before the next inspection	78	80	85

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

DJA 1.2                    **Subprogram Summary**  
 SECURITY  
 Dr. Kellie Warren, Deputy Director  
 Phone: (602) 542-5597  
 A.R.S. § 41-2802

**Mission:**

*To efficiently maintain a safe and secure environment for committed juveniles.*

**Description:**

The Security Subprogram includes behavior management programming; perimeter security; the safe and secure transportation of juveniles to and from facilities, medical appointments, and other appointments both scheduled and emergency related; radio communications to ensure instant communications with all areas inside the facilities; the transportation of vehicles for the safety and security of juveniles, staff, and the general public; and all other programs and processes designed to maintain a safe and secure environment within ADJC's facilities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	16,551.2	17,667.1	17,667.1
Other Appropriated Funds	568.8	104.5	204.5
Other Non Appropriated Funds	455.2	331.3	331.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,575.2</b>	<b>18,102.9</b>	<b>18,202.9</b>
<b>FTE Positions</b>	<b>335.0</b>	<b>328.0</b>	<b>328.0</b>

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Assaults on youth per 100-youth days	.26	.25	.25
Number of escapes	0	0	0
Percent of staff who feel safe at work	73	74	75
Percent of youth who feel safe in their secure care or community setting	92	90	90

DJA 1.3                    **Subprogram Summary**  
 HEALTH CARE  
 Dr. Kellie Warren, Deputy Director  
 Phone: (602) 542-5597  
 A.R.S. § 41-2802

**Mission:**

*To provide age and gender appropriate medically-necessary health services to juveniles in secure facilities.*

**Description:**

The Health Services Subprogram provides a delivery system that utilizes on-site professional health care staff in the secure facilities and when deemed necessary, makes referrals to off-site hospitals and/or specialty health care providers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,528.1	8,622.0	8,622.0
Other Appropriated Funds	116.5	585.3	585.3
Other Non Appropriated Funds	1,281.7	350.9	350.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,926.3</b>	<b>9,558.2</b>	<b>9,558.2</b>
<b>FTE Positions</b>	<b>77.0</b>	<b>74.5</b>	<b>74.5</b>

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Medical services average annual cost per youth	9,230	7,500	8,950
Psychiatric services average annual cost per youth	1,940	2,400	1,800
Percent of youth assessed with serious mental health needs.	37	39	41

DJA 2.0                    **Program Summary**  
 REHABILITATION  
 Dr. Kellie Warren, Deputy Director  
 Phone: (602) 542-5597  
 A.R.S. § 41-2802

**Mission:**

*To enhance public protection by confronting delinquent thinking and behaviors; developing pro-social attitudes and skills; and preparing youth academically and vocationally for success.*

**Description:**

The Rehabilitation Program provides secure care treatment, education, and community care treatment programs that focus on changing delinquent behavior patterns, and ensuring youth are successfully returned to the community.

**This Program Contains the following Subprograms:**

- ▶ Education
- ▶ Secure Care Treatment
- ▶ Community Care Treatment

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	38,849.5	37,644.1	38,215.9
Other Appropriated Funds	1,434.9	1,098.6	2,348.6
Other Non Appropriated Funds	838.5	538.4	538.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>41,122.9</b>	<b>39,281.1</b>	<b>41,102.9</b>
<b>FTE Positions</b>	<b>546.0</b>	<b>529.5</b>	<b>529.5</b>

DJA 2.1                    **Subprogram Summary**  
 EDUCATION  
 Patrick Jeske, Ph.D., Education Superintendent  
 Phone: (602) 542-4923  
 A.R.S. § 41-2831

**Mission:**

*To support the mission of the Arizona Department of Juvenile Corrections by providing all students educational opportunities to acquire academic/vocational skills as a pathway to responsible citizenship.*

**Description:**

The Education Subprogram is a North Central Association accredited special function outcomes-based system that integrates reading, writing, listening, locating information, applied mathematics, applied technology, vocational training, observation, and teamwork into an individualized school-to-career curriculum. The Education subprogram is designed to meet the individual needs of each juvenile to assist in their successful transition to the community.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,381.5	8,145.8	8,370.8
Other Appropriated Funds	1,434.9	1,044.4	1,544.4
Other Non Appropriated Funds	837.7	535.4	535.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,654.1</b>	<b>9,725.6</b>	<b>10,450.6</b>
<b>FTE Positions</b>	<b>99.0</b>	<b>88.5</b>	<b>88.5</b>

caregivers are participants as identified in the youth's secure care treatment plan

Percent of juveniles with Continuous Case Plans (CCP) completed on time.	75	90	92
Percent of juveniles paying court-ordered restitution.	60	65	65

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of youth passing the GED test.	54	55	56
Number of youth who increased their TABE (Test of Adult Basic Education) mathematic achievement.	119	165	192
Number of youth who increased their TABE (Test of Adult Basic Education) reading achievement.	41	44	48

**Subprogram Summary**

DJA 2.3  
**COMMUNITY CARE TREATMENT**  
 Art Wilkerson, Program Administrator  
 Phone: (602) 364-0938  
 A.R.S. § 41-2817

**Mission:**

*To enhance public protection by providing effective and efficient structure, intervention/supervision, surveillance, and enforcement that changes delinquent thinking and behaviors of committed juveniles on conditional liberty.*

**Description:**

The Community Care Treatment Subprogram is responsible for the development and management of a system of community supervision, case management, and residential and non-residential interventions designed to reduce delinquent behavior. This includes the provision of parole supervision and case management for all juveniles on conditional liberty and the coordination, management, and monitoring of a diverse system of contract treatment providers in the community. These community-based services assist the juvenile and their family to develop skills necessary for the juvenile's success in the community.

**Subprogram Summary**

DJA 2.2  
**SECURE CARE TREATMENT**  
 Dr. Kellie Warren, Assistant Director  
 Phone: (602) 542-5626  
 A.R.S. § 41-2802

**Mission:**

*To change the delinquent thinking and behaviors of youth committed to secure care facilities.*

**Description:**

The Secure Care Treatment Subprogram provides individualized developmental programming, and supervision services to committed juveniles requiring placement in a secure facility. Following an assessment of each youth's needs, specialized programming (e.g. Sexualized Behavior Programs, Violent Offenders Programs, Mental/Behavioral Health Programs, Chemical Dependency Programs, Gender Specific Programs); short-term, intensive, rehabilitative programming (e.g. group, individual and family counseling; substance abuse counseling); and transition services are available to each youth based upon his/her Individual Development Plan.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	22,456.4	22,138.0	22,138.0
Other Appropriated Funds	0.0	54.2	804.2
Other Non Appropriated Funds	0.8	3.0	3.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,457.2</b>	<b>22,195.2</b>	<b>22,945.2</b>
<b>FTE Positions</b>	<b>382.0</b>	<b>371.0</b>	<b>371.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,011.6	7,360.3	7,707.1
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>7,011.6</b>	<b>7,360.3</b>	<b>7,707.1</b>
<b>FTE Positions</b>	<b>65.0</b>	<b>70.0</b>	<b>70.0</b>

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of juveniles involved in an academic, vocational or employment programs while on conditional liberty	62	65	68

◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of victims who report satisfaction with restorative services received from ADJC	91	93	95
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	61	85	95

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of youth showing progress in their primary treatment problem area	30	70	75
Percent of juveniles incarcerated within 12 months of release	36	36	36
Percent of juveniles incarcerated within 36 months of release	48	48	48
Percent of youth revoked with delinquent offenses.	16	17	17

◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of youth whose families or	28	42	45

DJA 3.0 **Program Summary**  
 ADMINISTRATION  
 Patti Cordova, Assistant Director  
 Phone: (602) 542-5748  
 A.R.S. § 41-2802

**Mission:**

*To provide the Arizona Department of Juvenile Corrections with support and logistic services that facilitate the change of delinquent thinking and behaviors of juvenile offenders committed to the Department's care.*

**Description:**

The Administration Program provides the Housing and Rehabilitation Programs with the support and services they require to change the lives of youth within the Department's care. These services include: Accounting, Budgeting, Communications, Detention Center Inspections, Due Process, Grant Management, Human Resources, Internal Affairs, Legal Support, Management Information Systems, Policy Development, Procurement, Research and Development, Staff Development, Quality Assurance, Victims Rights, Volunteer Coordination, and Youth Rights.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,473.3	10,542.0	10,542.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	94.1	60.9	60.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,567.4</b>	<b>10,602.9</b>	<b>10,602.9</b>
<b>FTE Positions</b>	<b>127.7</b>	<b>115.7</b>	<b>115.7</b>

◆ **Goal 1** to collaborate with stakeholders to contribute to the restoration of communities, youth and families

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total cost	7.4	7.0	7.0
Average yearly cost per bed in secure care.	119,536	114,800	114,800
Average yearly cost per juvenile in secure care.	46,100	46,400	46,400

◆ **Goal 2** To create a competent and diverse workforce

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annual staff turnover rate	28.0	26.0	26.0
Percent of staff indicating satisfaction with their jobs	75	75	75
Annual Youth Correctional Officer (YCO) turnover rate.	56	56	56

LDA 0.0	<b>Agency Summary</b>
STATE LAND DEPARTMENT	
Mark Winkleman, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. § 37-100	

**Mission:**

*To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries, consistent with sound stewardship, conservation, and business management principles supporting socio-economic goals for citizens here today and generations yet to come. To manage and provide support for resource conservation programs for the well-being of the public and the state's natural environment.*

**Description:**

The State Land Department was established in 1915 to manage the State Trust lands on behalf of the fourteen beneficiaries of that Trust, as established by the State Enabling Act and State Constitution. Each of the approximately 9.3 million acres of land is assigned to one of the beneficiaries, the largest of which is the state's common schools. The Department works to sustain the long-term value for the Trust's beneficiaries by administering, selling, and leasing the State's Trust lands and natural products. The Department also operates the State's Wildland Fire Prevention and Suppression Programs on state and private lands outside incorporated areas and administers the State's Natural Resource Conservation District Program, which involves funding and technical assistance for 32 districts across the State. The Department provides navigability studies to the State's Navigable Streambed Adjudication Commission and staffs the Governor-appointed State Land Board of Appeals. The Commissioner serves as the State Cartographer and the Surveyor-General and the Department provides statewide geological information system services including development and sharing of data layers through the Arizona Land Resources Information System program.

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ TRUST MANAGEMENT AND REVENUE GENERATION	19,350.1	19,536.4	19,796.3
➤ OUTSIDE ASSISTANCE AND GRANTS	897.8	1,497.4	916.1
➤ STATE FORESTER	29,892.0	30,433.2	26,325.2
<b>Agency Total:</b>	<b>50,139.9</b>	<b>51,467.0</b>	<b>47,037.6</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	26,269.2	27,329.5	27,403.2
Other Appropriated Funds	862.4	720.0	720.0
Other Non Appropriated Funds	23,008.3	23,417.5	18,914.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>50,139.9</b>	<b>51,467.0</b>	<b>47,037.6</b>
<b>FTE Positions</b>	<b>225.4</b>	<b>243.4</b>	<b>255.4</b>

**Strategic Issues:**

**Issue 1 Real Estate Market Impact**

Despite several years of record growth in the State and Metro Phoenix area, the real estate market is now in the midst of a fairly lengthy downturn. The downturn has been in process throughout fiscal 2007 and no appreciable turn around is anticipated until late in 2008, if then. While this downturn has begun to impact the Land Department's dispositions, the excellent proximity of the Trust's holdings has enabled the continued strong performance for land sales and ground leases. Commercial properties, including retail and industrial markets, remained strong. The ASLD auctioned five long term leases, including one for 11,997 acres of low value

rural lands for an automobile test track, and one for 124 industrial park acres in Scottsdale that generates a minimum of \$875 million over the life of the lease. Altogether, minimum rent revenue over the life of all the leases generates over \$1.254 billion, on a total appraised land value of \$148 million.

In addition to the commercial properties, land sales within the close-in locations in Phoenix and Peoria remained strong. An auction of 269 acres in the popular Desert Ridge master planned community brought \$149 million, the largest sale in ASLD history. ASLD staff was able to successfully negotiate an annexation and development agreement with Fountain Hills, resulting in a successful sale of 1,275 acres for \$110 million, the last large tract of land in the area. A 26 acre multi-family parcel, again in Desert Ridge, sold for \$1.082 million per acre after 43 bids, representing the largest per acre sale in ASLD history, and the second million dollar an acre sale of trust land in the area. The ASLD also was able to successfully auction a number of more rural sites, in rapidly expanding Sierra Vista, Lake Havasu City, and Flagstaff. Three bids were placed for a 53 acre site in Sierra Vista, with a final bid of \$8.44 million placed by Wal-Mart Stores.

The Real Estate Division has over 50 major transactions pending for the FY 2008; while it is unlikely all transactions will go to auction, there will be continued success. The brunt of the market conditions, however, will have their effect this fiscal year and likely next fiscal year as well. The population growth in Arizona, on the other hand, has not slid downward with the market, and to the contrary, is as strong as ever. Staff is continuing to work through entitlement, infrastructure, drainage and other issues, to position lands so they are available for an anticipated strong demand within the next 12 – 24 months. It is likely that, when the market does turn, the trust lands that are close to cities and towns, and adjacent to existing development and infrastructure, will experience tremendous demand.

**Issue 2 Fire Hazard Reduction in the Wildland/Urban Interface**

The fires continue to get bigger, and the fuel conditions continue to deteriorate, the population continues to grow and interface between the wildlands and the urban communities continues to expand, the summer weather continues to be hot and dry – Arizona's wildfire problems continue unabated. Statewide, 75,000 acres have been identified as needing treatment in or around 70 communities in all 13 counties. Effective mitigation of the wildfire hazards in the wildland/ urban interface will require a cooperative effort of federal, state, county, and community agencies, and private landowners. In addition to meeting the State's own stewardship responsibilities, the State Land Department, is the lead agency for providing wildland fire and forestry assistance to private landowners and rural communities. However, the Department's very limited fire management staff is insufficient to adequately meet the urgent need to assist rural homeowners with mitigating the fire-fuel conditions in the state's wildland/ urban interface. Additional staff and funding will be required to plan and manage fuel treatments on thousands of acres of state and private lands if any significant improvements in the hazardous fuel conditions are to be made in the next few years.

**Issue 3 Navigable Streambed**

As a result of a series of legislative enactments and judicial decisions, Arizona must determine if certain watercourses in the State, other than the Colorado River, were navigable at the time of Statehood (February 14, 1912); and therefore to determine whether there is any state ownership of lands located in or near many of Arizona's watercourses. The Land Department is responsible for consultation and coordination with federal and state agencies, public and private entities, and other interested persons in the gathering of evidence of navigability for the estimated 39,039 Arizona watercourses. The Arizona Navigable Stream Adjudication Commission (ANSAC) is charged with adjudicating all of the estimated 39,039 Arizona watercourses. ANSAC finalized hearings on the Upper Salt, Gila, and Verde Rivers in October/November 2005 and January 2006, and declared the rivers non-navigable on May 24, 2006. However, their reports containing their findings of non-navigability have not been issued to date. The State Land Commissioner has advocated for navigability of these rivers. The State Land Commissioner previously advocated for the navigability of the Lower Salt River. On September 21, 2005, ANSAC issued its written decision that the Lower Salt River was non-navigable. The Commissioner appealed ANSAC's determination. The parties briefed and argued the appeal before the Maricopa County Superior Court. The Court recently issued its decision

upholding ANSAC's non-navigability determination. We anticipate that the Commissioner will appeal the ruling.

The Land Department has expended thousands of hours of staff time following the legislative mandates and responding to subsequent legal actions pertaining to Arizona streambeds. The requirement to devote the Department's limited resources to such matters necessarily reduces its ability to manage the State Trust lands for the benefit of the Trust's beneficiaries. Without adequate staffing and funding in the Department to carry out the State's duties with respect to streambeds, the Department cannot perform those duties adequately and/or be able to take advantage of economic opportunities on Trust lands resulting ultimately in loss of revenues to the Trust beneficiaries and the State's economy. The Department is facing and likely to face contentious and expensive litigation relating to its performance (or alleged failure to perform) its duties with respect to both sovereign lands and Trust lands. The work load is/will be overwhelming.

**Issue 4 Customer Service**

Since 1998, the Department has tracked its customer service improvement program. The primary objective of the program is to continuously strive to provide excellent customer service, both to internal customers (staff) and external customers (the public). Customer surveys consistently reflect a satisfactory rating in virtually every category. To ensure continued improvement in customer service the Department proposes to: promote active teamwork, communication and customer service to all employees; continue to improve and update the Department's web site; review options of computer enhancement to provide computerized copies of land use applications, access to Trust land title data and other information to the public upon request. In response to the Governor's "Plain Talk" program, the Department modified its written customer service correspondence to improve communications with the public and users of Trust land. In addition, the Department modified its Customer Service Survey to measure the results of the Department's efforts.

**Issue 5 Land Conservation/Condemnation/Exchange**

The federal government has "captured" approximately 400,000 acres of Arizona's State Trust surface and mineral resources within existing and proposed federal land management programs. The surface value of these "captured" Trust lands is estimated to be over \$360 million. The "capture" of these Trust lands impose land use planning and use restrictions on federal lands that adversely impact the State's use of the Trust lands at the expense of the State Trust beneficiaries and the State's economy. These state lands, both surface and mineral estates, are "captured" within military reservations, federal wilderness areas, national monuments, parks, recreational and conservation areas. Several federal condemnations of State land have been authorized by Congress, i.e. Hopi Tribe: 144,000 acres of Trust land; Petrified Forest National Park expansion: 36,000 acres of Trust land; Lake Pleasant Expansion: 28,000 acres of Trust land. The State's repeated requests for compensation for the "captured" Trust lands and resources have gone largely unheeded. Under the current situation, the State is losing potential economic opportunities on the "captured" lands resulting in continuing loss of revenues to the Trust and its beneficiaries.

**Issue 6 Water Rights Adjudications**

The State is a party to several pending water right adjudications, which are court proceedings designed to resolve the rights of all water users to a particular stream or river system. These are "in rem" proceedings, meaning the court has jurisdiction over the asset at issue (the surface water stream system), and are somewhat akin to quiet title litigation. Parties, including State agencies, who claim the right to use water from such a stream will lose those rights unless they are recognized by the court. The adjudications are massive lawsuits. The State has filed claims for several thousand water rights that represent existing water uses on State Trust lands and future uses based on certain federal law doctrines. The monies from FY 2002 thru FY 2007 were utilized to design, initiate and compete the preliminary stages of multi-stage analysis of State Trust lands to support the State's claim for existing water uses and its Federal reserve water right claim. The FY 2008 monies will be utilized to continue the analysis and studies. Litigation is now proceeding, focusing on tribal and Federal reserved water rights claims with a separate contested case considering the Federal reserved rights claims of the Department. It is critical that the program continue to be funded, in order to build on the valuable analysis and information that has already

been developed, with the goal continuing to be the protection of the future viability of the Trust lands and their ability to provide financial support to the public schools and other beneficiaries.

**Program Summary**

LDA 1.0

TRUST MANAGEMENT AND REVENUE GENERATION

Mark Winkleman, State Land Commissioner  
 Phone: (602) 542-4621  
 A.R.S. §§ 37-201 to 37-611

**Mission:**

*To manage State Trust lands and resources to enhance value, optimize economic return for the Trust beneficiaries, provide assistance to communities and citizens on forestry matters, and manage wildfires on state and private lands.*

**Description:**

The State Land Department and the system by which Trust lands are to be managed was established in 1915 by the State Land Code, in compliance with the Enabling Act and the State Constitution. Revenues earned from Trust lands are classified as either permanent or expendable. Revenues derived from the sale of Trust lands and the sale of natural products are deposited in the Permanent Fund. Revenues earned from leasing Trust lands and interest on the certificate of purchase balance as well as the Permanent Fund's interest are deposited in the expendable account for use by the appropriate beneficiary. The Department provides management on Trust lands and technical assistance to communities and private land owners for fire and forestry management activities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	17,619.3	18,436.4	18,696.3
Other Appropriated Funds	647.8	500.0	500.0
Other Non Appropriated Funds	1,083.0	600.0	600.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>19,350.1</b>	<b>19,536.4</b>	<b>19,796.3</b>
<b>FTE Positions</b>	<b>154.9</b>	<b>168.9</b>	<b>172.9</b>

◆ **Goal 1** To administer Trust resources to optimize revenue over time.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Trust revenue generated (in millions)	367.8	517.1	630
Balance in Permanent Fund (in millions)	1,935.9	2,127.1	2,392.0
Total expendable receipts, excluding interest on permanent fund and school leases (millions)	119	160.7	167
Total annual revenue to permanent fund (millions)	194.8	265.8	355.4
Number of participation sales	0	3	4
Number of auctions where broker commission is paid	10	12	15
Number of subsurface leases	2	8	16
Percent increase in commercial leasing revenue	24	5.6	7.7
Percent increase of sales value above appraised value	14	10	10
Percent of total leasing revenue from long-term leases	68	70	75
Net present value of long-term leases (in millions)	500	520	530

◆ **Goal 2** To implement a progressive asset management process to improve the quality and efficiency of the Department's decision making and meet the requirements of the Growing Smarter Act and Growing Smarter Plus.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cumulative percent of potential acres in Maricopa and Pima County under master plans (382,346 acres)	6.8	8.4	10

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Percent of urban acres within municipal boundaries under conceptual plans (statewide 668,652 urban acres)	81	91	0
Cumulative total of conceptual plans completed under Growing Smarter (statewide, 47 communities have a minimum of 160 acres of trust land)	30	32	34
Percent of conceptual plans that have been integrated into community general plans (statewide 47 communities have a minimum of 160 acres of trust land)	50	60	64

◆ **Goal 3** To protect unique Trust resources and provide environmental protection to maintain the long-term value of the asset.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Acres reclassified as suitable for conservation purposes	0	0	0
Number of acres sold or leased for open space conservation or parkland	0	0	0
Proposed land use and disposition actions reviewed for cultural resource considerations	545	575	575
Number of hazardous and nonhazardous materials sites remediated	37	30	30
Acres of land closed for dust abatement	0	2,000	2,000
Amount appropriated for adjudicating water rights	464,300	464,300	464,300

◆ **Goal 4** To improve the Department's efficiency in application or transaction processing by reducing processing time for sales and commercial leases by 10-20%, increase per acre earning by 10-20%.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average processing time for long-term leases (tracked by months)	22.8	18	18
New short-term lease processing time (in months)	13	10	10
Average processing time for sales applications (tracked by months)	26	20	20
In-house appraisal turnaround time (days from administrator request to receipt by section manager)	41	60	60
Contract appraisal turnaround time (days from administrator request to receipt by section manager)	148*	120	120
Average trust land earnings per acre sold (in dollars)	106,435	120,000	130,000
Average trust land earnings per acre on new long-term commercial leases	102,616	1,000,000	1,000,000

◆ **Goal 5** To provide efficient internal support and coordination to enable the Department to accomplish its mission.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of findings during annual financial audit	0	0	0
Percent of employees satisfied with training on new information systems	97.5	100	100
Average score on employee satisfaction survey. (Survey rating 5 - 1; 5 = very satisfied, 1 - unsatisfied)	3.2	3.1	3
Average number of minutes to resolve computer user problems	32	50	50
Percent of agency staff turnover	7.8	8.0	8.0
Administration as a percentage of total cost	3.7	3.7	3.6

◆ **Goal 6** To improve Department productivity and minimize costs through increased efficiency and risk reduction.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of employees receiving basic computer training	0	25	185
Number of professional training hours for staff	2,791	2,500	2,500
Number of agency's administrative policies updated or added	11	10	10

Percent of employees completing agency required training	96	98	98
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◆ **Goal 7** To develop and implement measures to improve external customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of customers giving the department a rating above 4. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	84	88	90
Number of settlement hearings vs. number of appeal hearings	5/5	10/13	7/10
Number of services available to the public via the Internet	138	150	165
Number of interactive applications available through the web site	5	6	6
Number of times interactive applications are accessed by the public	59,775	72,000	85,000
Number of times the web site is accessed	115,732	120,000	135,000
Number of formal public records requests vs. number of records (in thousands) pulled and researched for requests	29/53	25/40	27/50

◆ **Goal 8** To continue an effective program of land conservation of appropriate State lands while ensuring continued economic benefits to the trust.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cumulative number of acres petitioned to be reclassified for conservation	120,032	120,032	120,032
Cumulative number of acres sold under Arizona Preserve Initiative	2,331	2,331	2,331
Number of Arizona Preserve Initiative land sale/leases	0/0	0/0	0/0
Cumulative number of acres reclassified as suitable for conservation purposes	42,511	42,511	42,511
State acres identified and/or researched for transfer under State/Federal land conservation and federal land management actions	49,980	15,000	15,000
Federal acres identified and/or researched for State acquisition under State/Federal Land conservation and land management actions	12,600	12,600	12,600

◆ **Goal 9** To improve the availability of actual information and increase analytical capabilities of the agency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Combined parcels (surface, minerals, special permits, etc.) accessible through PALMS	63,083	63,083	63,400
Number of data sets accessible through PALMS	553	560	575

◆ **Goal 10** To improve internal and external communication.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average score on employee satisfaction survey regarding staff recognition, staff's understanding of expectations, the agency's communication system to staff, and feedback. (Survey ratings 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	3.2	3.1	3
Percentage of customers giving the department a rating above 4 on the understandability of applications, correspondence, documents, and the clarity of information being transmitted. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	84	88	90
Average percentage of employees attending "All Employee" meetings	70	70	70
Number of agency-wide electronic notices distributed	900	925	900

◆ **Goal 11** To respond within established time frames, to all applications and request for land use and title research from public and staff.





LDA 2.2 **Subprogram Summary**  
 NATURAL RESOURCE CONSERVATION DISTRICTS  
 Mark Winkleman, State Land Commissioner  
 Phone: (602) 542-4621  
 A.R.S. §§ 37-1001 to 37-1057

**Mission:**

*To promote, coordinate and carry out activities that conserve soil, water and other natural resources utilizing the expertise of the Natural Resource Conservation Service (NRCS) and numerous other local, county, state, and federal agencies.*

**Description:**

Arizona's 32 Natural Resource Conservation Districts (NRCs) are legal subdivisions of state government organized under state law and administered by the State Land Department. As subdivisions of state government, NRCs provide the link that enables the U.S. Department of Agriculture Natural Resource Conservation Service and Farm Service Agency to provide technical and financial assistance to private landowners. NRCs are district cooperators for water, soil, and other natural resource conservation measures. The NRCs are governed by a local Board of Supervisors: three elected, and two appointed by the Natural Resource Conservation Commissioner (State Land Commissioner). The NRCs are the primary sponsors of the Conservation/ Environmental Educational Centers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	430.0	430.0	430.0
Other Appropriated Funds	214.6	220.0	220.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>644.6</b>	<b>650.0</b>	<b>650.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To strengthen the network of 32 NRCs by assisting district supervisors in developing, improving and broadening relationships with private landowners, the NRCS, state and federal agencies, rural communities, county governments, and private interest groups.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
District meetings attended	30	35	35
Interagency meetings attended	28	30	30
Percent of NRCs rating Department assistance as satisfactory	90	90	90

LDA 3.0 **Program Summary**  
 STATE FORESTER  
 Kirk Rowdabaugh, State Forester  
 Phone: (602) 771-1403  
 A.R.S. §§ 37-621 to 37-644

**Mission:**

*To provide for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, primarily through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires.*

**Description:**

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's programs 22,400,000 acres of state and private land are protected.

**This Program Contains the following Subprograms:**

- ▶ State Forester
- ▶ Eastern Counties Environment Grants

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,087.5	8,308.6	8,125.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,804.5	22,124.6	18,199.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>29,892.0</b>	<b>30,433.2</b>	<b>26,325.2</b>
<b>FTE Positions</b>	<b>68.5</b>	<b>72.5</b>	<b>80.5</b>

LDA 3.1 **Subprogram Summary**  
 STATE FORESTER  
 Kirk Rowdabaugh, State Forester  
 Phone: (602) 771-1403  
 A.R.S. §§ 37-621 to 37-644

**Mission:**

*To provide for the prevention and suppression of wildland fires on state and private lands, located outside incorporated municipalities, primarily through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires.*

**Description:**

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's programs 22,400,000 acres of state and private land are protected.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,887.5	8,058.6	7,875.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,804.5	22,124.6	18,199.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>29,692.0</b>	<b>30,183.2</b>	<b>26,075.2</b>
<b>FTE Positions</b>	<b>68.5</b>	<b>72.5</b>	<b>80.5</b>

◆ **Goal 1** To provide technical fire, forest health, and forestry management assistance to private land owners.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Private forest landowners assisted with Land Department prepared management plans each year	1,462	1,000	1,000
Total acres of private forest land under management (1,000 acres)	1,762	1,800	1,850
Acres treated on private forest and range lands each year	4,555	4,000	2,000
Acres of land treated, including prescribed burning, to reduce hazardous fuels; and to protect and improve Trust land and private properties	6,273	6,000	3,000

◆ **Goal 2** To prevent and suppress wildfires on Trust and private lands safely, effectively and efficiently by assisting 85% of rural fire departments, and contain 95% of forest fires to less than 100 acres.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of fires controlled at 100 acres or less	98	95	95
Rural firefighters assisted with training and equipment	1,500	1,600	1,600
Percent of fire departments under cooperative agreement to provide fire control support	95	95	95
Percent of fire bills processed for payment within 30 days	48.5	95	95
Trust land treated to reduce wildland fire danger to improve forest and range land condition	1,728	1,500	1,500
Percent of rural fire departments assisted with training and equipment	90	92	92

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	200.0	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>200.0</b>	<b>250.0</b>	<b>250.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To educate citizens, organizations, and decision makers through information distribution, demonstrations, and multi-media presentations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of educational involvement projects	42	33	33
Number of CDs for classrooms and TV news releases	4	6	6

◆ **Goal 2** To conduct scientific inquiry into the environmental, economic, social, and community aspects of land management and multiple use practices.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of educational involvement projects	42	38	38
Number of catastrophic wildfire risk assessments	23	47	47
Number of published scientific reports	2	1	1
Number of web sites developed or upgraded	1	1	1

LDA 3.2 **Subprogram Summary**  
 EASTERN COUNTIES ENVIRONMENT GRANTS  
 Mark Winkleman, State Land Commissioner  
 Phone: (602) 542-4621  
 Senate Bill 1222, Forty-fourth Legislature

**Mission:**

*To approve and distribute funds for implementation and planning of environmental programs.*

**Description:**

The Department is instructed to distribute the funds equally to Greenlee, Graham, Gila, Navajo, and Apache Counties for planning and implementation of specific environmental programs impacting economic development in these counties. The counties prepare and submit proposed plans to the Land Department for approval.

**LWA 0.0 Agency Summary**  
**LAW ENFORCEMENT MERIT SYSTEM COUNCIL**  
 Commander Iven T. Wooten, Business Manager  
 Phone: (602) 223-2286  
 A.R.S. §§ 41-1830.11 to 41-1830.15

**Mission:**

*To establish and administer an equitable compensation plan while providing oversight for the selection, retention, and disciplinary proceedings affecting employees of those agencies under the Council's jurisdiction.*

**Description:**

The Law Enforcement Merit System Council (LEMSC) consists of three members appointed by the Governor for six-year terms. Members are chosen on the basis of experience in and sympathy with merit principles of public employment. Members shall not have held elective public office within one year before appointment and shall not hold any other political office while serving on the LEMSC. The LEMSC shall adopt rules it deems necessary for establishing: 1) a classification and compensation plan for all covered positions under the jurisdiction of the LEMSC and establishing standards and qualifications for all classified positions; 2) a plan for fair and impartial selection, appointment, probation, promotion, retention, and separation or removal from service by resignation, retirement, reduction in force or dismissal of all classified employees; 3) a performance appraisal system for evaluating the work performance of Department of Public Safety (DPS) and Arizona Peace Officer Standards in Training Board (AZPOST) employees; 4) procedures for the conduct of hearings of employee grievances brought before the LEMSC relating to classification, compensation, and the employee appraisal system; 5) procedures for the conduct of hearings on appeals from an order of the director of DPS in connection with suspension, demotion, reduction in pay, loss of accrued leave time, or dismissal of a classified employee.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	76.3	79.3	76.8
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>76.3</b>	<b>79.3</b>	<b>76.8</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Strategic Issues:**

**Issue 1 Securing Adequate Funding for Operating Costs**

The biggest issue facing the Council is the need for adequate funding. With funding for only one FTE, over 92% of allocated funds must go towards salary and ERE. This leaves very little leeway in order to draw from other operating funds to cover unforeseen and additional expenses. This includes any budget reductions.

◆ **Goal 1** To establish and administer an equitable classification and compensation plan.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of classifications reviewed to determine proper job description and market value	13	12	12
Number of position audits conducted to determine proper classification	4	6	6
Number of job descriptions reviewed to determine suitability to classification	17	10	10

◆ **Goal 2** To provide guidelines for proper selection, retention and dismissal of covered employees.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of test plans reviewed for selection and promotional processes	67	40	40

Number of covered employees dismissed	3	5	5
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◆ **Goal 3** To provide covered employees with a fair, impartial and expeditious hearing process.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of appeals/grievances filed	2	7	7
Number of appeal hearings conducted	4	5	5
Percent of employees receiving discipline who file an appeal	7	10	10
Average days from receipt of an appeal/grievance until the Council issues a final order	233	120	120
Average cost of an appeal/grievance hearing (in dollars)	674	674	674
Number of rehearing requests filed	1	0	0

◆ **Goal 4** To provide guidelines to ensure promotional examinations are conducted properly in order to dispel challenges.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of civilian promotional examinations conducted	42	42	42
Number of sworn promotional examinations conducted	3	2	2
Number of civilian promotional examinations that result in challenges/appeals	1	0	0
Number of sworn promotional examinations that result in challenges/appeals	2	2	2
Number of challenges filed that result in some change to the examination or scoring of the examination	2	2	2

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

AUA 0.0	<b>Agency Summary</b>
	OFFICE OF THE AUDITOR GENERAL
	Debbie Davenport, Auditor General
	Phone: (602) 553-0333
	A.R.S. § 41-1279

**Mission:**

*To improve state and local government operations and accountability by independently providing the Legislature, government decision-makers, and the public with timely, accurate, and impartial information; relevant recommendations; and technical assistance.*

**Description:**

The Auditor General is appointed by the Joint Legislative Audit Committee and approved by a concurrent resolution of the Legislature. By law, the Auditor General is required to express an opinion on the financial statements of audited entities, and determine compliance with applicable federal and Arizona laws and conduct comprehensive performance evaluations of state agencies and the programs they administer. In addition, the Auditor General is required to conduct performance audits of school districts and monitor the percentage of dollars spent in the classroom. Beginning in fiscal year 2006-2007, the Legislature appropriated monies for the Auditor General to conduct performance and financial audits of English Language Learner programs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,808.1	18,791.5	17,891.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,459.2	1,812.0	1,812.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,267.3</b>	<b>20,603.5</b>	<b>19,703.9</b>
<b>FTE Positions</b>	<b>233.4</b>	<b>236.4</b>	<b>233.4</b>

**Strategic Issues:**

**Issue 1** *Increasing our impact on government in Arizona*

**Issue 2** *Ensuring our processes are efficient and add value to our products*

**Issue 3** *Hiring, developing, and retaining a high-quality workforce*

◆ **Goal 1** To use efficient and value-added processes to ensure our reports are issued in a timely manner

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of single audit reports accepted by cognizant agency	100	100	100
Number of processes/steps/activities adding little or no value that were eliminated or modified	NA	20	20
External quality control review resulted in a clean opinion (triennial review).	NA	Yes	NA

◆ **Goal 2** To identify and communicate on high-impact issues

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of administrative recommendations implemented or adopted within two years for performance audits	97	90	90
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of single audit recommendations implemented or adopted within one year for financial audits	36	65	65

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of legislative recommendations implemented or adopted within two years	100	60	60

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating (scale 1-4)	3.49	3	3

◆ **Goal 3** To hire, develop, and retain a high-quality workforce

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of staff turnover	18	20	20

HOA 0.0	<b>Agency Summary</b>
	HOUSE OF REPRESENTATIVES
	James P. Weiers, Speaker
	Phone:
	Constitution Art. 4, Part 1, Section 1

**Mission:**

*To serve the public by enacting laws that protect the public safety and welfare, to provide information to the public and to assist members of the public who contact their legislative representatives with questions, problems, or concerns.*

**Description:**

The House of Representatives consists of 60 members elected by the public. Two members are elected from each of the 30 legislative districts in biennial elections. Members of the Legislature participate in activities related to the review and adoption of a wide range of topics that affect the citizens of Arizona. Members serve on standing committees, participate in interim projects and handle constituent concerns.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,350.2	14,276.5	13,854.8
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>11,350.2</b>	<b>14,276.5</b>	<b>13,854.8</b>
FTE Positions	0.0	0.0	0.0

JLA 0.0	<b>Agency Summary</b>
JOINT LEGISLATIVE BUDGET COMMITTEE	
Richard Stavneak, Staff Director	
Phone:	
A.R.S. § 41-1272	

**Mission:**

To provide the Arizona Legislature with sound research, analysis, forecasts, and recommendations on state government finances and public policies; to provide the members with high quality work that is factually-based and delivered in a timely and professional manner, so they can make informed public policy decisions that are in the best interests of the citizens of Arizona.

**Description:**

The Joint Legislative Budget Committee (JLBC) Staff is a statutory agency in the legislative branch of Arizona State Government. The Governing Board is the 16-member Joint Legislative Budget Committee who appoints a Legislative Budget Analyst [Director] who is responsible for hiring other staff as authorized through the appropriations process. The office was established pursuant to A.R.S. § 41-1272 in 1966.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,133.8	3,040.9	2,948.6
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>1,133.8</b>	<b>3,040.9</b>	<b>2,948.6</b>
<b>FTE Positions</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>

- ◆ **Goal 1** To help the Legislature with sufficient staff support to enact budgets in a timely fashion and operate in a cost effective manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Survey of legislator satisfaction (4=high): all members.	3.78	3.78	3.78

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a percent of total cost.	6.7	6.7	6.7

- ◆ **Goal 2** To provide technically accurate budget materials, including budget analysis and budget related bill drafting.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of errors in the General Appropriation Act, Omnibus Reconciliation Bills, and other budget-related legislation.	0	0	0

- ◆ **Goal 3** To prepare timely fiscal notes by the Fiscal Analysis and Research Unit.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to transmit fiscal notes.	11.5	14.0	14.0

- ◆ **Goal 4** To provide accurate economic and revenue forecasts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Maximum percent revenues vary from forecasted revenues (15 month time horizon).	1.6	3.0	3.0

- ◆ **Goal 5** To prepare timely fiscal notes by the Tax Analysis and Forecasting Unit.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to transmit a fiscal note.	10.8	14.0	14.0

LCA 0.0	<b>Agency Summary</b>
	LEGISLATIVE COUNCIL
	Michael Braun, Executive Director
	Phone: (602) 926-4236
	A.R.S. §§ 41-1301 to 41-1307

LCA 1.0	<b>Program Summary</b>
	LEGISLATIVE COUNCIL
	Michael Braun, Executive Director
	Phone: (602) 926-4236
	A.R.S. §§ 41-1301 to 41-1307

**Mission:**

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

**Description:**

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal research; and operating the legislative computer system.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,732.2	5,717.1	5,576.1
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>4,732.2</b>	<b>5,717.1</b>	<b>5,576.1</b>
<b>FTE Positions</b>	<b>49.8</b>	<b>49.8</b>	<b>49.8</b>

**Strategic Issues:**

**Issue 1 Increase familiarity with legislative computer system.**

Familiarity with and practical knowledge of the legislative computer system is critical to Legislative Council's (LC) continued success. It is imperative that legislative computer users know and understand how to perform various functions on their computers, particularly those custom applications that are unique to their legislative work. This includes, for appropriate legislative staff, knowledge of such computer functions as drafting bills and amendments, bill status inquiry, committee, agenda and calendar tracking programs, tools enabling searches of current and past legislation and internet access. Familiarity with these functions allows for faster turnaround time and accuracy on work both within LC and between LC staff and other legislative members and staff. Also, as more and more legislative computer users take advantage of the availability of laptop computers, they will be able to "take their work with them" and have access to important and current legislative information at all times.

**Issue 2 Familiarize customers with all aspects of LC and the type of work it performs.**

Although many Legislative Council (LC) customers indicate awareness of LC functions, results from the 2007 performance survey indicate that a small number are not entirely clear about what LC does, primarily in the area of providing legal research to the Legislature. While this may be attributable in part to the lack of response by some customers to the survey (i.e., they may know of LC's functions but did not return their survey), some customers who did respond to the survey indicated they did not know about these functions. LC should continue to undertake efforts to increase awareness of its functions, particularly legal research, among all customers, especially legislators and legislative staff. The continued online publication of LC's The Bill Drafting Manual and The Legislative Manual should help users better understand who LC is and what LC does.

**Issue 3 Continue to maintain the highest standards in providing bill drafting and research services to all users.**

LC has consistently received top marks in terms of courteousness of its staff and the agency should strive to maintain this. LC generally receives high ratings from users in terms of accuracy and timeliness of its drafting and research services, though there is room for improvement in these areas. LC must continue its efforts to maintain the high standards of professionalism, friendliness and approachability to which users have grown accustomed.

**Mission:**

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

**Description:**

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal and public policy research; and operation of the legislative computer system.

**Goal 1 To provide timely and accurate processing of all work products.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	95	96	97

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding timeliness of bill drafting	97	98	99

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding accuracy of legal research	96	97	98

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding timeliness of legal research	95	96	97

**Goal 2 To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	100	100	100

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of survey respondents indicating awareness of Legislative Council's legal research function	87	88	89

**Goal 3 To increase the comfort level of all legislative computer users through training and support.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of legislative computer users indicating training is helpful	91	92	93

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding accuracy of computer help desk	97	98	99

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of positive survey ratings regarding timeliness of computer help desk	97	98	99

LCA 2.0 **Program Summary**  
 OMBUDSMAN CITIZENS AIDE OFFICE  
 Patrick Shannahan, Ombudsman-Citizens' Aide  
 Phone: (602) 277-7292  
 A.R.S. § 41-1371 et. seq.

**Mission:**

*To improve the effectiveness, efficiency and responsiveness of government by receiving public complaints, investigating the administrative acts of state agencies, recommending fair and appropriate remedies and investigating matters relating to public access to government records and meetings throughout Arizona.*

**Description:**

The Office of the Ombudsman-Citizens' Aide is a seven person independent agency in the legislative branch of Arizona State Government. The Office receives citizen complaints about the administrative acts of state agencies. The Office investigates citizen complaints and, when they are justified, works with the complainant and agency to help them resolve the problem in a mutually agreeable manner. Although the Office cannot change an agency's decision nor direct it to take action, it can make findings and offer recommendations to the agency. The Office also helps citizens by coaching them on how they can best resolve their problem on their own and providing other forms of assistance when the problem can be resolved without going through the time and expense of an investigation. In addition, the office investigates complaints about public access to records and meetings at all levels of government throughout Arizona. The Office provides reports of its activities to the legislature, governor and public.

◆ **Goal 1** To help more citizens redress their legitimate grievances with state agencies.

◆ **Goal 2** To respond to citizen complainants in a timely manner.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of initial responses to citizen inquiries made within two business days	99	98	98
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of notices of investigation sent within 30 days	100	100	100
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of investigations completed within 3 months	93	90	90
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	96	94	94

◆ **Goal 3** To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of recommendations accepted by agencies	89	89	89

◆ **Goal 4** To provide courteous and impartial service to citizens.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	98	96	97
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	98	94	94



LAA 0.0 **Agency Summary**  
 ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS  
 GladysAnn Wells, Director  
 Phone: (602) 926-4035  
 A.R.S. §§ 41-1331 through 41-1352

**Mission:**

*To serve the Arizona Legislature and Arizonans by providing public access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.*

**Description:**

The Arizona State Library, Archives and Public Records provides information services as authorized by law. Research and reference services are provided in the subject areas of law, government, public policy, genealogy, and Arizoniana. Consultant services are offered to public libraries to strengthen county and local library services and to government agencies of the cities, counties, and state to assist them in the management of official records. State and federal grants for public libraries and other authorized services are administered and monitored. Special library and information services are offered for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations. Public records are identified, preserved, and when appropriate disposed of through archival retention programs. Exhibits are created to educate the public regarding governmental and Arizona history and the legislative process. These services are provided through the divisions of the Agency: History and Archives, Braille and Talking Book Library, Library Development, Museum, Records Management, and Research and Law Library. The Agency also has responsibility for the Board of the Library, Archives and Public Records; the Arizona Board of Library Examiners; the Arizona County Librarians; Arizona Historical Records Advisory Board; the Arizona State Board on Geographic and Historic Names; and the Arizona Historical Advisory Commission, including the Arizona Centennial planning efforts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,448.5	7,787.6	7,536.3
Other Appropriated Funds	584.9	680.6	662.5
Other Non Appropriated Funds	3,657.6	3,630.1	3,630.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,691.0</b>	<b>12,098.3</b>	<b>11,829.0</b>
<b>FTE Positions</b>	<b>115.8</b>	<b>115.8</b>	<b>115.8</b>

**Strategic Issues:**

**Issue 1 Resource Development**

Library and Archives has raised over \$51.2 million dollars in grant funds for Arizona cultural institutions and for its own services. In the future, despite the downturn of the economy and the difficulties of fund raising, we will continue our efforts to seek outside funds. Although general operating funds must come from governmental sources (state general fund and federal IMLS funds), private and other governmental funds will be sought for special projects or pilot projects. The most significant fund raising efforts will focus on the completion of the Polly Rosenbaum State Archives and History Building and the development of an endowment for the preservation and maintenance of the historic buildings that house the agency offices. Library and Archives operates from three historic buildings and two other structures with age related repair and renovation needs. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

**Issue 2 Infrastructure**

Library and Archives operates from three historic buildings and from two other structures with age-related repair and renovation needs. The move to the new Polly Rosenbaum History and Archives Building will place temporary burden on staff, but when finished the new building will address

statewide archival storage and treatment needs. Born-digital government information has changed Library and Archives infrastructure and staff development considerations. More operating funds are directed to technological management of e-government documents, archives, and records. Staff must be continuously trained and retrained in evolving technological archival, library, and records management skill sets. The agency will take a global view of space utilization. Staff is a crucial element in the many services provided by the State Library. Issues may include staffing levels, and recruiting, retaining, and training of staff. Technology needs will be evaluated and an equipment refresh program will help keep pace with technology demands.

**Issue 3 Digital Government**

Library and Archives has a broad range of responsibility for governmental materials in all formats from all levels of government. With the increasing digitization of federal, state and local government, e-government will be one of our most important areas of concentration. Digital government will require all staff to learn new technical skills to ensure public records are usable today and preserved for tomorrow. The agency will consider ways to ensure publications and archival electronic records can be preserved permanently, meet public demands for access, and increase records management in electronic information systems through state government.

◆ **Goal 1** To provide access to public information. The agency will improve access to public information via in-person contacts, telephone contacts, fax, e-mail, and written requests.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Public Access - Materials loaned.	1,536,214	1,155,000	1,165,000
Public Access - Materials retrieved.	100,566	92,000	95,000
Public Access - Questions answered.	191,622	190,000	200,000
Public Access - Consultations	20,639	15,000	17,500
Public Access - In-state contacts.	5,376,260	3,000,000	3,500,000
Public Access - Out-of-state contacts.	129,716	110,000	110,000
Public Access - On-line database searches.	2,826,951	2,500,000	2,600,000
Public Access - Patrons registered.	2,750	2,100	2,200
Public Access - Program Activities	1,595	900	1,500
Public Access - Program attendees.	167,769	95,000	150,000
Public Access - Tours	1,329	1,300	1,400
Public Access - Tour participants.	47,995	50,000	52,000
Public Access - Facility Use	396	275	400
Public Access - Facility Use Participants	15,532	7,500	15,000
Public Access - Web site visits (In thousands).	11,820.2	12,500.0	12,500.0
Public Access - SIRSI usage.	639,214	472,000	475,000
Public Access - E-mail delivered (in thousands).	7,321.1	5,625.0	5,625.0
Public Access - Jobline/Newsline calls.	29,027	26,000	27,000
Public access - Total contacts (In thousands).	30,228.8	25,842.1	26,537.0

◆ **Goal 2** To preserve Arizona materials. The agency will improve the preservation of Arizona materials through cataloging, repair, digitization, microfilming and when necessary, conserving of fragile documents and photographs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Preservation - Materials acquired	110,140	80,000	120,000
Preservation - Materials withdrawn/removed	35,726	40,000	40,000
Preservation - Materials preserved (in thousands).	1,548.6	1,250.0	1,500.0
Preservation - Materials digitized.	889,687	525,000	750,000
Preservation - Titles cataloged.	133,699	80,000	125,000
Preservation - Reproductions for preservation, access (in thousands).	75,025.6	70,000.0	75,000.0
Preservation - Total items/contacts(In thousands).	77,743.5	71,975.0	77,535.0

◆ **Goal 3** To promote statewide collaboration. The agency will increase its conduct of activities that create and promote collaboration among Arizona's cultural institutions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Collaboration - Institutions.	9,668	5,500	6,000
Collaboration - Programs/Activities.	873	600	600

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Collaboration - Program attendees.	55,273	55,000	92,000
Collaboration - Boards and Commissions	241	200	200
Collaboration - Volunteer hours	25,868	25,000	26,000
Collaboration - Total activities/contacts.	91,923	86,300	122,800

◆ **Goal 4** To provide information services to the legislature. The agency will provide increased services to Legislators, Legislative staff, and Legislative agencies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Leg Info Services - Materials loaned.	550	100	100
Leg Info Services - Legislative contacts.	9,886	9,200	9,300
Leg Info Services - Questions answered	1,082	900	950
Leg Info Services - Tour attendees.	8,905	8,100	8,500
Leg Info Services - Equipment loans.	36	10	15
Leg Info Services - Facilities use permits.	43	15	20
Leg Info Services - Facilities use attendees	901	500	550
Leg Info Services - In-service training sessions.	9	10	12
Leg Info Services - In-service training attendees.	136	30	45
Leg Info Services - Boxed records in storage.	2,022	2,200	2,300
Leg Info Services - Library Board attendees.	0	50	50
Leg info services - Total activities/contacts.	23,570	21,115	21,842

SNA 0.0	<b>Agency Summary</b>
	SENATE
Keith Bee, President	
Phone:	
Constitution Art. 4, Part 1, Section 1	

**Mission:**

*To serve the Arizona constituency through policy development and enactment of legislation in support of the public health, safety and welfare.*

**Description:**

The Arizona Senate consists of 30 elected members, one from each legislative district. Members are appointed to serve on Senate standing committees, as well as statutory and interim committees. They consider a variety of issues for the purpose of enacting legislation deemed necessary for the public interest.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,464.3	9,476.3	9,193.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
Program total	7,464.3	9,476.3	9,193.0
FTE Positions	0.0	0.0	0.0

LLA 0.0 **Agency Summary**  
 DEPARTMENT OF LIQUOR LICENSES AND CONTROL  
 Jerry Oliver Sr., Director  
 Phone: (602) 542-9020  
 A.R.S. § 4-111 et seq.

LLA 1.0 **Program Summary**  
 ADMINISTRATION  
 Tracy Hannah, Assistant Director  
 Phone: (602) 542-9021  
 A.R.S. Title 4

**Mission:**

To license the liquor industry and assure compliance of liquor laws in the State of Arizona using education, knowledge, communication, collaboration, adjudication and enforcement that result in better health, safety and welfare of Arizona's citizens and their community.

**Description:**

The Department of Liquor Licenses and Control regulates all businesses dealing with spirituous liquor. The Department processes complaints, police reports, and civil violations regarding licensees. The Department investigates all allegations against licensees, whether criminal or civil, and in collaboration with the Attorney General's Office prosecutes before civil and criminal courts within the State. Further, the Department interacts with the Governor's Office of Highway Safety and the Driving Under the Influence Abatement Council to educate underage youth and reduce underage drinking. The Department meets on a regular basis with the Arizona Licensed Beverage Association, Arizona Beer and Wine Association, Arizona Grocers Association, Arizona Hotel and Motel Association, and Arizona Restaurant Association and various civic organizations statewide. Finally, the Department is responsive to all Arizona citizens who are served and affected by the licensees.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	1,404.9	1,432.3	1,392.0
➤ INVESTIGATIONS	3,006.4	2,677.2	3,777.3
➤ LICENSING	545.6	688.9	844.0
<b>Agency Total:</b>	<b>4,956.9</b>	<b>4,798.4</b>	<b>6,013.3</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,469.3	3,646.2	4,861.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,487.6	1,152.2	1,152.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,956.9</b>	<b>4,798.4</b>	<b>6,013.3</b>
<b>FTE Positions</b>	<b>57.2</b>	<b>57.2</b>	<b>70.2</b>

**Strategic Issues:**

**Issue 1 Update the software program and information technology system of the Department.**

An appropriation for funding was received enabling the Department to begin the acquisition and implementation of a new licensing software program. Consultants have begun analyzing and suggesting changes for the system infrastructure.

**Mission:**

To ensure all Divisions in the Department of Liquor Licenses and Control operate in a cost-effective manner, all operational activities conform to statutory requirements and other guidelines, staffing is provided to the State Liquor Board, and alleged violations are resolved in a timely manner.

**Description:**

Daily departmental operations include budget preparation, personnel, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized non-reverting funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The program also provides personnel for staffing the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries, responds to public inquiries and constantly monitors all aspects of customer service. The Compliance Section receives actionable reports of violations and attempts to resolve them informally.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,404.8	1,432.3	1,392.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.1	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,404.9</b>	<b>1,432.3</b>	<b>1,392.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

◆ **Goal 1** To ensure timely payment of invoices.

◆ **Goal 2** To set hearings before the State Liquor Board in a timely manner.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of hearings set within the statutory time frame	100	100	100

◆ **Goal 3** To maintain accurate document history on license files.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of errors found in imaged documents	1	2	2

◆ **Goal 4** To process all compliance cases expeditiously.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of liquor law compliance cases processed in less than 90 calendar days	96	97	97

LLA 2.0 **Program Summary**  
**INVESTIGATIONS**  
 Tim Black, Deputy Director  
 Phone: (602) 542-9047  
 A.R.S. § 4-112, 4-113, 4-213

LLA 3.0 **Program Summary**  
**LICENSING**  
 Connie Wagner, Assistant Director  
 Phone: (602) 542-9055  
 A.R.S. Title 4

**Mission:**

To foster a working relationship with both licensees and the law enforcement community to obtain maximum compliance with state statutes and rules.

**Description:**

The Investigations Division conducts random liquor inspections to ensure licensees are complying with A.R.S. Title 4 and all departmental rules and regulations; provides training and assistance to the local law enforcement agencies thereby enhancing their ability to enforce liquor laws; investigates and processes all civil complaints received concerning liquor-related violations; provides criminal background checks of all individuals associated with liquor licenses in Arizona; liaisons with the Department of Public Safety, city and town police departments, sheriff's offices, and other local law enforcement agencies; conducts covert operations alone and in collaboration with police agencies investigating for hidden ownerships; maintains an investigative data bank which is accessible to police agencies; and meets with the United States Attorney's Office, Gaming, the FBI, and the Arizona Attorney General's Office.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,518.9	1,525.0	2,625.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,487.5	1,152.2	1,152.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,006.4</b>	<b>2,677.2</b>	<b>3,777.3</b>
<b>FTE Positions</b>	<b>34.2</b>	<b>34.2</b>	<b>44.2</b>

◆ **Goal 1** To conduct routine liquor inspections and investigations of as many licensed establishments as possible to ensure compliance with Arizona Liquor Laws, Rules and Regulations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of investigations completed resulting in compliance actions	571	650	650
Number of random liquor inspections completed	4730	4700	4700

◆ **Goal 2** To process investigative complaints quickly and efficiently.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days to complete an investigative complaint	28	35	35

◆ **Goal 3** To perform restaurant audits expeditiously.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of days to complete an audit	33	40	40

**Mission:**

To serve applicants, licensees and the public by processing and maintaining all documents associated with the licensing process.

**Description:**

Licensing assists applicants and licensees in the preparation and submission of required documentation for the purpose of obtaining a liquor license; creates a data base capable of responding to public, corporate and law enforcement inquiries and routes filed documents to appropriate entities; maintains licensing records as required by law; analyzes and correlates corporate and individual materials to determine corporate structure, limited liability companies, partnerships, sole proprietorships, and the controlling individual of each; forwards the appropriate paperwork to the local governing boards (cities, towns, counties) on each new application which is proposing to be licensed.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	545.6	688.9	844.0
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>545.6</b>	<b>688.9</b>	<b>844.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>13.0</b>

◆ **Goal 1** To efficiently process documents received by licensing and to ensure quality customer service..

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new licenses, transferred licenses, and renewals issued	14,025	14,000	14,000
Percent of surveyed licensees reporting very good or excellent service	86.00	80.00	80.00

LOA 0.0	<b>Agency Summary</b>
	LOTTERY
Art Macias, Executive Director	
Phone: (480) 921-4505	
A.R.S. § 5-501 et seq.	

**Mission:**

*To support Arizona programs for the public benefit by maximizing revenue in a responsible manner.*

**Description:**

The Arizona Lottery was established to maximize revenue dedicated to various beneficiaries through statutory formulas pursuant to A.R.S. § 5-501. With an advisory commission and an Executive Director appointed by the Governor overseeing operations, the Lottery works with a retailer network to provide players with innovative, entertaining, and rewarding games.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	66,496.3	70,181.8	70,486.7
Other Non Appropriated Funds	252,089.0	688,825.1	689,700.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>318,585.3</b>	<b>759,006.9</b>	<b>760,186.7</b>
<b>FTE Positions</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>

**Strategic Issues:**

**Issue 1 Increase Funding for Arizona Programs.**

Increasing sales is always an important priority for the agency because funding for state programs is based on profits generated from Lottery game sales. With the exception of Powerball, individual game sales for FY07 exceeded last fiscal year. Powerball sales are largely linked to large jackpots and there were no significant rolling jackpots in FY07. In March 2007, game changes were implemented for Fantasy 5 and The Pick that are expected to renew interest and increase revenues for those games. The bonus ball was eliminated from The Pick, and Fantasy 5 was changed to a rolling top prize and renamed as Pick 5. This will allow the Lottery to conduct more effective promotional and advertising initiatives, since all games can now be marketed as a package of "Pick" games. In FY08, the Lottery will explore additional game enhancements, such as a new instant/on-line game where players can win instantly and a periodic on-line raffle to increase product visibility and potentially attract new players. An added benefit of these new initiatives is that Lottery beneficiaries will receive a higher proportion of sales proceeds since distributions for on-line games are 29%, as compared to 21.5% for instant games.

Instant ticket (Scratchers) sales have shown extraordinary growth over the years and represent over 50% of total revenues. Although no major new initiatives are planned for FY08, the Lottery will continue efforts to maintain sales momentum with respect to this product. Higher price points (\$5 and \$10), as well as specialty tickets, such as licensed property games, will continue to be utilized as part of the Scratchers product mix in upcoming years.

Instant Ticket Vending Machines (ITVMs) are self-service machines through which customers can purchase the instant ticket product. In April 2007, the Lottery began to integrate GamePoint machines in addition to traditional ITVMs. These machines are also player self-service terminals, but have the capability to offer both on-line and instant game tickets. The Lottery ultimately intends to replace all existing ITVMs with GamePoints, which will reduce costs by as much as 50%. These self-service machines have been integral to growing the instant ticket product, and will now facilitate incremental growth of on-line games as well. ITVM/GamePoint sales for FY07 exceeded last fiscal year by over \$5 million.

**Issue 2 Advertising Budget Challenges.**

Lottery sales have reached the level where restrictions to the advertising budget are impacting operations. Unlike other state entities, the Arizona Lottery must operate like a corporate business in order to be successful. This unique operating environment presents challenges for the Lottery to perform as a market-driven business while still respecting the mandates of state government.

The Lottery's advertising appropriation is used for various media and promotional expenses, in addition to community outreach and educational programs. The current appropriation caps advertising spending at \$11 million, the equivalent of approximately \$407 million in sales. Advertising funding effectively stops at this sales level, which the Lottery reached and exceeded in FY 2006 and FY 2007. The advertising cap creates logistical challenges for the Lottery to continue growing sales. During the last five years alone, advertising costs have increased by an estimated 30% in the Arizona market. In addition, Arizona's population growth means advertising efforts must now be directed to a more diverse audience in a variety of markets. Even without the cap, it would be a challenge to sustain comparable media support in this type of environment. The advertising cap also has an impact on the Lottery's vendor contract. The Lottery generally structures its vendor contracts as a percentage of sales so that compensation is directly tied to performance. This creates a common goal of increasing sales since product success is also the vendor's objective. This pay-for-performance strategy has led to some of the lowest contract rates in the industry. However, the artificial cap on the advertising budget effectively eliminates this incentive with respect to the Lottery's advertising vendor.

The Lottery worked diligently throughout the 2007 Legislative Session to remove the restriction on the advertising budget. Although progress was made with respect to legislative support, the FY 2009 budget ultimately passed with the advertising cap intact. The Lottery will continue efforts to educate policy makers about the negative impact this cap has on Lottery operations, hopefully resulting in support for removing the restriction in the 2008 Legislative Session.

Advertising support is a critical component of product success, but the funding cap hinders the Lottery's ability to effectively promote initiatives throughout the year. If this budget constraint remains, sales can be expected to plateau and eventually decline due to inadequate advertising support. This will ultimately have a negative impact on beneficiaries who depend on funding from Lottery proceeds.

**Issue 3 Per Capita Sales.**

The various lottery states have different population bases and product offerings. Per capita sales is the standard used in the lottery industry to compare and measure performance among states. Using population figures from the U.S. Census Bureau which are adjusted annually, per capita represents the best method to eliminate the impact of different marketing budgets, product price points, payouts, and population, to create a reliable means of comparison.

The Arizona Lottery resides in the bottom quarter of all lottery states with respect to per capita sales, despite consistent sales growth over the past several years. Arizona currently ranks 32 out of 43 lottery states in per capita sales. A key factor contributing to this ranking is the state's significant population growth. Arizona was the second fastest growing state in the nation throughout the 1990s and the greater Phoenix population has increased by 39% since 1997. Recent estimates indicate that the Phoenix area is now the 13th largest metropolitan area in the nation, with more than 4 million residents. Per capita sales have not been able to keep pace with this explosive growth. From 2000 through 2006, Lottery sales increased by almost 60%, but the per capita ranking has only seen slight improvement.

Although the significant expansion in Arizona's population makes it more difficult to achieve a notable change in per capita sales, this growth also provides potential for increasing the Lottery's player base, which will ultimately impact this measurement. The Lottery plans to research and possibly implement initiatives that offer the most promising likelihood of increasing per capita sales. An example would include exploring the

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potential of entering new retail channels, such as restaurants, retail chain stores, and shopping malls in an effort to increase the player base. In addition, new initiatives, such as the planned on-line raffle and new instant/on-line game offer the potential to attract new players to Lottery products. However, as noted in the previous issue, adequate advertising funding is also essential to successfully promote new initiatives and increase the player base.

The objective to improve per capita spending goes beyond merely achieving a more competitive ranking within the lottery industry. An increase in overall sales as a result of increasing per capita spending ultimately provides additional funding for Lottery beneficiaries.

◆ **Goal 1** To increase revenue.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Dollar amount of instant ticket sales (in millions)	261.0	265.7	267.9
Dollar amount of on-line sales (in millions)	201.2	212.4	217.5
Dollar amount of all game sales (in millions)	462.2	478.1	485.5
Increase/(decrease) in instant ticket sales from prior year (in millions)	11.2	4.7	2.2
Increase/(decrease) in on-line sales from prior year (in millions)	(17.7)	11.2	5.1
Total dollar amount of ticket vending machine sales (in millions)	60.3	75.0	100.0
Average dollar amount of sales per ticket vending machine.	143,100	163,000	200,000

These machines now offer the capability for players to purchase both instant and on-line tickets. Therefore, the measure should be reworded to eliminate the reference to "instant."

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Lottery dollars distributed to State programs (in millions)	139.9	142.4	144.8
Percent of lottery ticket sales distributed to state beneficiaries	30.3	29.8	29.8

◆ **Goal 2** To increase agency efficiency.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of hours on-line game system available for processing transactions (out of 6022.5 total hours)	6022.5	6020.0	6020.0
Number of hours instant ticket validation system available for processing transactions (out of 6022.5 total hours)	6016.8	6019.0	6019.0

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Lottery program expenditures outsourced	86.8	86.5	86.9
Administration as a percentage of total cost	7.8	8.1	7.8

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days required to pay vendors	6	7	7
Percent of vendor invoices paid within 30 days	98.5	98.0	98.0

◆ **Goal 3** To maintain an effective retailer compliance program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of active retailer accounts in good standing	99.8	99.1	99.1
Number of retailer compliance inspections conducted	1350	1400	1400
Percent of retailers in compliance with Lottery rules and regulations	96	96	96
Percent of retailers in compliance with underage wagering requirements	99	99	99

◆ **Goal 4** To expand public awareness regarding the Lottery's image, beneficiaries, winners, and products.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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the Lottery is run honestly and with integrity

Percent of general public indicating the Lottery is a good way to raise money for the state of Arizona	72	70	70
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**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calls received per month on automated winning numbers line	309,300	310,000	310,000
Average number of visitors per month to the Lottery website	700,000	900,000	950,000

◆ **Goal 5** To enhance retailer relationships.

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of retailers achieving additional .5% commission incentive	30	30	30
Percent of retailers expressing overall satisfaction with Lottery services	93	95	95

◆ **Goal 6** To attract and retain high quality employees.

**Performance Measures**

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency staff turnover	9.1	7.0	7.0
Percent of agency staff turnover due to employee retirement.	2.7	4.5	4.5

MEA 0.0	<b>Agency Summary</b>
	ARIZONA MEDICAL BOARD
	Timothy C. Miller, J.D., Executive Director
	Phone: (480) 551-2791
	A.R.S. §32-1401 et.seq. and A.R.S. §32-2501 et.seq.

**Mission:**

*To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.*

**Description:**

The Agency staff supports two Boards – the Arizona Medical Board, which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the Boards regulate over 20,000 licensees.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,307.8	5,849.1	5,567.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,307.8</b>	<b>5,849.1</b>	<b>5,567.7</b>
<b>FTE Positions</b>	<b>58.5</b>	<b>58.5</b>	<b>58.5</b>

**Strategic Issues:**

**Issue 1** *Promotion of public safety through the examination of compelling healthcare issues, in collaboration with licensees, academic institutions, healthcare associations, state agency boards, state medical boards, and other stakeholders.*

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. By continuing efforts to partner with the licensees, academic institutions, health care associations, regulatory boards and other governmental agencies, the Board will play an integral part in addressing issues of importance to the general public, including participation in statewide disaster planning efforts, and involvement in other compelling issues which significantly impact healthcare provision and regulation.

**Issue 2** *Promote best practices through the education of licensees, stakeholders, and the general public.*

By virtue of their roles, the Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants are in a prime position to identify and address the regulatory and healthcare issues that are most often the subject of confusion and debate among healthcare professionals, stakeholders, and the general public. These issues are becoming more complex as the role of technology in healthcare expands, and the use of allied health care providers in healthcare delivery increases. A variety of venues will be utilized to educate licensees, stakeholders, and the general public regarding substantive policy statements developed, rules promulgated, and educational materials prepared to address these issues.

**Issue 3** *Enhancement of licensing, regulatory, and information dissemination processes, as well as increased capacity for performance measurement, through improved information technology and other process improvements.*

Through comments provided on Board customer satisfaction surveys, it is clear that e-licensing and e-renewal is a service much desired by license applicants and licensees. A new information system, scheduled for implementation early in fiscal year 2008, is expected to make e-licensing and e-renewal a reality. The new information system is also expected to

streamline licensing and regulatory processes by integrating functions that now must be done manually by staff. Performance measurement capacity is also expected to improve, with new opportunities for automated reporting of key performance indicators. As with any transition to a new information system, unanticipated implementation challenges are likely to arise during the first several months after the new system is in place. During this transition period, the agency's focus will be to maintain current levels of performance while effectively addressing these implementation issues. Once any implementation issues are overcome, it is expected that the new information system will lead to increased efficiency in licensing and regulatory processes. Another area that will be the focus of process improvement efforts is the current backlog of cases awaiting formal hearing. Although great progress has been made in reducing the amount of time taken to investigate a complaint, if a case goes to formal hearing, it may take a year or more before the case is adjudicated. Strategies for reducing the back log of cases currently awaiting formal hearing will be aggressively pursued.

**Issue 4** *Protection of the public through the identification and rehabilitation of impaired physicians and physician assistants.*

The Arizona Medical Board's Monitored Aftercare Program is a confidential program for the treatment and rehabilitation of doctors of medicine and physician assistants who are impaired by alcohol or drugs. The Board also has the statutory authority to create a confidential Physician Health Program, similar to the Board's existing Monitored Aftercare Program, for allopathic physicians and physician assistants who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely. The Board intends to explore different methods of creating a Physician Health Program, including the possibilities of integrating the Physician Health and Monitored Aftercare Programs into one program and collaborating with other healthcare professional licensing boards to create a common program that could be used by all boards that monitor licensees with health and/or substance abuse problems. In conjunction with this effort, the Board plans to further refine its ability to collect and analyze statistics pertinent to this licensee population.

**Issue 5** *Encourage continuous quality improvement through staff member development and performance evaluation.*

In early 2007, Board staff members responded to an Arizona State Government Employee Survey which explored employee attitudes regarding various aspects of employment. The results of this survey were, overall, very favorable for the Arizona Medical Board as compared to statewide survey results, indicating board staff members were more satisfied with more aspects of their employment than state employees in general. However, survey questions pertaining to job training/professional development opportunities and performance evaluation were rated lower by Board staff members, as compared to the responses of state employees in general. In an effort to address these issues, the agency intends to review its current practices pertaining to performance evaluation and staff training/professional development opportunities, and implement strategies to improve agency performance in these areas.

◆ **Goal 1** To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new Board subcommittees formed	4	2	2
Number of active Board subcommittees	6	4	4
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	3	5	4
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of interagency committees, projects, or task forces in which agency staff or Board members participate	10	11	12
Number of conferences attended by agency staff or Board members	5	6	7



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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>				
Number of newsletters published	2	3	4	Percent of employees who believe the Agency supports their participation in education and professional development opportunities	42.4	47	53
Number of public speaking engagements	33	35	38				
Number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees via e-mail blasts	31	34	37				
				<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
				Percent of staff members with a written performance evaluation completed within the past year	0	80	90
				Percent of employees who agree that they provide input into performance planning and evaluation	55.2	57	59

◆ **Goal 2** To improve efficiency of licensing, regulatory, and information dissemination processes

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average time to approve an MD license from receipt of application	24	24	23
Average time to approve a PA license from receipt of application	17	17	16
Average number of days to process an initial medical doctor license upon receipt of completed application	1.6	2	2
Average number of days to process a medical doctor renewal upon receipt of completed application	1.1	2	2
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.9	7.5	7.5

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days to complete an medical doctor investigation	119	120	120
Average number of days to complete an physician assistant investigation	108	120	120
Average number of days to resolve a medical doctor case	179	180	180
Average number of days to resolve a physician assistant case	150	180	180
Percent of open investigations greater than 6 months old (M.D.)	4	5	5
Percent of open investigations greater than 6 months old (P.A.)	7	5	5
Medical doctor cases referred to formal hearing	37	37	37

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of days to respond to public records request	4	7	7
Average number of days to respond to e-mails received through Questions@azmd.gov or Questions@azpa.gov	.6	1	1

◆ **Goal 3** To increase protection of the public by promoting rehabilitation of licensees who are impaired by alcohol or drugs, or who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of MAP participants who completed the program successfully	15	16	17
Number of participants in the MAP as of June 30	108	113	118
Number of licensees being monitored for medical, psychiatric, psychological, or behavioral health issues as of June 30, excluding MAP participants	29	31	33

◆ **Goal 4** To increase training, professional development, and performance evaluation opportunities for Agency staff

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of staff members who attended one or more Board-funded trainings, seminars, or conferences	20	22	24
Percent of employees who agree that they receive the training they need to do their job well	54.5	58	60
Percent of employees who believe the Agency supports their participation in training opportunities to improve job skills	37.1	46	55

MSA 0.0 **Agency Summary**  
 BOARD OF MEDICAL STUDENT LOANS  
 Tom McWilliams, D.O., Vice Chairperson  
 Phone: (480) 219-6053  
 A.R.S. §§ 15-1721 to 15-1725

**Mission:**

*To recruit physicians to provide service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona and to increase the number of physicians practicing in these areas, by providing substantial funding in educational loans to students at colleges of medicine in Arizona.*

**Description:**

The Board of Medical Student Loans provides financial assistance to medical students in Arizona, including tuition and a living allowance, through the Arizona Medical Student Loan Program. Participating schools include Midwestern University's AZ College of Osteopathic Medicine (AZCOM) and the University of Arizona (UA) College of Medicine. A. T. Still University's School of Osteopathic Medicine in Arizona (SOMA) opened in the Fall 2007 and has increased the applicant pool. The Board consists of eight members who review student applications and make decisions necessary for the operation of the program. Students must be Arizona residents. The Medical Student Loan Program gives preference to medical students who have financial need and who sign contracts to provide primary care in eligible service areas; the Board may approve service in other specialties of recognized need in Arizona. For each year of funding received, recipients must provide one year of service in a designated area, with a minimum two-year service commitment. For 29 years, UA has provided staff at no charge to the Board to arrange Board meetings, prepare Board reports, collect repayments, coordinate service placement with the Arizona Department of Health Services (ADHS) and the Board, and prepare state budget requests. Since Midwestern University joined the program in 1999, both Midwestern and UA have provided services at no cost to publicize and coordinate the student application and interview process, coordinate the funding process, and track the participants. A. T. Still will also provide these services. Vital to the success of the program is the cooperation and assistance provided by ADHS, which assists the Board in the selection of loan recipients and the coordination of service sites, as well as by providing at least one employee to serve on the Medical Student Loans Board.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,440.9	1,500.0	1,500.0
Other Appropriated Funds	1,486.7	309.8	309.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,927.6</b>	<b>1,809.8</b>	<b>1,809.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Strategic Issues:**

**Issue 1** *To successfully recruit and retain students to participate in the Arizona Medical Student Loan Program by funding a substantial portion of the cost of medical education for recipients.*

The State of Arizona provided \$1.5 million from the General Fund beginning in 2005-2006, which, with other changes, led to a dramatic increase in the number of students applying for and signing contracts to practice primary care in eligible service areas in Arizona when they become physicians.

In 2004-2005, with a program total of \$ 296,600, there were 11 students on the program.

In 2006-2007, with a program total of \$1,750,736, there were 36 students funded.

Medical students can now be funded at 93% to 100% of the average cost of education at public and private medical schools, up from 48% three

years ago at private schools.

The result of the current level of the state appropriation will be an increase in the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

Financial support during medical school helps students from incurring excessively high debt, which can make it difficult for new physicians to practice primary care in an underserved location. It is crucial that the funding be both substantial and reliable in order to successfully recruit students.

The changes to the statutes:

(1) Effective August 12, 2005 A.R.S. §15-1723[B] allowed the Board for the first time to provide funding for full tuition to private medical school students. (2) The living allowance, which helps defray students' costs for books, supplies, medical equipment, transportation to hospitals, clinics, and doctor's offices, as well as rent, utilities, food, health insurance, clothing, and miscellaneous expenses, was increased to \$20,000. (3) The program was opened to all medical students and not restricted to first-year students. (4) The Board has been given the authority to allow students to practice specialties of recognized need in Arizona other than primary care. This change assists in recruiting students who are making life-changing decisions in selecting a specialty very early in their medical education. Primary care remains the highest priority in eligible service areas because funding in those communities to support physicians is limited.

The difficulty in recruiting medical students into this program will remain the magnitude of the commitment they undertake. They will still need to be cautious in choosing a specialty that is needed in eligible service areas and can provide a livable wage in areas that cannot afford to provide adequate medical care. Most medical students are unprepared to make the commitment because of their limited experience in medical fields early in their education.

The applicant pool expanded in FY 2008. The University of Arizona College of Medicine-Phoenix in Partnership with Arizona State University accepted 24 First year medical students in Fall 2007, in addition to 110 students accepted at the Tucson campus. A. T. Still University's School of Osteopathic Medicine in Arizona (SOMA) opened their doors to 107 osteopathic students in the Fall 2007. The third eligible medical school is Midwestern University's Arizona College of Osteopathic Medicine and their incoming class was 151. Note that Arizona residency is required for participation in the Arizona Medical Student Loan Program and not all medical students are Arizona residents.

It is essential that the \$1,500,000 General Fund Appropriation be provided in FY 2009 to continue to fund students who have signed contracts with the State of Arizona and to recruit new students. The Board plans to renew the continuing students and recruit new students when openings occur as students graduate from medical school.

**Issue 2** *To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.*

The Board's primary goal is to provide physicians to rural and other medically underserved areas and populations in Arizona and to Indian reservations located in Arizona, and to continue adding to that number to help alleviate the physician shortage. Funding decisions made to recruit students in FY 2009 will impact the number of physicians made available in the years 2013 to 2016 and beyond, due to the lengthy training period to become a licensed physician. The only source of funding is State appropriations. Our figures show that 92% of the physicians who signed contracts with the Board of Medical Student Loans since October 1992 have provided service. In 2006-2007, 13 physicians were serving their commitment. In past years, the program has provided 65 physicians who have practiced in designated areas approved by the Board. We are pleased to report that 29 of those physicians whose commitments have been completed were working in eligible service areas in Arizona in 2006-2007. Three additional physicians were continuing to practice at the same location as previously, but the areas were no longer designated as Health

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Professional Shortage Areas this last year, which is the ultimate goal.

- ◆ **Goal 1** To successfully recruit and retain students to participate in the program by providing substantial funding of educational costs to medical students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Loan provided to each public medical school student (in thousands of dollars)	35.8	36.9	38.5
Loan as a percent of average annual cost of public medical education	100	100	100
Loan provided to each private medical school student (in thousands of dollars)	58.9	61.2	63.7
Loan as a percent of average annual cost of private medical school education	94	93	93
Maximum loan amount (percent) allowed by law provided to each student (by State Appropriation)	100	100	100
Administration as a per cent of total cost	0.0	0.0	0.0
Scholarship provided to each public medical student (in thousands of dollars)	0	0	0
Scholarship as a percent of average annual cost of public medical school education	NA	NA	NA
Scholarship provided to each private medical school student (in thousands of dollars)	NA	NA	NA
Scholarship as a percent of average annual cost of private medical school education	NA	NA	NA
Maximum scholarship amount (percent) allowed by law provided to each student (by State appropriation)	NA	NA	NA
Administration as a percent of total cost of scholarship program	0.0	0.0	0.0

- ◆ **Goal 2** To provide physicians to rural and other medically underserved areas, medically underserved populations, and Indian reservations located in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students funded per year	36	40	40
Percent of student participants progressing toward/achieving medical degree	100	100	100
Student participants achieving MD or DO degree	1	11	13

- ◆ **Goal 3** To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Physicians in service	13	12	13
Physicians practicing in eligible service areas after service requirement is met	29	30	31
Percent of physicians who have provided service in eligible sites	92	90	91

MIA 0.0 **Agency Summary**  
 STATE MINE INSPECTOR  
 Joseph E. Hart, State Mine Inspector  
 Phone: (602) 542-5971  
 A.R.S. §§ 27-121 et seq.

**Mission:**

*To administer and enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of mine employees and the public in Arizona's active, inactive and abandoned mines.*

**Description:**

The State Mine Inspector is a state-wide elected constitutional officer and the director of the Office of the State Mine Inspector. This agency enforces statutes, rules and regulations applicable to mine safety, health, explosives and land reclamation. The Agency inspects the health and safety conditions and practices at active mining operations; investigates mine accidents, employee and public complaints; and conducts federally-certified miner and instructor safety training. In 2007 the Agency administered \$11 million in reclamation assurance bonds and enforces the Mined Land Reclamation laws, rules and regulations for the restoration of disturbed lands to a safe and stable environmental condition. The Agency promotes public safety regarding abandoned mines by "Stay Out Stay Alive" promotions, presentations and publications; complaint investigations; mine owner compliance notifications; and identification, hazard assessment, prioritization, posting and securing of safety hazards. The agency issues permits, licenses and certificates for elevators and electrical connections, and monitors the manufacturing, storing, selling, transferring and disposal of all explosives or blasting agents.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ MINING SAFETY ENFORCEMENT	1,106.7	1,910.4	3,367.6
➤ ABANDONED MINES	0.0	129.2	24.4
➤ EDUCATION AND TRAINING - FEDERAL GRANT	267.4	277.4	277.4
➤ MINED LAND RECLAMATION	262.0	303.8	308.0
<b>Agency Total:</b>	<b>1,636.1</b>	<b>2,620.8</b>	<b>3,977.4</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,106.7	1,884.8	3,342.0
Other Appropriated Funds	262.0	303.8	308.0
Other Non Appropriated Funds	267.4	432.2	327.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,636.1</b>	<b>2,620.8</b>	<b>3,977.4</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>21.0</b>	<b>24.0</b>

**Strategic Issues:**

**Issue 1** *The State Mine Inspector has been monitoring reclamation of lands from metal and non-metal mines for a number of years. In the last year, aggregate mine land reclamation has also become the responsibility of the Inspector. As August 1, 2007, we have been notified that 212 reclamation plans for aggregate mines have been, or will be, submitted. Approximately 50 aggregate mines have submitted extensions and 59 have not responded to the initial and secondary correspondences.*

*Under the law, aggregate mines must submit a reclamation plan and pay fees for the review and processing of their plans. These one time fees cover the initial costs of plan administrative and compliance reviews.*

There is no ongoing revenue source, and there was no request for funding of ongoing costs to conduct and monitor the reclamation program in the FY 2008 budget request submitted by the prior Inspector. Yet, the Inspector must, by law, annually review the reclamation project progress of 212 properties. This means that about 212 onsite inspections need to be completed on reclamation projects next fiscal year and each year thereafter. It is estimated based on prior experience to take about 12 hours to complete a site visit and review and report on the compliance with an approved reclamation plan, if no substantial change and/or modification has been determined. If only 2% of the mine operations submits and/or requests a substantial change or major modification to an approved reclamation plan then the process begins again. Two-thirds of the fees received are to be paid to consultants conducting the compliance review portion of the reclamation plan review and approval process. This leaves ASMI with the remaining one-third of the fees to perform the administrative review, schedule and conduct a public meetings, perform all the require notifications of reclamation plans, including notification to property owners within one mile of the aggregate mining unit located in a county with a population of less than eight hundred thousand persons or within one-half mile of an exploration operation or aggregate mining unit located in any other county. The public notification costs will increase significantly due to the .5 through 1 mile range of mandatory notifications to the public. An estimated 1000 public notifications per new aggregate mine operation will need to be sent priority mail. (See A.R.S. 27-1229).

Secondly, new aggregate mines are growing by nearly 10 per year and each of these must submit a reclamation plan requiring processing and then inspection. It takes about 24 work hours to complete an administrative review to a reclamation plan. There will be fees collected by new aggregate mine operations submitting reclamation plans, but it is unclear as to exactly how many of those will be received annually. Two-thirds of the fees received are to be paid to consultants conducting the compliance review portion of the reclamation plan review and approval process. This leaves ASMI with the remaining one-third of the fees to perform the administrative review, schedule and conduct a public meetings, perform all the require notifications of reclamation plans, including notification to property owners within one mile of the aggregate mining unit located in a county with a population of less than eight hundred thousand persons or within one-half mile of an exploration operation or aggregate mining unit located in any other county. The public notification costs will increase significantly due to the .5 through 1 mile range of mandatory notifications to the public. An estimated 1000 public notifications per new aggregate mine operation will need to be sent priority mail. (See A.R.S. 27-1229).

The fees will be paid, but the fee is not currently being appropriated to the Mine Inspector to perform reviews, issue notices and perform other administrative functions required under the law. (See ARS 27-1233) The appropriations bill needs to be changed to allow fees paid in subsequent years to be used for administrative costs.

**Issue 2** *Abandoned mines pose a serious threat to public health and safety and to the environment. Public safety is a growing concern as urban areas expand. Failure to timely and properly act to close mines posing serious hazards may cause liability problems for the state.*

The total magnitude of the abandoned mine problem is difficult to assess; it is estimated that as many as 100,000 mine sites may exist in Arizona. The Arizona State Mine Inspector has developed an inventory that contains information on over 9,900 abandoned mines and has evaluated 3,280 in problem areas. The abandoned mines program responsibilities are to inventory abandoned mine sites throughout the 72,931,840 acres that comprise the state of Arizona and to coordinate the closure of these mines. This inventory and evaluation is critical, since abandoned mines may pose a serious threat to public health and safety. While many sites are shallow prospects, others have dangerous shafts and tunnels. Public safety and environmental threats were identified in 13% of the mines evaluated (based on summation of sixteen ranking parameters). This means that over 400 abandoned mines are known to pose a threat to public health or safety. While prior year data is sketchy, it appears 10 mines had been permanently sealed as of 2001 and 4 mines as of, calendar year, August, 2007.

As stewards of the State of Arizona, the Arizona State Mine Inspector is

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entrusted with safeguarding the public for future generations. The program addresses threats to public health, safety, and general welfare through the reclamation of environmental hazards caused by past mining practices. Through this business line the State of Arizona provides project funds to the Arizona State Mine Inspector for administering their approved Abandoned Mines agency program. During calendar year 2007, ASMI secured 108 abandoned mine shafts and adits by way of signage and fencing; 12 on State Land, 31 on private land (to aid private citizens), 21 on Federal Land in cooperation with the US Forest Service, and 45 in cooperation with the Bureau of Land Management. ASMI permanently sealed (closed) 4 sites, 2 in the Gibson area and 2 west of Phoenix on a military reservation also known as the Hells Gate/Wonder Mine. Both mines were considered a significant hazard to the public's health and safety.

At least 2 more positions are needed to operate an effective abandoned mines inventory and closure program. An abandoned mines specialist would coordinate and partner with the mine industry, private sector, and other government groups to determine how a needed closure can be most effectively and efficiently completed and would help with the actual implementation of the closure plan. A second position of an abandoned mine surveyor would conduct site visits to abandoned mines, locate and survey, inventory, classify and eliminate public safety hazards at abandoned mines.

Ten abandoned mines had been identified for closure approximately 3-4 years ago. Based on engineering estimates, the cost to close and secure these properties was estimated to be \$199,000, although costs today will likely be much greater. ASMI is requesting the state place at least \$1,120,000 into the mine closure fund to address these already recognized and planned needs. Equipment, travel and other associated funds would be necessary to support these positions.

**MIA 1.0** **Program Summary**  
**MINING SAFETY ENFORCEMENT**  
 Joe Hart/Wes Cruea, Assistant to M.I.  
 Phone: (602) 542-5971  
 A.R.S. § 27-124

**Mission:**  
*To enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of the employees in Arizona's active mining operations.*

**Description:**  
 The Mine Safety Enforcement Program performs quarterly and annual health and safety inspections at active underground and surface mines and related facilities; conducts investigations of mine accidents, employee and citizen complaints; and provides certification classes in mine rescue and first aid. The program issues violations, cessation orders, mine elevator operating, electrical connection permits and underground diesel equipment operating permits as tools to promote safe and healthful work conditions. Operations under this program's jurisdiction include asphalt hot plants, concrete batch plants, aggregate pits, quarries and processing plants; underground and open pit mines, quarries, mills, SX-EW Plants, smelters, refineries, and rod plants. Jurisdiction also covers contractor employees working at mine sites and the administration of Sand and Gravel Districts. Deputy Mine Inspectors also perform complaint investigations and land owner compliance inspections at abandoned mines to support the Abandoned Mines Program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,106.7	1,884.8	3,342.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	25.6	25.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,106.7</b>	<b>1,910.4</b>	<b>3,367.6</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>17.0</b>	<b>20.0</b>

◆ **Goal 1** To eliminate fatal accidents and to reduce the number and severity of lost time accidents at Arizona mines, through health and safety inspections and enforcement of the mining code.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent mandated inspections completed	69	70	80
Number of reportable (lost time) mine accidents	79	84	88
Employee and Public Complaints Investigated	10	14	16
Number of safety inspections completed	457	561	632
Customer satisfaction rating for Mines (scale 1-8)	n/a	6	6

**MIA 2.0** **Program Summary**  
**ABANDONED MINES**  
 Wes Cruea, Asst. to State M.I.  
 Phone: (602) 542-5971  
 A.R.S. § 27-318

**Mission:**  
*To promote public safety by field identification, hazard assessment, mine owner compliance notification and administration of the securing of dangerous abandoned mines in compliance with the endangered species and plant acts, historical acts and environmental acts.*

**Description:**  
 The Abandoned Mines program's efforts fall into two categories: the inventory of abandoned mine sites and the administration of the securing, remediation and closure of abandoned mines. Field surveys are prioritized to primarily locate mines on State lands, secondly on other public lands, and then thirdly on private lands within the 73 million acres that comprise the State of Arizona. The survey records the exact location of abandoned mines using a global positioning satellite system. The inventory's objective is to produce an accurate count of abandoned mines and describe the significant safety hazards and potential environmental hazards occurring with them. The database of surveyed abandoned mines is used to provide for the prioritization of significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the Agency to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on State owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization structures are designed as necessary for abandoned mine closures on State lands. The cost of field construction work to secure these mines is provided by the Abandoned Mine Safety Fund through mining industry donations, private citizen donations and a matching appropriation from the Legislature. The program performs regular monitoring to assure mine closures remain in good condition. The program coordinates the identification and securing of abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff's Search and Rescue Group, the Maricopa County Sheriff's Office Mountain Search and Rescue Group, Arizona Department of Mines and Mineral Resources, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, Western Governors' Association, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	129.2	24.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>0.0</b>	<b>129.2</b>	<b>24.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote public health and safety by identifying and assessing abandoned mines, and securing those found to be a threat to the public and the environment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of abandoned mine openings secured	4	10	12

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of abandoned mine complaints handled.	1	8	10

<b>Program Summary</b>	
MIA 3.0	EDUCATION AND TRAINING - FEDERAL GRANT
Frank Rabago, Lead Trainer	
Phone: (602) 542-5971	
A.R.S. § 27-124, Title 30 CFR	

**Mission:**

*To educate and train inexperienced and experienced mine employees in safe work practices and compliance with state and federal mine safety regulations.*

**Description:**

The Education and Training Program certifies instructors, develops lesson plans, conducts classes and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, ARS Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees, all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	267.4	277.4	277.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>267.4</b>	<b>277.4</b>	<b>277.4</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Arizona miners and contractors trained	7076	7429	7783

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average course content rating.	4.65	4.6	4.6
Average instructor rating	4.73	4.7	4.7

<b>Program Summary</b>	
MIA 4.0	MINED LAND RECLAMATION
Cassandra Dawa, Reclamation Manager	
Phone: (602) 542-5971	
A.R.S. § 27-921	

**Mission:**

*To promote the restoration of lands disturbed by mining to a safe and stable environmental condition through enforcement of the Mined Land Reclamation laws, rules and regulations as applicable to new mineral exploration, new mines and the expansion or closure of existing active mines.*

**Description:**

The Mined Land Reclamation Program, working in cooperation with mining companies, consultants and other state and federal governmental agencies, approves or rejects mine reclamation plans and financial assurance mechanisms submitted by all metalliferous mining units and exploration operations with surface disturbances greater than five acres. Annual reviews of financial assurances and on-site inspections for on-going reclamation projects and of the regulated mines are parts of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	262.0	303.8	308.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>262.0</b>	<b>303.8</b>	<b>308.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To promote the restoration of lands disturbed by mining to a safe and stable environmental condition.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of annual mined land reclamation compliance reviews	n/a	190	225

MNA 0.0 **Agency Summary**  
 DEPARTMENT OF MINES AND MINERAL RESOURCES  
 Madan M. Singh, Director  
 Phone: (602) 771-1603  
 A.R.S. §§ 27-101 to 27-102

**Mission:**

*To promote exploration and support development of mineral resources and to provide pertinent data and assist those seeking to explore and develop mineral resources in the State of Arizona. In addition, the Department is responsible for maintaining a world-class mining and mineral museum that portrays the economic and aesthetic value of minerals and for educating the public with regard to the critical role of minerals and mineral resources in our society.*

**Description:**

The Department of Mines and Mineral Resources (DMMR) of the State of Arizona is a non-regulatory agency. The primary duties of the Department are to promote and advocate for the development of the mineral resources and industry in the state. This is accomplished by participating in conferences, seminars, news media, and other appropriate mechanisms. DMMR conducts studies of properties and claims to assist in the exploration and development of minerals and maintains a repository of mining and mineral information in various formats, so that it is protected from destruction. The Department provides evaluation and assistance to government agencies and the public and performs surveys of potential economic mineral resources. It monitors current mining and exploration activities and serves as a source of information for mineral information, which it publishes and disseminates. DMMR cooperates with the Arizona Corporation Commission and other agencies in the administration of state laws, and assists various agencies in the identification of mineral resources and educating them relating thereto. The Department maintains a mineral museum which serves to educate the children and the public of the importance of minerals in our society and their aesthetic value. It holds classes in lapidary, silversmithing, and related activities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	843.2	950.8	1,215.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	233.5	236.3	236.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,076.7</b>	<b>1,187.1</b>	<b>1,451.4</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>12.0</b>

**Strategic Issues:**

**Issue 1 Lack of resources for data storage.**

The Department has irreplaceable information in the form of texts, original reports, maps, periodicals, and mine files. Currently these are stored as "hard copy" as they were received from the original source, and can only be used by clients if they come to the DMMR offices. These include several donations of materials from private parties. These are invaluable to clients coming in search of data on properties to which these pertain. The Department is in the process of converting these to digital format so as to make them more readily accessible to clients as well as serve as a backup. However, DMMR is entirely dependent on volunteers to perform this work; although it has recently obtained a small contract for some such work. Contracts require that only the information desired by the funding organization be digitized. Volunteer work is dependent on the availability of personnel with the requisite expertise. Thus progress is slow and unpredictable. The Department needs personnel to be able to perform this work on a regular basis and in a professional manner. Further, the hard copy material needs to be stored in a location so as "to protect and preserve information from danger or destruction" as required by A.R.S. 27-102 (5). This implies storing in a fireproof and climate-controlled vault. No funding for this type of facility is available at the present time.

**Issue 2 Availability of appropriate personnel.**

The mining industry is on the upswing these days, so the availability of personnel related thereto is limited. The salaries that industry is willing to pay are much higher than usual. So it is difficult to get the right type of personnel for the salaries the state is paying, even with the raise that was given last fiscal year. The Department needs to get some mechanism in the state salary system that will permit paying higher salaries to mining engineers and geologists. Even the cities and towns in the Valley are paying higher wages.

**Issue 3 Museum education curator.**

Although we have one of the best mineral museums in the West, DMMR has only one FTE designated for the museum, the museum curator, paid out of appropriated funds. The rest of the staff is either part-time, paid out of gift shop revenues, or volunteers. Education is a large part of the responsibilities of the museum. A museum education curator, who could also help the curator with other duties is needed.

◆ **Goal 1** To promote and advocate for the exploration and development of mineral resources in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of customers provided with mining and mineral information	21	15	15
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of files to be organized and updated	9	9	9
Percentage of files organized and updated during year	5	5	5
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new files acquired during year (in thousands)	0.3	.3	.3
Percentage incorporated into existing Department files	85	80	80
The number is lower than 100% because we are dependent on volunteers for this work			

◆ **Goal 2** To acquire, improve, process and disseminate mining and mineral information

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New Acquisitions (excluding monetary donations)	1,857	2,000	2,000
Number of student museum visitors (in thousands)	22	22	22
Number of museum visitors, including students (in thousands)	40	40	40
Teacher Kits Distributed	841	600	600
Estimates for future years are lower because many teachers have already been given teacher kits and may not need new ones.			
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases or exhibits created during year	7	5	5
Department customer satisfaction survey rating (on a scale of 1 to 5 with five being the highest)	4.9	4.9	4.9
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new exhibits created for display outside the Museum	9	7	7

NBA 0.0 **Agency Summary**  
 NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS  
 Dr. Craig Runbeck, Executive Director  
 Phone: (602) 542-8242  
 A.R.S. §§ 32-1501 and 32-4201

**Mission:**

*To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine and massage therapy.*

**Description:**

The Agency serves two populations, naturopathic physicians and massage therapists, each of which are governed by a governor-appointed Board.

The Naturopathic Physicians Board of Medical Examiners is responsible for ensuring public safety and well-being through the regulation of the naturopathic field of medicine, which uses various methods to treat patients including nutritional supplements, herbal medicine, homeopathy, pharmaceuticals and lifestyle counseling. The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice. Further, the Board certifies graduates and medical students to engage in internship, preceptorship, and postdoctoral training programs and certifies medical assistants and approves clinical training programs for medical students. Finally, the Naturopathic Board certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices and conducts investigations and hearings into allegations of medical incompetence and unprofessional conduct.

The Board of Massage Therapy regulates and licenses massage therapists by approving training requirements, recognizing a national examination, establishing rules, and conducting investigations and hearings into allegations of incompetence and unprofessional conduct.

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	493.1	611.3	584.0
<b>Agency Total:</b>	<b>493.1</b>	<b>611.3</b>	<b>584.0</b>

**Funding and FTE Summary:**

(Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	493.1	611.3	584.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>493.1</b>	<b>611.3</b>	<b>584.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>

**Strategic Issues:**

**Issue 1** *The agency has an ongoing need to answer complaints and concerns about the naturopathic profession and the massage profession, and educate the public about the role of the boards in protecting the public from unsafe practitioners.*

The agency has 2 websites that allow the public to contact us with complaints about individuals regulated by either board. We also participate in "docfinder.com" which is a common data base used by several state medical boards which allows the public to locate a doctor licensed in Arizona and review that doctor's complaint record. We have an active outreach program to law enforcement agencies in Arizona and share a data base with them in regards to the regulation of massage therapists. Any complaint, from any source, that is received by this agency, in regards to a person licensed by naturopathic board, or by the massage therapy board is

fully investigated by the respective board at a public meeting. If we receive a complaint against a doctor not licensed by this board it is referred to the appropriate agency. If we receive a complaint about an unlicensed massage therapist we investigate it and/or refer it to local law enforcement.

**Issue 2** *The agency has an obligation to educate licensees and the public in regards to the requirements of the naturopathic statutes and the massage statutes*

We constantly update the websites for both boards and refer people to it as a matter of policy. The websites have copies of the laws, current rules, directories of licensees, notices to the public, links to related sites, etc. We require all doctors, medical assistants, and medical students regulated by this board to pass a jurisprudence examination dealing with the requirements of the Naturopathic Medical Practice Act and other related requirements of law. The board also has been very involved with a cooperative effort between the naturopathic, allopathic, osteopathic, and pharmacy professions to provide continuing medical education in pharmacotherapeutics to the naturopathic profession. The board has been specifically charged by the legislature in testing naturopathic physicians in this area.

**Issue 3** *Naturopathic board staff also serve the new massage board.*

Staff processed and licensed 2209 new massage therapists in FY06. We anticipate this number will continue to grow into the foreseeable future. We currently have licensed in excess of 8,000 therapists.

**Issue 4** *The massage board has an ongoing need to educate the public, the massage profession, and other government agencies about the massage therapy law.*

There is a website dedicated to massage therapy. Board staff will continue to speak a various public events about the new board and law. We are networking with local and national groups in an effort to coordinate and standardize the regulatory process for massage therapy. We are actively engaging with law enforcement agencies and educating them about the new law and the resources that we can provide to them. We have developed a database for access by law enforcement 24/7. Administrative rules have been developed and others are being developed.

**Issue 5** *The agency is converting to a paperless system of record keeping, complaint processing, and licensing.*

The Board is establishing an online licensing and complaint system for massage therapy. Licensing and complaint files for both boards are now kept electronically. Naturopathic doctors can now renew their licenses online. A minimum paper file is kept as a back up for essential documentation.

NBA 1.0 **Program Summary**  
 NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS  
 Dr. Craig Runbeck, Executive Director  
 Phone: (602) 542-8242  
 A.R.S. § 32-1501

**Mission:**

*To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine.*

**Description:**

The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in internship, preceptorship, and postdoctoral training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves clinical training programs, internships, preceptorships, and postdoctoral training programs in naturopathic medicine; certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetency and unprofessional conduct.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	493.1	611.3	584.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>493.1</b>	<b>611.3</b>	<b>584.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>

massage therapists and report the unlawful practice of massage therapy to local law enforcement.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received against massage therapists	15	20	30
Complaints resolved in the same FY	7	10	12
Average number of days to resolve a massage therapy complaint	38	40	40

◆ **Goal 1** To process license and certificate applications efficiently.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Applications Received for Licensure and Certificates	1077	1100	1150
Total Licenses and Certificates Issued	1077	1100	1150
Average number of days to process licensing applications	23	25	25
Active physician licenses	508	550	600
Dispensing Certificates and Renewals Issued	294	330	360
Students engaged in Clinical Training	223	220	220

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional practitioners and report the unlawful practice of naturopathic medicine to county attorneys and the Office of the Attorney General.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received against licensed or certified persons	32	32	32
Complaints resolved in same fiscal year	26	26	26
Average number of days to resolve complaints - same FY	85	80	80
Complaints received against unlicensed individuals	3	3	4

◆ **Goal 3** To audit naturopathic physicians compliance with the annual continuing medical education requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of physicians in compliance with continuing medical education requirement	94	95	95

**Program Summary**

NBA 2.0

**BOARD OF MASSAGE THERAPY**

Dr. Craig Runbeck, Executive Director  
 Phone: (602) 542-8604  
 A.R.S. § 32-4201

**Mission:**

*To protect the public health, safety, and welfare by the regulation of massage therapy.*

**Description:**

The Board regulates individuals who engage in the practice of massage therapy, and conducts investigations and hearings on complaints relating to incompetency and unprofessional conduct.

◆ **Goal 1** To efficiently process license applications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Massage therapy applications received for initial licensure and biennial renewal	10167	11000	12000
Average number of days to process an application	42	40	40

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional

NSA 0.0	<b>Agency Summary</b>
NAVIGABLE STREAM ADJUDICATION COMMISSION	
George Mehnert, Director	
Phone: (602) 542-9214	
A.R.S. § 37-1101 to 37-1156	

**Mission:**

To determine which of Arizona's 39,039 rivers and streams were and were not navigable at the time of statehood, February 14, 1912 and to determine the public trust values of those waters that were navigable. In addition, the Commission must defend appeals and other legal actions that are filed in State Court, and complete Commission reports to be recorded in each appropriate county following appeal process. NOTE: All evidentiary navigability hearings have been completed and the Commission is in the report writing, report ratification, appeal time and appeals process. The Commission cannot complete its work by the scheduled Sunset date of June 30, 2008 and is asking that the date be extended to June 30, 2012.

**Description:**

The Navigable Stream Adjudication Commission (ANSAC) is a five-member commission appointed by the Governor and confirmed by the Senate. Title to the beds of rivers and streams that were navigable as of statehood are subject to state ownership, and title to the beds of rivers and streams that were not navigable as of statehood are subject to private ownership. Arizona did not claim or disclaim ownership of the 39,039 rivers and streams at the time of statehood and as a result, as many as 100,000 property titles remain clouded. The Commission is charged with gathering evidence, holding hearings, and making final determinations regarding navigability of the 39,039 streams and rivers in Arizona as of February 14, 1912. The Commission's work is scheduled to be completed by June 30, 2008, however, the Commission will be asking that the Sunset date be changed to June 30, 2012 due to pending appeals and related reports.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	163.9	180.0	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>163.9</b>	<b>180.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>50.7</b>	<b>50.7</b>	<b>0.0</b>

**Strategic Issues:**

**Issue 1 Recording Reports**

Once the appeals process has been completed, each report must be recorded in each appropriate county. Thus far nine (9) of thirty-two (32) reports have been recorded. There are sixteen (16) of the thirty-two (32) reports yet to be completed and the balance of seven (7) completed reports that have not been recorded are either on appeal or are waiting for appeal times to expire.

**Issue 2 Cost of Appeals.**

The first appeal was filed June 30, 2006 and the Commission has specifically set aside \$50,000.00 to pay for outside legal services to defend this appeal, but the amount of money it will take to defend this or any other appeal is not yet known since this is the first appeal. The Commission has expended more than \$60,000 for this appeal and is has not yet concluded and may be filed in the Arizona Court of Appeals. The Commission is submitting supplemental budget requests for the two appeals that were filed in Pima County Superior Court during July 2007, for \$75,000.00 each, based on the costs of the first appeal.

**Issue 3 Time for appeals and other legal actions.**

Even though one appeal has been completed in Maricopa County Superior Court, taking slightly more than a year, that appeal will next be filed in the Arizona Court of Appeals, probably during September, 2007. Therefore, the Commission still has no way of knowing for certain how many appeals will

be filed, however, three (3) have been filed and an educated guess tells us that three (3) additional appeals will be filed. Those filed thus far are for the Lower Salt River, the San Pedro River, and the Santa Cruz River. Those likely to be filed during the next eighteen (18) months are the Upper Salt River, the Verde River, and the Gila River. These are guesses based on post hearing memorandum filings. Although there is no certainty as to how many appeals will be filed, in what counties they will be filed, and how long they will take to complete. There also exists the possibility that during an appeal a judge may order the Commission to do additional work. There have thus far been no legal actions other than appeals filed.

**Issue 4 Time for completing reports that precede appeal times and appeals.**

The Commission has completed all fifty-three (53) watercourse navigability evidentiary hearings (for the third time because of changes in the statutes and lawsuits against the state). There are no legal challenges pending of the type that resulted in statutory changes and the legal actions that are pending are appeals of the Commission's determinations. Of the seventeen (17) major watercourses and the small and minor watercourses in each of Arizona's fifteen (15) counties, totaling 39,039 Arizona watercourses, the Commission presumes that the results of as many as six (6) hearings, total, seem likely to be appealed. There are a total of thirty-two (32) reports to be completed. The Commission has completed sixteen (16). The Commission's goal is to have the sixteen (16) remaining reports completed by June 30, 2008 after which nine (9) months of appeal time will run, following which any appeals that are filed will need to be defended, and any further Commission action ordered by a judge will need to be administered.

**Issue 5 Additional time to June 30, 2012 for completing Commission work, specifically appeals and other court actions. Even if the Sunset date is not extended there will have to be some mechanism in place to complete the Commission work.**

The Commission has completed all of its watercourse navigability evidentiary hearings unless the court instructs the Commission to hold additional hearings, and court action may cause the Commission to hold public trust value hearings pertaining to certain watercourses. There are presently three appeals pending, one in Maricopa County and two recently filed in Pima County. The single greatest Commission issue at this time is the need for additional time for the Commission to complete its work. The Commission is presently scheduled to Sunset on June 30, 2008; however, the Commission will not have its work completed by that date and will ask that the Commission Sunset date be moved to June 30, 2012. The first appeal was filed in Maricopa County Superior Court on June 30, 2006 and is still pending with a likelihood of being filed in the Arizona Court of Appeals sometime during September, 2007. Two other appeals were filed in Pima County Superior Court on July 18, 2007. The first appeal has taken more than a year and is not yet completed and there is no way of knowing with any certainty how long the two recently filed appeals will take. A briefing schedule has been established for one appeal and the Commission has filed a motion for both appeals to be assigned to the same Judge. The Commission estimates that three additional appeals will be filed; however, the reports must be completed first by the Commission and nine (9) months of appeal time follows each report ratification by the Commission.

**Issue 6 Reappointing Commission to June 30, 2012**

The terms for all five (5) Commissioners expire on June 30, 2008 and since the Commission is requesting the Sunset Date be moved back to June 30, 2012 it would also like to have the Commissioners reappointed to that date. Even if the Sunset date is not extended there will have to be some mechanism in place to complete the Commission work.

- ◆ **Goal 1** To adjudicate all of Arizona's 39,039 named and unnamed watercourses.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of Arizona rivers and streams adjudicated	0	0	0
Number of hearings under 2001/current statutes	0	0	0
Cost per hearing to study watercourses (in thousands of dollars)	0	0	0
Customer satisfaction rating for hearing attendees (scale 1-8)	7	7.5	0

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

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Number of final reports approved by Commission	3	16	0
Administration as a percent of total cost	4.0	4.0	0
Defend Appeals.	1	2	0
Complete, ratify, and record final reports.	3	16	0

- ◆ **Goal 2** To determine the public trust values of navigable watercourses.
  
- ◆ **Goal 3** To handle all judicial review appeals of ANSAC determinations.
  
- ◆ **Goal 4** To complete and ratify navigability reports.
  
- ◆ **Goal 5** To defend all legal actions filed against the Commission.
  
- ◆ **Goal 6** To record each Commission report in the appropriate county seat either following expiration of appeal times or completion of appeals.
  
- ◆ **Goal 7** To reappoint all five (5) Commissioners to June 30, 2012, their terms presently expire on June 30, 2008.

BNA 0.0	<b>Agency Summary</b>
	BOARD OF NURSING
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 889-5201	
A.R.S. §§ 32-1601 to 32-1668	

BNA 1.0	<b>Program Summary</b>
	LICENSING AND REGULATION - RN/LPN
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 889-5201	
A.R.S. §§ 32-1601 to 32-1668	

**Mission:**

To protect the public health, safety, and welfare through the safe and competent practice of nurses and nursing assistants.

**Description:**

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for nurses and nursing assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ LICENSING AND REGULATION - RN/LPN	3,392.1	3,816.1	3,461.5
➤ NURSING ASSISTANT	695.7	711.5	710.2
<b>Agency Total:</b>	<b>4,087.8</b>	<b>4,527.6</b>	<b>4,171.7</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	151.5	167.3	166.0
Other Appropriated Funds	3,392.1	3,816.1	3,461.5
Other Non Appropriated Funds	544.2	544.2	544.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,087.8</b>	<b>4,527.6</b>	<b>4,171.7</b>
<b>FTE Positions</b>	<b>54.6</b>	<b>55.9</b>	<b>55.9</b>

**Strategic Issues:**

**Issue 1 Cycle time to complete investigations**

It currently takes 7.4 months from the time a complaint is received until it is presented to the Board. It is our intent to reduce this time to 6 months.

**Mission:**

To establish standards and requirements for initial licensure of new nursing graduates and nurses moving into the State; to protect the public by investigating complaints against licensees ensuring that due process is upheld; to assist nurses with problems of chemical dependency to obtain treatment; to monitor such activity, all with the intent to protect the public from nurses who are unsafe to practice.

**Description:**

The Board of Nursing (ASBN) licenses all nurses practicing in the State except those practicing in federal facilities. In order to license nurses, the Board administers NCLEX to new graduates and verifies licensure status in other states for nurses moving into Arizona. The Board investigates licensees who have been reported for possible violations of the Nurse Practice Act. Through a comprehensive investigation process, the agency ensures the public safety from incompetent, unsafe, or unprofessional nurses. The Chemically Addicted Nurses Diversion Option (CANDO) Program of the Board consists of three year contracts with licensees which include and are monitored for: initial intensive treatment, aftercare, participation in Alcoholics Anonymous or Narcotics Anonymous, random biological-fluid screens, nurses support groups and quarterly employer evaluations. Licensees are also monitored when the Board determines probational discipline is needed to ensure that public risk is reduced. The Hearing Department schedules hearings for licensees/certificate holders who have been denied licensure/certificates and for those who request their disciplinary procedure be heard by an Administrative Law Judge whose recommendation is forwarded to the Board for approval of the final order.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,392.1	3,816.1	3,461.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,392.1</b>	<b>3,816.1</b>	<b>3,461.5</b>
<b>FTE Positions</b>	<b>40.2</b>	<b>41.3</b>	<b>41.3</b>

- ◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customers reporting very good or excellent service (%)	94	94	94
Average days from application received to RN/LPN renewal license issued	3	3	3
RN/LPN renewals issued (4-year cycle)	13,138	12000	12000
Total licensees Registered Nurses and Licensed Practical Nurses	76,592	74500	74500

- ◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total complaints received	845	850	850
Percent of licensees with disciplinary action	.6	.7	.7
Average hours per investigation needed to complete a case	17	17	17
Average months needed to complete investigations and present cases to the Board	6.8	6	6

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Average calendar days from receipt of complaint to resolution	206	175	175
Average calendar days per investigation from start to final adjudication	206	175	175
Percent of investigations resulting in disciplinary enforcement action	58	72	72

◆ **Goal 3** To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Licensees in CANDO program	197	200	200
Licensees completing CANDO program (%)	34	40	40

◆ **Goal 4** To provide an effective educational program monitoring process for schools of Nursing that promotes a high percentage of RN/LPN examinees passing NCLEX.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Nursing programs monitored for non-compliance	5	3	3
Examinees from program successfully passing NCLEX	2,614	2200	2200

BNA 2.0	<p><b>Program Summary</b></p> <p>NURSING ASSISTANT</p> <p>Jo Elizabeth Ridenour, Executive Director</p> <p>Phone: (602) 889-5201</p> <p>A.R.S. § 32-1645</p>
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**Mission:**

*To protect the public health, safety, and welfare through the provision of competent Certified Nursing Assistant care.*

**Description:**

This program administers the certification examinations for Nursing Assistant candidates, surveys and approves Nursing Assistant training programs, and maintains a register of Certified Nursing Assistants (CNAs). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNAs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	151.5	167.3	166.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	544.2	544.2	544.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>695.7</b>	<b>711.5</b>	<b>710.2</b>
<b>FTE Positions</b>	<b>14.4</b>	<b>14.6</b>	<b>14.6</b>

◆ **Goal 1** To operate the program efficiently and effectively.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of applicants or certificate holders reporting very good or excellent service	83	96	96
Average calendar days from receipt of completed application to denial of certification	238	200	200
Total individuals certified as nursing assistants	21,563	21000	21000
Total complaints received	632	650	650
Average calendar days from receipt of complaint to resolution	208	180	180
Percent of CNA's with disciplinary action	1.32	2	2
Total investigations conducted - status closed	525	550	550
Percent of investigations resulting in disciplinary enforcement action	54	70	70
Average calendar days per investigation from start to final adjudication	208	180	180

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**NCA 0.0 Agency Summary**  
**BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS AND ADULT CARE HOME MANAGERS**  
 Allen Imig, Executive Director  
 Phone: (602) 542-8156  
 A.R.S. § 36-446.02

Number of new and existing licenses	3260	3450	3520
Number of renewal applications processed	1920	600	2100
Average calendar days to renew a license	2	4	4

◆ **Goal 3** To ensure that agency operations are effective and efficient.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction (scale of 1-8)	7.4	7.0	7.0
Administration as percent of total cost	4.0	4.3	4.3

◆ **Goal 4** To ensure quality continuing education is approved

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of CE sponsor applications	428	420	450
Average number of days to process CE sponsor applications	4	4	4

◆ **Goal 5** To ensure public information requests and license verifications are completed timely.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days to process a public records request	6	9	8
Average number of days to process a license verification	3	5	5

**Mission:**

*To protect the health, welfare, and safety of Arizona citizens who seek and use the services of nursing care institution administrators and assisted living facility managers.*

**Description:**

The Board evaluates applications from individuals seeking nursing home administrator licenses and assisted living facility manager certificates. The Board investigates the credentials and backgrounds of applicants, conducts examinations, and processes the applications. The Board also evaluates and processes applications for renewal of administrator licenses and manager certificates. Both administrators and managers are required by law to meet continuing education requirements. The Board approves continuing education programs and ensures that the requirements are met. The Board investigates complaints against administrators and managers received from citizens or the Department of Health Services. The Board imposes appropriate disciplinary action and enforces compliance with such discipline. The Board provides information to the public concerning applicants, licensees and certificate holders, and regulatory actions taken. All of these Board functions are accomplished through a fees-financed program of examination, licensure, and regulation.

**Funding and FTE Summary:**

<b>(Thousands)</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	236.2	377.0	358.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>236.2</b>	<b>377.0</b>	<b>358.7</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Strategic Issues:**

**Issue 1** *To improve the quality of services provided by the Board to the public and its licensees.*

The Board investigates, reviews, and takes appropriate action on all complaints against nursing care institution administrators and assisted living facility managers. These complaints are received from the public or the Department of Health Services. The Board provides information to the public regarding disciplinary and other regulatory actions. The Board also processes, issues and renews licenses and certificates to administrators and managers.

◆ **Goal 1** To ensure consistent and timely investigations of complaints and enforcement action in accordance with statutes and rules.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints opened	115	120	125
Disciplinary Actions	56	61	66
FY Complaints resolved	78	80	80
Average number of days from open to close of complaint, within FY	75	120	120
Number of complaint and application investigations conducted	119	122	125

◆ **Goal 2** To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of existing licenses and certificates	2859	3000	3100
Number of new applications filed	571	620	600
Number of new licenses issued	401	450	420

OTA 0.0 **Agency Summary**  
 BOARD OF OCCUPATIONAL THERAPY EXAMINERS  
 Linda Wells, Executive Director  
 Phone: (602) 589-8353  
 A.R.S. §§ 32-3401 to 32-3445

OTA 1.0 **Program Summary**  
 BOARD OF OCCUPATIONAL THERAPY EXAMINERS  
 Linda Wells, Executive Director  
 Phone: (602) 589-6337  
 A.R.S. §§ 32-3401 to 32-3445

**Mission:**

To ensure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services or athletic training.

**Description:**

The Board of Occupational Therapy Examiners is a regulatory board, which issues and renews bi-annually approximately 1,800 licenses for the occupational therapy profession and 463 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquires from consumers as to the license status of individual occupational therapy professionals and athletic trainers.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	180.3	168.5	165.4
➤ BOARD OF ATHLETIC TRAINING	13.7	78.5	74.5
<b>Agency Total:</b>	<b>194.0</b>	<b>247.0</b>	<b>239.9</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	194.0	247.0	239.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>194.0</b>	<b>247.0</b>	<b>239.9</b>
FTE Positions	3.3	3.3	3.3

**Strategic Issues:**

**Issue 1 Meeting Future Goals**

The Agency continues to provide timely service in the licensing and regulation of Occupational Therapy practitioners and Athletic Trainers. Despite the small staff of 2.5 FTEs and five Board members, it has been routinely exceeding the 60 day goal in issuing licenses and the 120 day goal in resolving complaints/investigations. Present staff is highly skilled, motivated, and will be difficult to replace; yet salaries are low and non-competitive in today's labor market where employees are scarce. This is a 90/10 agency which depends on license fees for its operating budget including salaries.

**Mission:**

To ensure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services.

**Description:**

The Board of Occupational Therapy Examiners is a regulatory board which issues and renews bi-annually approximately 1,500 licenses for the occupational therapy profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquires from consumers as to the license status of individual occupational therapy professionals.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	180.3	168.5	165.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>180.3</b>	<b>168.5</b>	<b>165.4</b>
FTE Positions	2.5	2.5	2.5

**Goal 1**

To investigate complaints and enforce standards of practice in a timely manner so as to protect the public from incompetent services.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of occupational therapy complaints received	25	21	21
Number of complaints resulting in disciplinary action	11	13	13
Complaints resolved within 120 days	11	13	13
Percent of complaints resolved within 120 days	92	90	92

**Goal 2**

To ensure that licenses and renewals are issued in a timely manner to competent occup. Therapists and occup. Therapy assistants with high standards of professional and ethical conduct.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of License Renewals received	564	650	670
Number of Licensees	1825	1890	1995
Number of Applications received	245	300	310
Number of Licenses Issued	244	300	310
Average calendar days to renew a license	30	30	30
Average calendar days to issue a license	35	35	35

**Goal 3**

To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of licenses issued within 10 days of approval	100	100	100
Initial licenses issued within 10 calendar days of approval	245	260	300
Average calendar days from receipt of a completed application to issuance or denial of licensure	33	30	30
Number of individuals licensed as occupational therapists	1825	1890	1995

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Customer Satisfaction rating (scale 1-8)	6.9	7.5	7.5
Applications administratively approved within 30 days	245	260	300

**OTA 2.0                      Program Summary**

**BOARD OF ATHLETIC TRAINING**

Linda Wells, Executive Director  
 Phone: (602) 589-8352  
 A.R.S. § 32-4101

**Mission:**

*To ensure the public's health, safety and welfare by licensing and regulating individuals who provide athletic training services.*

**Description:**

The Board of Athletic Training is a regulatory board, which issues and annually renews approximately 463 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action and responds to inquiries from consumers as to the license status of individual athletic training professionals.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13.7	78.5	74.5
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>78.5</b>	<b>74.5</b>
<b>FTE Positions</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner to competent athletic trainers with high standards of professional and ethical conduct

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of athletic training licenses issued	66	76	80
Number of licensees	463	470	485
Number of License Renewals received	463	470	485
Average calendar days to renew a license	30	30	30
Average calendar days to issue a license	30	30	30

◆ **Goal 2** To investigate complaints and enforce standards of practice in a timely manner so as to protect the public from incompetent services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received	5	7	8
disciplinary actions taken	2	3	3
Complaints resolved within 120 days	5	7	8

◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of athletic training complaints received	5	9	12
Percent of licenses issued within 10 days of approval	100	100	100
Complaints resolved within 120 days	5	9	12
Applications administratively approved within 30 days	76	80	85
Customer Satisfaction rating (scale 1-8)	7.1	7.5	7.5



DOA 0.0	<b>Agency Summary</b>
	BOARD OF DISPENSING OPTICIANS
	Lori D. Scott, Executive Director
	Phone: (602) 542-3095
	A.R.S. § 32-1671

**Mission:**

*To protect the visual health of the citizens of Arizona by regulating and maintaining standards of practice in the field of opticianry.*

**Description:**

The Board of Dispensing Opticians examines and licenses professionals to practice in the field of opticianry and licenses optical establishments. This Board is distinguished from the Board of Optometry, which regulates optometrists, whereas dispensing opticians fill orders for and fit persons with corrective eyewear. The Board of Dispensing Opticians accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves 624 opticians and 263 optical establishments licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	109.8	127.4	120.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>109.8</b>	<b>127.4</b>	<b>120.1</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Strategic Issues:**

**Issue 1 Maintaining fund balance**

With the implementation of a website, the State Board of Dispensing Opticians can now better serve the public and the licensees. The fund balance is being replenished due to previous changes in legislation and administrative code. Legislation was successfully passed in the 2005 session granting the Board the authority to increase licensing fees. Subsequently, the Board completed related rules changes. Additionally, the Board now has a website in place for consumer and licensee use. As a result of these changes, the carry over balance into FY2008 is approximately \$62,000, and the Board is confident that the fund will continue to be fiscally sound while enabling the Board to better serve the public.

◆ **Goal 1** To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examination, establishment, and optician license applications and administration of the State Board Practical Examination.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Optician applications received	68	70	75
Optician licenses issued	36	35	40
Optician renewal applications processed	599	620	625
Establishment applications received	14	20	20
Establishment licenses issued	14	20	20
Establishment renewal applications processed	281	250	260
Average number of days from receipt of application to sit for exam and approval	8.4	20	20
Average number of days from receipt of application for establishment license to granting of license	10.1	15	15
Administration as a percentage of total cost	5.4	6	6
Number of licensees (new and existing)	886	900	915

◆ **Goal 2** To investigate and resolve consumer and Board initiated

complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints about licensees received and investigated	19	15	15
Complaints resolved	16	15	15
Disciplinary action	3	8	8
Number of days from receipt of complaint until completion	67	80	80

◆ **Goal 3** To better protect the public through the administration of a continuing education requirement in order to upgrade the profession of opticianry in accordance with the Board's mandate.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of licensees fulfilling continuing education requirement	100	100	100

OBA 0.0	<b>Agency Summary</b>
	BOARD OF OPTOMETRY
	Margaret Whelan, Executive Director
	Phone: (602) 542-8155
	A.R.S. § 32-1701

**Mission:**

*To protect the health, safety, and welfare of Arizona citizens by regulating and achieving the highest standards in the optometry profession.*

**Description:**

The Arizona State Board of Optometry examines, licenses, and regulates the profession of Optometric Doctors (O.D.). In addition, the Board registers out-of-state replacement contact lens dispensers. The Board investigates complaints alleging violations of the Optometric Practice Act and takes administrative regulatory action when required. Currently there are approximately 938 professionals licensed to practice in the State.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	167.4	203.5	194.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>167.4</b>	<b>203.5</b>	<b>194.4</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Strategic Issues:**

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

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

**Issue 2** *Continue registration and compliance with Arizona Revised Statutes pertaining to nonresident replacement contact lenses dispensers. Monitor any legislation pertaining to consumer protection concerning replacement contact lenses.*

Pursuant to A.R.S. § 32-1773 and 32-1774, the Arizona State Board of Optometry is responsible for the registration of nonresident dispensers of replacement soft contact lenses. These companies provide prescription contact lenses to Arizona citizens via mail-order, telephone, and internet. The law requires these entities to register with the Board and dispense only to those customers holding a valid prescription for contacts.

**Issue 3** *To effectively investigate and adjudicate complaints pursuant to statutes and rules*

To effectively investigate and adjudicate complaints pursuant to statutes and rules.

**Issue 4** *To ensure agency policies and procedures, including testing, renewal, initial licensing, and customer satisfaction, are effective and efficient.*

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

**Issue 5** *To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.*

To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.

◆ **Goal 1** To ensure that licenses are granted or renewed to qualified optometrists.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New licenses issued	50	65	75
License applications received	63	74	78
Active licensees	971	1000	1020
Average time to process an initial license application	40	35	35

Average calendar days to renew a license	1	2	2
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◆ **Goal 2** To effectively investigate and adjudicate complaints pursuant to statutes and rules.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of complaints received	23	45	50
Total number of complaints resolved	22	40	40
Average number of days from receipt of complaint to resolution	53	115	110
Total number of disciplinary actions	1	3	5
Average number of days to issue disciplinary action	143	75	75

◆ **Goal 3** To provide accurate information and programs to stakeholders, including but not limited to: citizens, licensees, health care organizations, and other governmental bodies.

◆ **Goal 4** To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and certificates of special qualification)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as % of total cost	4.1	5	5

◆ **Goal 5** To register and regulate out-of-state replacement contact lenses dispensers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total # of companies registered	5	7	10

IBA 0.0 **Agency Summary**  
 OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION REVIEW  
 (OSHA) BOARD  
 Larry Etchechury, Director  
 Phone: (602) 542-4411  
 A.R.S. § 23-422

**Mission:**

*To be an independent body that adjudicates appeals of administrative law judge decisions regarding citations issued by the Arizona Division of Occupational Safety and Health, a division of the Industrial Commission.*

**Description:**

The review board is an independent body and not directly a part of the Industrial Commission. The board consists of five members appointed by the Governor. One member shall be a representative of management, one member shall be a representative of labor and three members shall be representatives of the general public. The Industrial Commission is responsible for all budgetary actions, including providing administrative support.

Per A.R.S. § 23-423, the review board hears and rules on appeals regarding administrative law judge decisions of contested Occupational Safety and Health inspections. All ADOSH cases start with an informal conference with the Industrial Commission's OSHA division director. If a case is not resolved, the cited employer can request a hearing before an Industrial Commission administrative law judge. If either the director of OSHA or the cited employer disagrees with the outcome of that ruling, that ruling can be appealed before the review board. The decisions of the review board can be appealed to the Court of Appeals.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
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>

◆ **Goal 1** To hear and rule on OSHA appeal cases.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cases ruled heard and ruled upon	0	2	2

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

OSA 0.0	<b>Agency Summary</b>
	BOARD OF OSTEOPATHIC EXAMINERS
	Jack Confer, Executive Director
	Phone: (480) 657-7703
	A.R.S. § 32-1800 et seq.

Average calendar days to resolve a complaint	372	225	225
Average calendar days to investigate a complaint	372	180	180
Complaints resolved	200	275	200

◆ **Goal 3** To administer the agency effectively

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Administration as percent of total cost	20	20	20
Customer satisfaction rating (1-8)	6.5	7	7.2

**Mission:**

*To protect the public health and safety of people in the State of Arizona through the regulation of physicians licensed to practice osteopathic medicine and surgery in the State.*

**Description:**

The Board of Osteopathic Examiners licenses and regulates osteopathic physicians in the State of Arizona, which is distinguished from traditional medicine in that it focuses on preventive care with a special emphasis on the musculo-skeletal system. The system of hands-on techniques helps alleviate pain, restores motion, supports the body's natural functions and influences the body's structure to help it function more efficiently. There are approximately 2,200 licensed osteopathic doctors in Arizona. The Board is comprised of five doctors and two members of the public, which are all appointed by the Governor to five-year terms. The Board is responsible for the licensure and regulation of members of the Osteopathic medical community, the enforcement of standards of practice, and the review and adjudication of complaints.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	557.1	694.8	660.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>557.1</b>	<b>694.8</b>	<b>660.6</b>
<b>FTE Positions</b>	<b>5.5</b>	<b>6.7</b>	<b>6.7</b>

**Strategic Issues:**

**Issue 1 Complaint/Investigation Process**

The Agency intends to continue its strategy to reduce its backlog while preventing the undue aging of more recently received complaints. Agency staff will continue to review the procedures that constitute the investigation and review process, to ensure that protection of the public, due process, and administrative efficiency are maximized.

**Issue 2 Rule making**

During the FY2008--09 biennium, the Agency expects to amend its licensing and regulatory rules.

**Issue 3 Licensure/Registration/Renewal Process**

The Agency continues to track pending applications. The Agency will explore use of trusted secondary, rather than primary source verifications of credentials. The Agency continues efforts to convert paper-based procedures to web-based transactions.

◆ **Goal 1** To issue and renew licenses promptly and effective manner

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of new and existing licenses	2163	2194	2271
Average days to issue renewals	2	2	2
Number of applications for new license	193	150	150
Number of new licenses issued	215	100	100
Average days to issue new license	59	45	45

◆ **Goal 2** To investigate and resolve complaints in a timely manner

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Complaints received	195	200	200
Complaints investigated	195	225	225
Licenses that had Disciplinary Action taken	17	10	10

PRA 0.0	<b>Agency Summary</b>
	STATE PARKS BOARD
	Ken Travous, Executive Director
	Phone: (602) 542-7102
	A.R.S. §§ 41-511. seq.

**Mission:**

*To manage and conserve Arizona's natural, cultural, and recreational resources for the benefit of the people, both in our parks and through our partners.*

**Description:**

Under the direction of the Arizona State Parks Board, the agency develops and manages thirty State parks and natural areas and provides safe and enjoyable facilities and programs for over two million visitors annually. The Board also, upon recommendation of several advisory committees, provides approximately \$40 million in financial incentives annually to government and nongovernment entities through eight different grant programs. Through the State Historic Preservation Office, the Agency preserves Arizona's prehistoric and historic resources. The Agency also coordinates two Recreational Trails programs, one for motorized and one for non-motorized trail activities. The Agency coordinates statewide resource planning, public involvement and educational opportunities through partnerships for public purposes. State Parks is comprised of the Director's Office and three divisions: Parks, Partnerships, and Administration.

**Agency Summary:**

	(\$ Thousands)		
Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ PARK DEVELOPMENT AND OPERATION	20,583.1	27,778.5	26,156.4
➤ PARTNERSHIPS AND GRANTS	36,011.7	87,265.6	139,499.2
➤ ADMINISTRATION	5,389.2	6,162.9	6,031.8
<b>Agency Total:</b>	<b>61,984.0</b>	<b>121,207.0</b>	<b>171,687.4</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	26,829.8	28,212.2	28,900.0
Other Appropriated Funds	10,998.9	9,335.7	8,483.1
Other Non Appropriated Funds	24,155.3	83,659.1	134,304.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>61,984.0</b>	<b>121,207.0</b>	<b>171,687.4</b>
<b>FTE Positions</b>	<b>359.3</b>	<b>360.3</b>	<b>360.3</b>

**Strategic Issues:**

**Issue 1** *As the agency moves towards its vision, funding constraints require us to seek new solutions in Information Technology, Training and Partnerships.*

As Arizona State Parks moves towards its vision "to be recognized nationally and locally as the outstanding resource management organization," funding is not available to expand programs. As the agency earns over forty percent of its operating revenues, revenue shortfalls continue to create operational and capital needs backlogs. Three areas were identified as having the most promise in helping achieve our new vision.

In technology, the development of a Geographic Information Systems database will change the way we manage our assets in the future. In partnership with the Arizona Department of Administration, we are already changing the way we manage our employees through the implementation of the Human Resource Information Solution, Your Employee Services and the Hiring Gateway. New technology issues relate to revenue generation with the implementation of an internet reservation system for Kartchner Caverns State Park, a campground reservation system at our other parks and the leveraging of these technological enhancements through marketing

to result in increased visitation and revenues at our parks.

To ensure the best use of our employees, a survey was conducted to pinpoint professional development and training needs as articulated by both supervisors and employees. In addition, focus groups were conducted throughout the state to identify training and communication issues. Arizona State Parks will develop a strategic relationship with the Arizona Government University to meet these identified professional development and training needs.

Finally, as Arizona State Parks cannot employ all the people it needs to accomplish its mission, partnerships will be developed with the universities, other agencies and non-profits. Arizona State Parks will also endeavor to expand its volunteer base and friends groups. By focusing these organizations on specific issues, Arizona State Parks hopes to raise the bar of resource management in Arizona.

**Issue 2** *To communicate the new vision, the agency will establish and present a clear and consistent image to its internal and external customers.*

Internally, Arizona State Parks will establish a new "Contact Us" e-mail account so employees can submit questions, even if they are unsure who might have the pertinent information to answer their question. Arizona State Parks will recognize and post on the agency website efforts made by each park or section to achieve the new vision. Retreats and training will be conducted with managers that focus on natural and cultural resource issues. Finally, a communication initiative will ensure all employees understand the new direction of Arizona State Parks and their role in achieving the new vision. As part of this initiative, more frequent staff meetings will occur and detailed minutes of Executive meetings will be provided to all staff. Executive meetings will make time available to answer questions from the agency and include those answers in the minutes.

Externally, Arizona State Parks, in conjunction with its advisory groups, will continue to evaluate grant programs to incorporate the new vision. Arizona State Parks will also pursue conservation projects and programs that illustrate areas of strategic concern. These include invasive species, open space, riparian habitat and historic preservation, to name a few.

**Issue 3** *This Strategic Plan will provide a systematic approach to move the agency toward the vision.*

Too often, Strategic Plans only document what an agency already does. Arizona State Parks' vision is where we want to be, not where we currently are. Therefore, quarterly reports are given to the Arizona State Parks Board by the Executive Director documenting the steps taken to move the agency towards the vision. These strategic issues all have goals and objectives separate from the Strategic Plan completed in FY 2007. These issues, goals and objectives will be evaluated by the Arizona State Parks Board annually.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

PRA 1.0	<b>Program Summary</b>
PARK DEVELOPMENT AND OPERATION	
Jay Ream, Assistant Director	
Phone: (602) 542-7103	
A.R.S. §§ 41-511 et. seq.	

**Mission:**

*To acquire, develop, manage and conserve Arizona State Parks' natural, cultural, educational and recreational opportunities.*

**Description:**

The Operations, Development, and Resources Management Section are responsible for acquiring, planning, developing, managing, and maintaining natural, cultural, and recreational resources within the State Parks System for public use, education, enjoyment and safe visitor experiences. The Operations Section hosts well over two million visitors annually at the thirty State Parks and natural areas and manages park programs, activities, maintenance, visitor services and visitor safety. The Development Section is responsible for the construction of park amenities and the development of Parks' properties along with administering the capital improvement program. The Resources Management Section is responsible for the acquisition of Park properties and natural areas. Responsibilities also include master planning, real estate management, historical preservation, protection of historical and cultural sites, environmental and science issues confronting Park resources, as well as developing comprehensive long-range plans that deal with statewide recreational and cultural issues.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,961.5	5,013.5	5,849.5
Other Appropriated Funds	8,462.6	7,939.2	7,090.6
Other Non Appropriated Funds	8,159.0	14,825.8	13,216.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>20,583.1</b>	<b>27,778.5</b>	<b>26,156.4</b>
<b>FTE Positions</b>	<b>278.8</b>	<b>279.8</b>	<b>279.8</b>

◆ **Goal 1** To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annual park attendance (in thousands)	2,298.2	2,500.0	2,500.0
Percent of park visitors that are satisfied	97	95	95
Number of new acres of open space and parkland space purchased by State Parks or facilitated through its grant programs	59.4	7,000	7,000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average cost per state park visitor (in dollars)	1.08	1.20	1.20

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ranger-led interpretive program participants (in thousands)	183.8	210	220

◆ **Goal 2** To Improve Arizona State Park's effectiveness at conserving and protecting Arizona's natural and cultural resources (all are contingent on receiving sufficient funding)

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of Collection in management system.	40	60	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of exhibits created/updated.	20	40	60

PRA 2.0	<b>Program Summary</b>
PARTNERSHIPS AND GRANTS	
Jay Ziemann, Assistant Director	
Phone: (602) 542-7104	
A.R.S. §§ 41-511 et. seq.	

**Mission:**

*To enhance, preserve and conserve Arizona's significant natural, cultural, and recreational resources for the public benefit.*

**Description:**

Arizona State Parks is not just responsible for managing a system of thirty State Parks, but also for enhancing a statewide system of parks and cultural and recreational opportunities. The Partnerships Division is the component of the Agency that oversees numerous programs of a statewide nature, such as historic preservation, grants and research and marketing, that goes beyond our own system of parks, relying on strong partnerships with other entities to accomplish State Parks' goals.

The State Historic Preservation Office (SHPO) is responsible for the identification, evaluation and protection of Arizona's prehistoric and historic heritage resources and compliance with federal and state laws. The SHPO also oversees many educational and stewardship programs and events that engage it with the general public concerned about historic resources. The Grants Section is responsible for managing the grant programs administered by the Arizona State Parks Board. More than \$40 million is available annually to Arizona's communities, resource managers and agencies to preserve and enhance Arizona's significant natural, open space, cultural and recreational resources. Programs include grant funds for Local and Regional Parks, Land and Water Conservation, Lake Improvements, Boating Law Enforcement and Safety, Trails, Off-Highway Vehicles, Historic Preservation and Open Space conservation. The External Affairs section develops and pursues Arizona's significant legislation, provides policy analysis and research to support all programs, and coordinates marketing and public information for the Agency.

The Partnerships Division is served by seven standing advisory committees who work with staff and advise the Parks Board on a number of matters. Members of the Arizona Outdoor Recreation Coordinating Commission (AORCC), Conservation Acquisition Board, and Archaeology Advisory Commission are appointed by the Governor; the Arizona State Committee on Trails, Off-Highway Vehicle Advisory Group, and Historic Preservation Advisory Committee by the Arizona State Parks Board; and the Historic Sites Review Committee by the State Historic Preservation Officer. Staff coordinate with these advisory committees and other partners to plan, inventory, enhance, preserve, manage and interpret Arizona's significant natural, cultural and recreational resources for the education and enjoyment of the public.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	20,510.7	20,596.6	20,575.5
Other Appropriated Funds	2,323.8	1,092.7	1,092.7
Other Non Appropriated Funds	13,177.2	65,576.3	117,831.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>36,011.7</b>	<b>87,265.6</b>	<b>139,499.2</b>
<b>FTE Positions</b>	<b>37.0</b>	<b>36.0</b>	<b>36.0</b>

◆ **Goal 1** To effectively provide the appropriate services, information and grants for land and water-based recreation and open space opportunities by involving our customers and partners in our programs, parks and planning efforts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Performance Measures	Actual	Estimate	Estimate
Percent of Trails grant projects funded as high priority	100	50	50
Percent of OHV grant projects funded as high priority	100	50	50
Percent of LRSP grant projects funded as high priority	78	75	75
Percent of SLIF grant projects funded as high priority	42	50	50
Percent of Historic Preservation grant projects funded as high priority	63	75	75
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of satisfactory compliance findings of grant audits	85	85	85

◆ **Goal 2** To foster and streamline the identification and preservation of Arizona's significant cultural resources by offering technical assistance, educational opportunities, written guidance, financial assistance and other incentives to our preservation partners.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of SHPO paper records converted	70	75	80
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of pass-through funds obligated to CLGs	100	90	90

◆ **Goal 3** To increase awareness of, visitation to and support for Arizona State Parks.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Annual Park Attendance (in thousands)	2,298.2	2,500.0	2,500.0
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Park Visitor Satisfaction rating	97	95	95
Historic Park Visitor Satisfaction rating	97	95	95

PRA 3.0	<b>Program Summary</b>
	<b>ADMINISTRATION</b>
	Mark Siegwarth, Assistant Director
	Phone: (602) 542-6920
	A.R.S. §§ 41-511 et. seq.

**Mission:**

*To provide leadership, advice and guidance in managing the business, financial, technological and human resources of the agency.*

**Description:**

Administration is accomplished through the Director's Office and the Administrative Services Division. The Director's Office manages the three programs of the agency, oversees implementation of the Strategic Plan and monitors progress toward meeting the Agency's goals. The Administrative Services Division provides support to all the activities, responsibilities and programs and assures that the Agency has the necessary authority, financial resources, human resources, management information and technical capability to accomplish their mission.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,357.6	2,602.1	2,475.0
Other Appropriated Funds	212.5	303.8	299.8
Other Non Appropriated Funds	2,819.1	3,257.0	3,257.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,389.2</b>	<b>6,162.9</b>	<b>6,031.8</b>
<b>FTE Positions</b>	<b>43.5</b>	<b>44.5</b>	<b>44.5</b>

◆ **Goal 1** To maximize agency resources and enhance information sharing.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of invoices paid within 30 days of receipt	97.9	95	95

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Amount of concession revenue collected	435,000	450,000	450,000

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Administration as a percentage of total cost	5.6	5.0	5.0

◆ **Goal 2** To create a positive environment that encourages professional development and employee retention.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of employee turnover	15.0	15	15

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of park rangers trained - CPR	82	85	85
Percent of park rangers trained - First Aid	41	50	50
Number of Officers meeting AZPOST training requirement.	100	100	100
Percent of park rangers trained - Wild Land Fire Fighting	31	35	35
Percent of park rangers trained - EMT	4	5	5
Percent of park rangers trained - Interpretation	96	95	95

PBA 0.0	<b>Agency Summary</b>
STATE PERSONNEL BOARD	
Judy Henkel, Executive Director	
Phone: (602) 542-3888	
A.R.S. §§ 41-781, 41-782, 41-785 and 38-531 et seq.	

**Mission:**

To provide an efficient and impartial hearing process while carrying out its statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals referenced in statute.

**Description:**

The Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by state employees who have been dismissed from state service, suspended for more than 40 working hours, or demoted resulting from disciplinary action. The Board also hears and reviews complaints filed under the whistleblower statute. Under the direction of the presiding hearing officer, the proceedings are conducted on an informal basis through the taking of direct testimony, the cross examination of witnesses, and the admission of evidence. A record of the proceedings is taken and made available, upon request, to hearing officers, board members, and parties to the appeal. The hearing officer determines the facts based on the evidence presented and makes a recommendation regarding discipline to the Board. Board members are subsequently provided with case information so they may determine proper discipline.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	338.6	370.8	396.9
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>338.6</b>	<b>370.8</b>	<b>396.9</b>
FTE Positions	3.0	3.0	3.0

**Strategic Issues:**

**Issue 1 Continue to provide a fair, impartial, and expeditious hearing process**

Fair and Impartial Hearing Process: Satisfaction survey results indicate stakeholders feel the Board does provide fair and impartial hearings. The Board will continue to include this as one of its strategic issues. It is important that hearings remain fair and impartial and that hearing officers display an unbiased position at all times. Expeditious Hearing Process: In FY 2007, the average number of days from receipt of an appeal or complaint until the board issued a final order decreased from 140.5 to 125.0. The Board will encourage parties to be prepared for the first day of hearing and discourage unnecessary continuances.

**Issue 2 Maintain and improve internet website.**

The board has an informational website that contains basic public information. The board will continue to update the website as necessary and seek improvement to provide additional information and materials. The board would like to update its website to conform with the uniform format designated by GITA. If necessary, the board will address any additional funding associated with this issue.

**Issue 3 Replace information technology and business equipment in office.**

In order to retain efficiency of operation, replacement of information technology and business equipment must be done. If necessary, the board will address any additional funding associated with this issue.

**Goal 1 To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of appeals/complaints filed	90	95	95
Hearing days	63.5	70	70

Average days from receipt of an appeal/complaint until the board issues a final order	125	120	120
Average cost of an appeal/complaint (dollars)	938	1,100	1,200

**Goal 2 To ensure customer/client satisfaction with process.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of cases appealed to Superior Court	6	5	5
Number of cases remanded from court	1	0	0
Percent of customers rating overall hearing process as good to excellent	85	98	98
Percent of customers rating overall hearing process as "average"	8	2	2

**Goal 3 To continuously implement changes that will increase effectiveness and internal capacity to deliver services.**

**Goal 4 To strengthen relationships with stakeholders (agencies and constituents).**



PMA 0.0	<b>Agency Summary</b>
	BOARD OF PHARMACY
	Hal Wand, Executive Director
	Phone: (602) 771-2740
	A.R.S. §§ 32-1902 and 32-1904 et seq

**Mission:**

To protect the health, safety and welfare of the citizens of Arizona by regulating the practice of pharmacy and the distribution, sale and storage of prescription medications and devices and non-prescription medications.

**Description:**

To issue licenses to pharmacists, pharmacy interns and pharmacy technicians,  
 To Issue permits to pharmacies, manufacturers, wholesalers and distributors,  
 To conduct compliance inspections of permitted facilities, and Investigate complaints & adjudicate violations of applicable state and federal laws and rules.  
 To promulgate new and review state rules and regulations

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,551.5	2,520.8	1,846.5
Other Non Appropriated Funds	23.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,574.7</b>	<b>2,520.8</b>	<b>1,846.5</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>

**Strategic Issues:**

**Issue 1 To provide all interested parties with readily retrievable records in electronic format when possible..**

To convert to electronic storage of all our license and permits files. This will allow for the reduction of the required space to house file cabinets currently storing the hard copy documents and will avoid loss of documents due to age or exposure to the elements.

**Issue 2 To upgrade essential software and hardware systems.**

In an effort to avoid the effects of computer obsolescence, the Board plans on continuing our aggressive policy of finding and using new and innovative methods to improve our performance. Credential renewals, verifications, and inspection data are a few of the areas where electronic information processing is very much in use and needs to be further developed..

**Issue 3 To establish uniform terms in board orders involving disciplinary actions.**

Adopting uniform disciplinary orders based on the level of non-compliance establishes a level playing field for practitioners and assure the public that violations are adjudicated commensurately to their level of severity without regard to the individual involved.

**Issue 4 To expedite processing and resolution of consumer complaints.**

To rapidly and accurately investigate complaints and provide progressive discipline for instances where non-compliance occurs. The discipline is designed to protect the public from non-compliant credentials or from unprofessional/unethical conduct.

**Issue 5 To expedite credentialing of qualified applicants.**

To see that applications for licensure are processed as efficiently and expeditiously as possible, ensuring that all requirements have been met. Examinations are now given electronically five days a week which has improved a portion of the licensure proceedings. We are currently working with GITA and IBM to develop more electronic interfaces which will allow an applicant to complete registration online at the state level.

**Issue 6 To ensure that licenses and permits are granted only to competent applicants with high standards of professional**

**and ethical conduct.**

To provide training to agency employees that help them keep current with the changes in the practice of pharmacy. This will help them to ensure that candidates for licensure or practicing pharmacists possess the training and education needed to provide the public with competent and ethical professionals.

**Issue 7 To design and implement a statewide prescription monitoring program (PMP) to inform health care providers about the utilization of controlled substances by their patients. The program will identify illegal diversion while providing assurance that legitimate pain therapy is not curtailed.**

Thirty three states already have PMP programs in place, and Arizona is the only state in the southwest without one, Sixty million dollars in federal grant funds are available for this purpose.

**◆ Goal 1 To ensure that licenses and permits are only granted to competent applicants with high standards of professional and ethical conduct.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Disciplinary actions/100 Registered Pharmacists (RPH)	.6	0.5	0.5
Complaints per 100 practitioners	2	2	2
Continuing education seminars conducted for pharmacists	20	20	20
Board meetings	7	7	7
Miles Driven-Inspections	87,895	100,000	100,000
Pharmacies-Inspections	916	1200	1250
Compressed medical gas suppliers & distributors-Inspections	9	15	15
Manufacturer-Inspections	13	17	17
Non-Prescription Drug Permit-Inspections	1,797	1,800	1,800
Wholesaler-Inspections	161	150	150
Re-inspections	13	15	15
Total number of inspections conducted	2,909	3,000	3,000

**◆ Goal 2 To process applications in a timely and thorough manner..**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average days from receipt to issuance of license	4.8	5	5
Average cost to client of application processed (dollars)	70	75	75
Compressed Medical Gas Suppliers & Distributors-Permittees	291	300	300
New pharmacists	526	550	575
Total number licenses/renewals issued	26,009	30,430	35,604
Total number applications received	25,427	26,698	28,033
Total number individuals or facilities licensed	31,466	36,815	43,056
General Dealers-Permittees	345	345	345
Pharmacy Interns-Licensees	1,834	2,145	2,510
Non-Prescription Drug Permit-Permittees	4,277	4,490	4,715
Manufacturers-Permittees	122	128	134
Pharmacists-Licensees	10,234	10,848	11,498
Pharmacies-Permittees	1,687	1,712	1,738
Wholesalers-Permittees	730	733	737
Pharmacy Technician	13,941	16,310	19,083
Pharmacy Interns	1,834	2,145	2,510

**◆ Goal 3 To investigate complaints promptly and completely and employ progressive discipline.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Disciplinary actions	60	60	60
Average days from receipt of complaint to resolution	48.5	60	60
Average monthly backlog of complaints unresolved	4	4	4
Disciplinary conferences	90	70	80
Administrative hearings & consents	60	60	60
Total number of complaints received	201	250	250
Total number of investigations conducted	72	100	100

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Number of licenses revoked or suspended	55	50	50
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◆ **Goal 4** To establish and maintain a comprehensive electronic Prescription Monitoring Program similar to those all ready established in 33 states.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Use earmarked federal funds from grant to write and introduce a bill establishing a PMP in Arizona.	13,158	0	0
Use earmarked federal funds from grant to help implement prescription monitoring program approved by legislature in 2007.	0	32,000	18,000
Use new prescription monitoring program fund to implement prescription monitoring program approved by legislature in 2007.	0	395,795	395,795
Number of unsolicited reports sent to practitioners by the monitoring program.	0	100	300
Number of reports requested by practitioners.	0	200	400
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	0	24	24
About how many licensed PRESCRIBERS were there?	0	22,300	23,400
About how many licensed/permitted DISPENSERS were there?	0	3,660	3,840
for PRESCRIBERS: How many solicited reports were produced?	0	90	300
For PRESCRIBERS: How many unsolicited reports were produced?	0	150	220
for DISPENSERS: How many solicited reports were produced?	0	10	100
for DISPENSERS: How many unsolicited reports were produced?	0	50	100
For INVESTIGATIONS OR COMPLAINTS: How many solicited reports were produced?	0	10	20
For INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	0	50	100

PTA 0.0	<b>Agency Summary</b>
BOARD OF PHYSICAL THERAPY EXAMINERS	
Heidi Herbst Paakkonen, Executive Director	
Phone: (602) 542-8157	
A.R.S. § 32-2001	

**Mission:**

To process applications for licensure as a physical therapist and certification as a physical therapist assistant, and to enforce the statutory provisions of the Arizona Physical Therapy Practice Act for purposes of protecting the health, safety and well-being of the public from the incompetent, unethical and/or illegal practice of physical therapy.

**Description:**

The State Board of Physical Therapy licenses qualified physical therapists and certifies qualified physical therapist assistants; investigates and adjudicates complaints; assesses continuing competence; and enforces the standards of practice for the physical therapy profession. The Board regulates approximately 4,000 professionals licensed and certified to practice in the State. The Board serves all citizens of and visitors to the state who receive physical therapy care by an Arizona licensed physical therapist or a certified physical therapist assistant.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	288.7	393.7	349.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>288.7</b>	<b>393.7</b>	<b>349.6</b>
<b>FTE Positions</b>	<b>2.8</b>	<b>3.6</b>	<b>3.6</b>

**Strategic Issues:**

**Issue 1** *The Arizona Board of Physical Therapy will revise Title 4, Chapter 24, Articles 3 and 4 in order to conform with statutory changes that became effective September 21, 2006, to correct rule language that is unclear, contradictory, incomplete and contrary to statute, and to add continuing competence requirements for physical therapist assistants.*

The Board has conducted a thorough review of the agency's administrative rules and has determined that Articles 3 and 4 require significant revisions. The Board completed revision of Articles 1 and 2 of the rules (effective date of August 5, 2006) and work has begun on Articles 3 and 4 with a projected completion date of October 31, 2007.

Two volunteer Task Force groups have been appointed by the Board to provide input into the proposed rules as they relate to patient care documentation standards and continuing competence requirements for PTs and for PTAs. The Board must allocate a substantial amount of its resources to the rule promulgation effort, and toward educating the public, PT licensees, and PTA certificate holders about the changes to the law.

**Issue 2** *The Board has identified the need to allocate its resources toward increasing its staffing level in order to respond to growing demands from the public and licensees with respect to investigating and adjudicating complaints, processing initial applications for licensure and certification, processing renewal applications for licensure and certification, responding to requests for public records, and completing continuing competence audits of licensees. Additionally, the Board's regulatory demands will increase with the passage of HB 2643; Physical therapist assistants by the 47th Arizona State Legislature, Second Regular Session.*

In recent years, the agency has experienced significant growth with respect to number of applications filed for physical therapist (PT) licensure, physical therapist assistant (PTA) certification, number of total licensees and certificate holders, and number of complaints and investigations. The

Board has implemented a number of strategies intended to improve the efficiency of its business operations in response to the growth, but the recent passage of HB 2643; Physical therapist assistants (47th Arizona State Legislature, Second Regular Session), established an unfunded mandate that has forced the Board to re-evaluate its ability to accomplish its mission at the current level of resources allocated to the agency. This legislation has created regulatory responsibilities and an additional financial burden that cannot be addressed by the agency's current appropriation level. Specifically, this legislation introduces the option of a lesser restrictive form of supervision of PTAs by PTs (from on-site supervision to "general" supervision) that is projected to increase the number of complaints filed with the Board. Furthermore, with respect to complaints concerning "general" supervision, the Board will be required in every instance to open a complaint against both the PT and the PTA which will exacerbate the existing problem of a growing backlog of complaints in the investigative queue, as well as continue to lengthen the time required to investigate and eventually adjudicate and resolve complaints.

Applications for initial PT licensure and PTA certification have increased by 43% from FY 2002 to FY 2007 which has created many challenges for Board staff and for the Board relative to meeting deadlines – established by Board rule – with respect to administrative and substantive review time frames. In FY 2006 the Board received 58 PT licensure applications from foreign-educated individuals – a figure that has nearly tripled in two (2) years. The agency has recently received guidance from the Office of the Attorney General advising that foreign-born applicants must complete an additional review process by Board staff to ascertain whether they are eligible and qualified to be granted licensure pursuant to U.S.C. §§ 1621 through 1641 (federal statutes that address immigration requirements for foreign health care workers). This review process specific to a foreign-educated applicant's immigration status will further strain existing staff resources given that the Federation of State Boards of Physical Therapy (FSBPT) projects the number of foreign educated applicants will rise over the next several years as shortages of PTs compel hospitals and other facilities to attempt to fill vacant therapist positions with foreign workers.

The agency requested the Arizona State Legislature appropriate the necessary funds to support a 0.75 FTE Administrative Assistant position effective with FY 2008. The Legislature approved this request, and the position was filled effective July 2, 2007. The agency will need to sustain this level of staffing beyond the current fiscal year.

◆ **Goal 1** To efficiently process the licensure and certification applications of qualified and competent Physical Therapists and Physical Therapist Assistants within the Board's statutory and rule time frame requirements.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of physical therapist licenses or physical therapist assistant certificates issued within the required time frames to applicants who meet the requirements established by law.	100	100	100
Number of new licenses or certificates issued	309	320	340
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	15.9	15	15
Number of licenses/certificates denied.	1	2	2
Number of licenses/certificates renewed	3,485	50	3,600
Number of applications received.	484	485	525

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of Board meetings conducted within appropriate time frames	100	100	100

◆ **Goal 2** To timely investigate and adjudicate complaints, and to provide enforcement of the law, Board actions and Board orders in an effort to protect the public from unlawful practice, incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of complaints over which the	100	100	100

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Board has jurisdiction investigated.			
Percent of unlawful practice investigations over which the Board has jurisdiction investigated.	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of investigated complaints placed on Board's agenda for consideration within a 90 day time frame.	5	20	25
Total number of complaints received	55	60	70
Total number of disciplinary actions issued	31	25	35
Average number of days to adjudicate complaints received in a given fiscal year.	122	150	150
Number of licenses suspended/revoked/voluntarily revoked	1	5	5
Total number of unlawful practice investigations received by the Board for investigation	17	2	10

◆ **Goal 3** To provide accurate information, with the highest quality customer service, to all requests from citizens, licensees, health care organizations and public agencies for public records information and license verifications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of requests for license verifications processed and issued within 15 days of receipt	100	100	100
Number of formal verifications of licensure prepared and issued.	751	725	750

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of written requests for public records received	143	150	150
Average number of business days to process written requests for public records	10.9	7	7

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
To achieve an average score of 6.0 on a scale of 0 to 8.0 on the agency's customer satisfaction survey.	7.2	6.0	6.5

◆ **Goal 4** To assess the continuing competence (continuing education) of physical therapist licensees and physical therapist assistant certificate holders selected through random audit.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	10.4	n/a	12
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	100	n/a	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of physical therapist assistant certificate holders whose continuing competence records were successfully audited by the Board for compliance (requirements to be in effect as of FY 2009).	0	0	15
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	100	n/a	100

PIA 0.0	<b>Agency Summary</b>
	ARIZONA PIONEERS' HOME
Gary Olson, Superintendent	
Phone: (928) 445-2181	
A.R.S. § 41-921	

**Mission:**

To provide long-term health care services to Arizona pioneers and disabled miners who meet statutory admission criteria.

**Description:**

The Arizona Pioneers' Home was established in 1909 by the Territorial government of Arizona as a home for the aged and infirm to repay the faithful and longtime Arizona residents who helped pioneer and build the state. It opened its doors in 1911. In 1929, the scope of the home was broadened to also be Arizona's hospital for disabled miners. The Arizona Pioneers' Home is a continuing care retirement home presently serving 130 Arizona pioneers and disabled miners. The Pioneers' Home employees provide direct nursing care, food service, activities, social services, housekeeping, laundry, maintenance, business and administrative services and support to the residents, and strive to meet state and federal nursing facility standards through modeling best practices. The Home is surveyed each year by the Arizona Department of Health Service's Office of Long Term Care.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,227.0	1,260.0	1,236.0
Other Appropriated Funds	5,062.4	5,309.4	5,209.8
Other Non Appropriated Funds	18.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,307.8</b>	<b>6,569.4</b>	<b>6,445.8</b>
<b>FTE Positions</b>	<b>115.8</b>	<b>115.8</b>	<b>115.8</b>

**Strategic Issues:**

**Issue 1 Restructure and enhance development of the Nursing Department in coordination with all other departments.**

The Arizona Pioneers' Home Nursing Department will be restructured to align with and/or exceed current best practices in long term care nursing. In this, Nurse Supervisor PDQs will be revised to specify roles in the enhancement of nursing care and services, and establish systems in the continuous quality improvement. Additionally, the Arizona Pioneers' Home is implementing a progressive resident assessment and care planning system with state-of-the-art software to produce an improved picture of resident care needs, and an enhanced individualized plan of care that encompasses all department services in an interdisciplinary format.

**Issue 2 Increased visibility and awareness of the Arizona Pioneers' Home locally and statewide.**

The Arizona Pioneers' Home is a historic agency that provides care and services to Arizona pioneers and disabled miners who meet certain statutory criteria. Even though the Home has existed and provided services since prior to statehood, it is not well known throughout the state. In an effort to become more visible, various improvements in marketing and programming will be made, including: making power-point presentations about the Arizona Pioneers Home to at least one location in each county annually, making contact with each county health department administrator to inform of the Arizona Pioneers' Home, seeking out opportunities with media and/or publications to highlight the Arizona Pioneers' Home (e.g.: Arizona Highways magazine, and "Arizona Stories" on Arizona State University's and University of Arizona's PBS channels), and seeking out other opportunities to increase positive exposure of the Arizona Pioneers' Home.

**Issue 3 Enhance the internal/external restoration and décor of the Home to maintain its historic presence and preservation.**

The Arizona Pioneers' Home was originally constructed in 1910, with a number of additions throughout the years. In 1995, the Arizona Pioneers'

Home was placed on the National Registry of Historic Places. In an effort to preserve its historic appearance while also maintaining the provision of the highest quality long-term care, the Superintendent and staff of the Arizona Pioneers' Home will pursue all available avenues to restore and maintain the structure and enhance current medical and supportive service programming so as to improve care and services without deflecting from its historic appearance.

**Issue 4 Prepare for the Arizona Pioneers' Home centennial celebration.**

Since February 1, 1911, the Arizona Pioneers' Home has maintained a history rich in care, recognition, and compassion for Arizona's prominent sons and daughters. To celebrate our 100th anniversary of giving back to Arizona's pioneers and disabled miners, the Arizona Pioneers' Home is preparing an historic tribute to those we've cared for and for those who have provided the care.

◆ **Goal 1** To increase the visibility and awareness of the Arizona Pioneers' Home locally and statewide.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Net increase in admissions to the Home.	0	5	5
Number of candidates on the waiting list.	92	97	102
Number of residents from counties other than Yavapai and Maricopa.	18	22	27

◆ **Goal 2** To enhance the internal and external restoration and décor of the Home to maintain its historic presence and preservation.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Complete the restoration/repair of the front balcony and eaves.	0	0	1
Complete the restoration/remodel of the lobby.	0	0	1
Complete other identified restoration items.	1	2	2

◆ **Goal 3** To prepare for the Arizona Pioneers' Home centennial celebration.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Conduct planning meetings.	1	6	10
Complete historic research and presentation items.	6	10	10
Prepare agenda items and entertainment.	0	10	20

◆ **Goal 4** To provide care and services that meets or exceeds the highest standards and best practices for long-term care.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of citations from inspections	4	3	3
Percent of deficiencies will be resolved in 60 days	100	100	100
Residents rating of good or excellent (percent)	97	98	98

◆ **Goal 5** To improve the efficiencies of services provided in the most cost conscious manner.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average census	130	135	140
Monthly cost per resident (in dollars)	3,920	4,055	3,837
Daily cost per resident (in dollars)	129	131	126

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POA 0.0	<b>Agency Summary</b>
	BOARD OF PODIATRY EXAMINERS
	Dee Doyle, Executive Director
	Phone: (602) 542-3095
	A.R.S. § 32-801

Number of investigations concluded	29	29	24
Average number of days from receipt of complaint to final resolution	96	85	70
Disciplinary actions taken	2	1	2
Letters of Concern Issued	3	3	3

◆ **Goal 3** To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and customer satisfaction).

**Mission:**

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

**Description:**

The Board licenses and regulates doctors of podiatric medicine, which specialize in the diagnosis and treatment of the foot, ankle, and lower leg. The Board evaluates the professional competency of podiatrists seeking to be licensed in the State of Arizona. Further, the Board promotes continued competency and fitness by investigating complaints made against practitioners, holding hearings, monitoring the activities of its licensees, and enforcing the standards of practice for the podiatric profession as set forth by law.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	104.4	144.3	138.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>104.4</b>	<b>144.3</b>	<b>138.8</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days to respond to e-mails, phone calls and internet requests	2	3	2

**Strategic Issues:**

**Issue 1** *To continually improve computer technology in an effort to enhance service to licensees and consumers thereby increasing the licensee base in the future, which would impact revenue receipts.*

The Board licenses and regulates doctors of podiatric medicine. The Board evaluates the professional competency of podiatrists seeking to be licensed in the state of Arizona and promotes continued competency and fitness by investigating complaints. In addition, the Board holds hearings, monitors activities, and enforces the standards of practice for the podiatric profession.

**Issue 2**

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner to competent physicians with high standards of professional and ethical conduct.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications received	27	26	45
New licenses issued	14	19	27
Number of Initial Drug dispensing registrations issued	23	24	25
Number of drug dispensing registrations renewed	206	218	218
Number of licensees	348	358	370
Average time to process an application for drug dispensing (in days)	2.0	2.0	2.0
Average time to issue a new license (in days)	3.0	2.0	2.0
Average time to process an application for examination (in days)	3.6	3.0	3.0
Average time to process a license renewal (in days)	4.5	4	4

◆ **Goal 2** To investigate complaints and enforce standards of practice in a timely manner in order to protect the public from incompetent services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints received	41	30	30

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

PEA 0.0	<b>Agency Summary</b>
COMMISSION FOR POSTSECONDARY EDUCATION	
Dr. April Osborn, Executive Director	
Phone: (602) 258-2435	
A.R.S. § 15-1851	

**Mission:**

*To expand access and increase success in postsecondary education for Arizona citizens.*

**Description:**

The Arizona Commission for Postsecondary Education is comprised of 16 Commissioners representing all sectors of postsecondary education including public universities, private colleges, proprietary degree-granting institutions, independent colleges, career schools, and public community colleges. In addition, K-12, charter schools, and the general public are represented. The Commission provides a forum for all sectors of higher education to dialogue, partner, and problem solve issues of mutual interest. Administrative responsibilities of the ACPE include the Arizona Family College Savings Program, Leveraging Educational Assistance Partnership, Private Postsecondary Student Financial Assistance Program PFAP, Postsecondary Education Grant Program, and grant repayment programs. In addition, the Commission provides information to students and families to plan for, transition into, and succeed in postsecondary education through a variety of educational programs and publications.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,620.8	7,427.3	7,420.8
Other Appropriated Funds	2,109.5	2,955.2	2,941.1
Other Non Appropriated Funds	2,249.8	6,106.9	6,100.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>10,980.1</b>	<b>16,489.4</b>	<b>16,462.3</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>11.0</b>	<b>11.0</b>

**Strategic Issues:**

**Issue 1** *Sectors of Private and public postsecondary higher education can enhance student success and leverage resources by working together.*

The ACPE Commissioners represent all sectors of postsecondary education. This provides a unique opportunity for discussion, identification of problems or opportunities, and consideration of solutions. The Agency seeks to strengthen relationships among all sectors of higher education, as well as encourage cooperation between the levels of education. Where resources allow, the ACPE will coordinate and promote collaborative research studies of issues important to access and success.

**Issue 2** *Student financial assistance dollars are scarce and should be maximized.*

The ACPE staff is committed to professional, efficient management of financial assistance programs for the benefit of the public and the higher education institutions with whom they partner. On-going training provides personal development for employees to better administer programs and serve customers. Education of the public regarding savings programs and accessing available financial assistance is key when resources are scarce. Technology is used to improve statewide operation of programs.

**Issue 3** *Families and students need information to plan for, transition into, and pay for postsecondary education.*

The ACPE leads collaborative efforts to inform the public about higher education offerings, sources of financial assistance, and the preparation necessary to achieve success. The agency seeks to develop partnerships and coalitions to provide information and programs to assist families and students to plan for, transition into, and succeed in postsecondary education. Technology is used to improve statewide access to information and programs for students and families.

◆ **Goal 1** To administer state and federal student financial assistance programs in a professional and efficient manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of LEAP student awardees	3874	4,200	4,300
Number of Postsecondary Education Financial Assistance Program student awards	101	360	360
Percent of good or excellent service via evaluation surveys	96	96	96
Number of Arizona Education Loan Program student borrowers	137,397	157,292	180,284
Number of Arizona Family College Savings Program accounts	45,161	50,000	55,000

◆ **Goal 2** To educate and outreach to families providing information about postsecondary and financial assistance options.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Arizona College & Career Guides distributed	13,000	15,000	15,000
Number of Arizona College & Career Guide (ACCG) on-line hits	12530	12,500	12,500

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Attendees at College Goal Sunday	2,885	2,800	2,800

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Think College and Parent materials distributed (Spanish)	6,565	4,000	2,000
Think College and Parent materials distributed (English)	18,925	12,000	12,000

◆ **Goal 3** To provide a forum to public/private education sectors for discussion of issues of mutual interest and concern.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	0	2	2
Numbers of research studies published to examine issues of postsecondary access and success	0	1	1

PAA 0.0 **Agency Summary**  
 POWER AUTHORITY  
 Joseph W. Mulholland, Executive Director  
 Phone: (602) 542-4263  
 A.R.S. §§ 30-101 et seq

**Mission:**

*To be an active leader in managing electric resources in a safe and environmentally prudent manner and to provide active representation on behalf of the State of Arizona at federal, state, and local forums on issues that impact the public power community as a whole and issues that specifically involve Arizona and the Authority's power resources.*

**Description:**

The Arizona Power Authority (APA) manages Arizona's allocation of hydroelectric power from the Hoover Dam for the overall benefit of the State. The APA cooperates with federal, state, and non-governmental agencies to address regulatory, environmental, and other matters that impact electric power and water uses of the Colorado river. In addition, the APA serves as an information resource for its customers on topics that impact their electric resources and the utilization of these resources. The Authority may also pursue generation and/or transmission projects that are within the APA's legislative mandate and are in the best interest of the State of Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	35,060.9	36,308.8	36,970.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,060.9</b>	<b>36,308.8</b>	<b>36,970.8</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**Strategic Issues:**

**Issue 1** *Maintain or reduce costs of generation and transmission resources.*

Continue to pursue ways to control and reduce costs at Hoover Dam and on the transmission system used for delivery of Hoover power.

**Issue 2** *Meet the additional work load created by deregulation of the electric utility industry.*

Deregulation of the electric utility industry at the wholesale level is being considered by the Federal Energy Regulatory Commission (FERC) and the utilities they regulate. Although the Authority is not subjected to FERC jurisdiction, many organizations we deal with are affected by the FERC orders. Consequently, the Authority must prepare for active participation in the deregulated markets.

**Issue 3** *Train staff to provide additional or more efficient service to customers.*

Continue to actively support customers and to enhance their ability to compete in deregulated energy markets. Employ computer models to study pooling and aggregation of customer needs and resources, as the deregulated industry will require greater Authority and customer interaction in this regard.

**Issue 4** *Fulfilling statutory and contractual obligations in a restructured industry.*

APA must ensure that state and federal legislative and regulatory changes allow it to continue to fulfill its obligations. APA must be able to adjust its procedures and processes to ensure continued effective use of its resources.

- ◆ **Goal 1** To analyze cost of service studies and other factors affecting the cost of power from Hoover Dam, in an effort to keep future power costs to a minimum.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hoover annual revenue requirements	47,500.1	44,075.2	70,701.0

(in thousands)

- ◆ **Goal 2** To analyze and critically review the transmission system additions and other cost factors associated with the delivery of Hoover Dam Power.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Cost of Intertie Transmission (\$/kW-year)	12.00	15.24	15.24
Cost of Parker-Davis Transmission (\$/kW-year)	12.96	12.96	12.96

- ◆ **Goal 3** To ensure the Power Authority and its customers are not adversely affected by and have the opportunity to compete following electric industry deregulation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customers purchasing power from Arizona Power Authority	31	31	31



**PVA 0.0 Agency Summary**  
 STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION  
 Teri Candelaria, Executive Director  
 Phone: (602) 542-2399  
 A.R.S. §§ 32-3001 et seq.

**PVA 1.0 Program Summary**  
 LICENSING AND REGULATION  
 Teri Candelaria, Executive Director  
 Phone: (602) 542-5709  
 A.R.S. §§ 32-3001 to 32-3058

**Mission:**

To protect the health, safety, and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

**Description:**

The Board licenses and regulates approximately 184 private postsecondary educational institutions, serving approximately 321,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ LICENSING AND REGULATION	311.2	336.6	318.4
➤ STUDENT TUITION RECOVERY FUND	104.1	207.4	174.4
<b>Agency Total:</b>	<b>415.3</b>	<b>544.0</b>	<b>492.8</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	311.2	336.6	318.4
Other Non Appropriated Funds	104.1	207.4	174.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>415.3</b>	<b>544.0</b>	<b>492.8</b>
<b>FTE Positions</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>

**Strategic Issues:**

**Issue 1 Maintain effective and efficient regulation for a continued increase in the licensee base**

The number of institutions are expected to continue to increase as a result of other governmental agencies requiring businesses offering training to be licensed by this Board. There has also been an increase in the number of institutions offering specialized training as the demand for education grows.

**Issue 2 Regulation of web based programs.**

Online learning programs continue to expand in all sectors of education. Industry trends indicate that the number of institutions and students will continue to increase as a result of online access to education.

**Mission:**

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

**Description:**

The Board licenses and regulates approximately 166 private postsecondary educational institutions, serving approximately 304,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	311.2	336.6	318.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>311.2</b>	<b>336.6</b>	<b>318.4</b>
<b>FTE Positions</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>

**Goal 1 To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of institutions licensed	184	204	220
Total number of renewal licenses approved	287	317	336
Number of adverse actions taken	52	55	55
Number of annual inspections conducted	27	35	35
Number of students enrolled	321,000	350,000	375,000
Number of licenses denied	2	1	1
Number of institutional closures	12	10	10

**Goal 2 To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of annual student complaints investigated	5	15	20
Number of student complaints resolved/dismitted	3	9	12
Number of student complaints resulting in disciplinary action	0	3	5
Number of Student Complaints Pending	2	3	7
Number of non-student complaints investigated	13	30	30
Number of consumer complaints resolved	3	15	20
Number of consumer complaints resulting in disciplinary action	7	10	5
Number of Non-Student Complaints Pending	3	5	3
Number of written inquiries	72	80	90

**Goal 3 To efficiently and effectively administer the licensing and regulation program of the Board.**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer Satisfaction Survey (scale of 1-8)	7.9	7.8	7.8
Administration as a percentage of total cost	3.8	3.8	3.8

PVA 2.0  Teri Candelaria, Executive Director Phone: (602) 542-5709 A.R.S. §§ 32-3071 to 32-3077	<b>Program Summary</b>  STUDENT TUITION RECOVERY FUND
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**Mission:**

*To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.*

**Description:**

The Board administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	104.1	207.4	174.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>104.1</b>	<b>207.4</b>	<b>174.4</b>
FTE Positions	1.1	1.1	1.1

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of claims filed	24	30	10
Number of claims rejected	3	0	0
Number of claims paid/settled/closed	20	30	10
Number of claims pending	1	0	0
Average number of calendar days to pay claims	52	90	90

- ◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of institutions billed	26	190	25
Amount of assessments collected (in thousands)	3.40	225.	10.0
Amount available to students (in thousands)	628.0	606.2	576.6
Amount paid in Student Claims	47.7	75.	50.

- ◆ **Goal 3** To provide students access to their educational records in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of student record requests processed	1694	1700	1700
Average number of days to process requests	9	10	10

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**Agency Summary**  
 SYA 0.0  
 BOARD OF PSYCHOLOGIST EXAMINERS  
 Maxine McCarthy, Executive Director  
 Phone: (602) 542-8162  
 A.R.S. §§ 32-2061, et. seq.

Percent of licensees in compliance with continuing education requirements 77 n/a 90

◆ **Goal 4** To encourage public input regarding the Board's performance by utilizing customer surveys.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction rating (scale 1-8)	7.13	7.25	7.25

◆ **Goal 5** To measure the Board's administrative costs as a percentage of its total budget.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Administration as a % of total cost	5.7	5.7	5.7

**Mission:**

*To protect the health, safety, and welfare of Arizona citizens by regulating the psychology profession.*

**Description:**

The State Board of Psychologist Examiners licenses and regulates professionals to practice in the field of psychology. The Board accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves psychologists licensed to practice in the State, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	336.9	389.8	395.4
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>336.9</b>	<b>389.8</b>	<b>395.4</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

**Issue 1 Supervision of trainees**

Since the last budget was prepared, the Board has addressed an issue that was brought to its attention by the state psychology association. The issue is the shortage of Arizona licensed psychologists who can provide practicum, internship and residency supervision to those individuals seeking licensure in Arizona. The Board has appointed an Ad Hoc Supervision Study Committee that has worked over the past few months researching this and other supervision issues. The Ad Hoc Committee conducted a public meeting to receive public comments and will make recommendations to the Board in October of 2007. The Board will, over the next few months, consider statute and rule changes related to this issue which may require the Board to contract with a lobbyist and a rule writer to implement the revisions.

◆ **Goal 1** To protect the public from incompetent practitioners by efficiently processing the license applications of psychologists to determine if the Board's statutory and rule requirements have been met.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Applications received	118	118	118
New licenses issued	91	91	91
Number of licensees (active/inactive)	1743	1834	1809
Average days to process an application for licensure (from receipt of application to issuance)	40	40	40

◆ **Goal 2** To protect the public from incompetent services and unprofessional and unethical conduct timely by investigating and adjudicating complaints against psychologists.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of complaints received about licensees	50	50	50
Complaints resolved	47	47	47
Average calendar days to resolve a complaint	100	100	100

◆ **Goal 3** To protect the public through the auditing of continuing education credits to ensure the licensees are kept apprised of current standards of practice.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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PSA 0.0	<b>Agency Summary</b>
DEPARTMENT OF PUBLIC SAFETY	
Roger Vanderpool, Director	
Phone: (602) 223-2359	
A.R.S. §§ 41-1711 to 41-1794	

fierce. Qualified applicants must be continually sought to meet the Department's increasing public safety responsibilities on more than 6,000 miles of highways as well as mounting effective criminal investigations, domestic security, organized crime, and anti-smuggling operations. In addition, qualified applicants will be critical to address the loss of current officers to retirement and career changes. In recent years, the gap between a DPS officer's pay and that at other state law enforcement agencies has widened impacting the ability to remain competitive. Increasing officer pay must be addressed to attract and retain candidates of the highest quality.

**Mission:**

*To protect human life and property by enforcing state laws, deterring criminal activity, assuring highway and public safety, and providing vital scientific, technical, and operational support to other criminal justice agencies.*

**Description:**

The Arizona Department of Public Safety enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, and specific regulatory functions. Services include homeland security, criminal intelligence, scientific analysis, aviation support, emergency first care, criminal information systems, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community. The department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ AGENCY SUPPORT	39,623.9	41,966.8	39,935.2
➤ HIGHWAY PATROL	108,711.7	116,912.2	125,424.8
➤ CRIMINAL INVESTIGATIONS	66,972.7	70,714.1	71,623.8
➤ CRIMINAL JUSTICE SUPPORT	59,904.7	79,694.6	92,151.7
➤ GOVERNOR'S OFFICE OF HIGHWAY SAFETY	9,119.8	13,804.0	14,194.0
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	6,839.4	9,612.8	9,612.8
➤ FINGERPRINT BOARD	269.4	566.8	535.1
➤ PUBLIC SAFETY COMMUNICATIONS COMMISSION	1,335.0	3,583.3	5,883.3
<b>Agency Total:</b>	<b>292,776.6</b>	<b>336,854.6</b>	<b>359,360.7</b>

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	166,196.6	177,708.0	206,299.7
Other Appropriated Funds	57,698.3	65,006.0	67,290.4
Other Non Appropriated Funds	68,881.7	94,140.6	85,770.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>292,776.6</b>	<b>336,854.6</b>	<b>359,360.7</b>
<b>FTE Positions</b>	<b>2,375.9</b>	<b>2,426.1</b>	<b>2,517.1</b>

**Strategic Issues:**

**Issue 1** *Bring employee compensation to market parity in order to recruit and retain high quality personnel.*

With significant competition from other employers, the ability to attract and retain top quality employees is a major challenge.

The agency's workforce in both law enforcement and support positions necessitates highly skilled employees meeting the most stringent standards. Salaries and benefits have to remain competitive with industry, government, and other law enforcement agencies to attract candidates and ensure the workforce reflects the citizens we serve.

Competition for recruits among law enforcement agencies is particularly

Changing demographics and employee compensation issues also impact retention of skilled employees in support services ranging from information technology, forensic science, engineering, and communications, to facilities design, craftsmen, mechanics, dispatchers, analysts, and administrative personnel.

**Issue 2** *Increase staffing to keep pace with growing service demands and emerging public safety issues.*

With Arizona's rapidly growing population, many DPS functions which serve the state are seriously understaffed.

More patrol officers are needed to meet the Department's increasing traffic safety and enforcement responsibilities on an expanding system of urban freeways and rural highways. Challenges arising from border security, immigration issues, smuggling, organized crime, auto theft, criminal activity, domestic security, and gangs are demanding time and resources from uniformed officers as well as investigators. More detectives are needed to fill gaps in violent crime, narcotics, white collar investigations, and support of local agencies created when the FBI redirected its resources to counterterrorism.

A proportionate increase in support positions is necessary to keep department operations functioning effectively. Critical agency functions serving the public such as fingerprinting, criminal history records, the Sex Offender Compliance Program and crime laboratory already have workloads exceeding staff capacity.

The DPS Crime Laboratory's forensic services alone impact every law enforcement and prosecutorial agency in the state. Calls for expert assistance at crime scenes and dismantling hazardous methamphetamine labs are growing. Over the last seven fiscal years, evidence submissions requiring scientific analysis have increased significantly. Changes to the rules of criminal procedure have shortened the period for laboratory processing with penalties for noncompliance ranging from dismissed charges to release of criminals if scientific reports are not completed on time. In addition, the public and the courts are demanding state-of-the-art analysis as they recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused.

These and other legislatively mandated services have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet public demands for service.

**Issue 3** *Replace obsolete information and communication systems by taking advantage of current technology.*

The agency currently relies on increasingly outdated information systems for both internal functions and external links with criminal justice agencies. In addition, changing technology and interoperability requirements are rendering DPS communications systems obsolete.

Many of the DPS information systems consist of mainframe-based technology. These must be upgraded to be consistent with new technology using database management, browsers, and Internet, Intranet, and Extranet solutions for performing processes. The need for improvements, which support a comprehensive records management system, is critical to meeting mandates, legal requirements, and public information expectations. Application of newer technologies will increase efficiency internally as well as allow the agency to better serve the state's criminal justice efforts.

The Department also operates the Arizona Criminal Justice Information System which links crime information centers in Arizona to other states and the national system operated by the FBI. In recent years, the FBI implemented technological upgrades to enhance the exchange of criminal

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information and improve criminal record processing. DPS has been replacing outdated technology used on the state network to enable Arizona agencies to take advantage of the federal enhancements which extend modern crime fighting tools to officers in the field.

Changing requirements, federal regulations, and issues of coverage and interoperability are also making the DPS communication systems obsolete. The September 11th attacks dramatically reinforced the critical need for a statewide interoperable public safety radio system which allows multiple law enforcement agencies and other emergency first responders to communicate directly with each other. Also crucial is the need for a statewide digital microwave system to provide coverage to all areas of the state. Moreover, DPS needs to expand its Mobile Data Computer System outside the Phoenix/Tucson corridor. Expansion will allow more officers to link to the state and national crime information systems and access information on wanted persons, stolen vehicles, and MVD license checks from their patrol cars.

**Issue 4 Modernize equipment and facilities.**

The Department's mission is heavily dependent on vehicles, capital equipment, and facilities.

Vehicles used for patrol and enforcement operations must be regularly replaced and upgraded as an occupant safety issue. In addition, a vehicle replacement program allows the department to take advantage of improvements in fuel economy, service capability, and reliability.

Mandated services to the criminal justice system such as scientific analysis and air rescue operations require highly specialized equipment with improved capability. Computer applications, which affect the department's ability to deliver public services, are particularly susceptible to changing technology.

The department's state-wide operations require facilities ranging from public service locations, to remote housing, area offices, service yards, fuel storage, evidence facilities, and scientific laboratories. New facilities are needed to meet statutory mandates and upgrading existing facilities is necessary to meet changing standards. The department has aggressively pursued improvements to help reduce utility costs, comply with environmental requirements, meet federal workplace standards and address security needs.

PSA 1.0	<b>Program Summary</b>
	AGENCY SUPPORT
Mikel Longman, Division Chief	
Phone: (602) 223-2537	
A.R.S. §§ 41-1713, 41-1749	

**Mission:**

*To provide critical assistance to the Arizona Department of Public Safety through logistical and administrative services.*

**Description:**

Agency Support focuses on maintaining and supporting current department operations by providing crime victim services, basic and continuing training, management services promoting efficiency of government, proactive media relations, contemporary research and planning, legal services, investigation of employee misconduct, internal and external management audits, coordination of financial and human resource services, cost-effective and innovative facilities management, and logistical support.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	28,573.0	28,886.0	31,416.4
Other Appropriated Funds	381.7	414.8	183.5
Other Non Appropriated Funds	10,669.2	12,666.0	8,335.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>39,623.9</b>	<b>41,966.8</b>	<b>39,935.2</b>
<b>FTE Positions</b>	<b>218.6</b>	<b>225.3</b>	<b>231.3</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
DPS training programs open to local law enforcement and criminal justice agencies.	23	18	18

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent customers satisfied with division services.	100	85	85

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop or update one formula per bureau as the basis for determining staffing needs in proportion to departmental growth.	1	6	6

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop and maintain one equipment and technology replacement program per bureau.	6	6	6

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of business days to process public record requests upon receipt of documents.	17	18	16

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all injury, vehicle, glass, property and general liability issues processed within the time frame required by risk management.	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Meet 100 percent of the elements Risk Management has identified as requirements of an OSHA compliant loss prevention program.	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of participation in professional, business, or criminal justice associations by program managers.	76	75	75

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of contacts with community and outside agencies requesting assistance from fleet services.	33	60	60

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of community events used as recruiting opportunities.	14	8	8

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of minority recruiting committee meetings held.	1	4	4

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of asset forfeiture dollars awarded to community projects.	130,000	7	7

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of DPS newly hired officers successfully completing probation.	90.4	75	75

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of DPS employees in protected classes.	19.1	20	20

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of protected class employees terminating employment.	1.0	6.8	6.8

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of recruitment events.	74	50	50
Percent of recruitment events directed toward protected classes.	20	25	25

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	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>			
Percent of employees terminating employment (excludes non-Department of Public Safety task force members and retirements)	2.3	5.00	5.00
<b>Performance Measures</b>			
Average DPS civilian salary as percent of market.	86.7	80	80
Average DPS sworn officer salary as percent of market.	88.4	96	96
<b>Performance Measures</b>			
Complete one self inspection of a high liability training program containing core value and ethical components per year.	2	1	1
<b>Performance Measures</b>			
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90
<b>Performance Measures</b>			
Number of health/wellness events held statewide.	53	40	40
Percent of sworn employees participating in annual fitness assessment.	92	95	95
<b>Performance Measures</b>			
Agency indirect cost rate to deliver services (percent).	15.17	TBD	TBD
Costs avoided through efficiency measures implemented by the Division.	391,791	335,000	335,000
Costs savings through use of inmate labor.	91,419	65,000	70,000
Number of forms converted to document imaging.	53	50	50
Number of human resource processes audited for efficiency improvement.	4	4	4
Percent of sworn selection files processed by Human Resources within 10 weeks.	34.5	75	75
Percent of civilian selection files processed by Human Resources within 8 weeks.	81.5	75	75
Percent of testing processes updated annually by Human Resources.	36.5	33	33
<b>Performance Measures</b>			
Dollar value of federal grant awards received (in millions).	12.5	22.7	22.8
Dollar value of asset forfeitures on an annual basis (in millions).	20.7	4.5	4.6
Dollar value of Building Renewal funds received (in thousands).	55	125	125
<b>Performance Measures</b>			
Install mobile camera units in patrol cars.	55	50	50
Percent of Highway Patrol and K-9 officers attending NHTSA professional traffic stop training course.	100	100	100
Percent of data analysis plan completed and implemented.	100	100	100
Percent of electronic data retained.	100	100	100
<b>Performance Measures</b>			
Percent of DPS building renewal formula funded.	6.3	10	10
Percent of DPS Capital Improvement Plan projects funded.	0	50	50

PSA 2.0	<b>Program Summary</b>
	HIGHWAY PATROL
Jack Lane, Division Chief	
Phone: (602) 223-2348	
A.R.S. §§ 41-1711 et. seq.	

**Mission:**

*To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies. The Highway Patrol Division additionally provides services and enforcement in commercial motor vehicle, tow truck, school bus enforcement, and safety programs and is responsible for the air rescue and aviation services for the Arizona Department of Public Safety*

**Description:**

The Highway Patrol program is comprised of Patrol, Commercial Vehicle Enforcement, and the Aviation subprograms. Patrol is aligned into three geographic regions: the Northern, Central, and Southern Bureaus. The Commercial Vehicle Enforcement Bureau and the Aviation Section are statewide programs administered centrally with satellite offices statewide.

**This Program Contains the following Subprograms:**

- ▶ Patrol
- ▶ Commercial Vehicle Enforcement
- ▶ Aviation

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	57,237.0	60,811.4	68,536.3
Other Appropriated Funds	39,587.9	42,833.4	43,923.9
Other Non Appropriated Funds	11,886.8	13,267.4	12,964.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>108,711.7</b>	<b>116,912.2</b>	<b>125,424.8</b>
<b>FTE Positions</b>	<b>1,052.5</b>	<b>1,057.0</b>	<b>1,087.0</b>

PSA 2.1	<b>Subprogram Summary</b>
	PATROL
Jack Lane, Division Chief	
Phone: (602) 223-2348	
A.R.S. §§ 41-1711 et. seq.	

**Mission:**

*To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies.*

**Description:**

Officers patrol nearly 6,000 miles of state and federal highways and enforce Arizona traffic, criminal, state, and federal laws, and commercial vehicle regulations. The Patrol additionally investigates traffic collisions, controls motor vehicle traffic, conducts criminal interdiction programs, makes criminal arrests, supports other law enforcement agencies, promotes traffic awareness and safety through public awareness programs, and provides specialized training to other criminal justice agencies.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	57,237.0	60,811.4	68,536.3
Other Appropriated Funds	24,470.4	29,203.8	30,294.3
Other Non Appropriated Funds	5,515.0	5,997.5	5,694.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>87,222.4</b>	<b>96,012.7</b>	<b>104,525.3</b>
<b>FTE Positions</b>	<b>878.0</b>	<b>881.0</b>	<b>911.0</b>

**Subprogram Summary**

PSA 2.2  
**COMMERCIAL VEHICLE ENFORCEMENT**  
 Jack Lane, Division Chief  
 Phone: (602) 223-2348  
 A.R.S. §§ 41-1711 et. seq.

**Mission:**

*To provide technical and essential services to the law enforcement community in the areas of commercial vehicle, tow truck, and pupil transportation safety and enforcement, and provide assistance and guidance on the safe handling of toxic waste in relation to transportation issues.*

**Description:**

The Commercial Vehicle Enforcement Bureau is the primary commercial motor vehicle, tow truck, and school bus safety enforcement arm of the Department of Public Safety. The bureau's responsibility includes the training of personnel and assistance to local agencies that have specific problems with commercial motor vehicle law enforcement. Additionally, the bureau responds to hazardous material incidents throughout the State involving accidental discharges of hazardous materials and trains personnel involved in this effort.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,029.2	5,985.9	5,985.9
Other Non Appropriated Funds	6,305.2	7,196.3	7,196.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>12,334.4</b>	<b>13,182.2</b>	<b>13,182.2</b>
<b>FTE Positions</b>	<b>116.5</b>	<b>118.0</b>	<b>118.0</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Identify the top five collision causing driver behaviors as the basis for training relating to enforcement efforts.	5	5	5
Number of collision reduction details targeting collision causing violations.	288	204	204
Number of Operation CARE periods where special enforcement projects were conducted targeting collision causing violations and seat belt use.	102	102	102
Fatal highway collisions on Department of Public Safety patrolled roads	351	429	450
Percent of total Department of Public Safety investigated highway collisions related to alcohol	4.05	4.34	4.32
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of multi-agency task force operations directed toward apprehension of impaired and aggressive drivers.	170	12	12
Percent of officers who are HGN certified.	86.05	90	90
Percent of sworn officers with DRE certification.	9.15	10	10
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of mandatory debriefings where half of traffic lanes in a specific direction are closed more than three hours.	98.5	100	100
Percent of reports prepared on instances where half the traffic lanes in a specified direction were closed for more than three hours.	86.8	100	100
Number of officers receiving additional training in collision investigation and accident scene management.	24	34	34

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of citizens' academy per year.	12	11	11
Number of pro-active events that affect awareness of the driving age public.	228	48	48

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of officers receiving a minimum of 2 hours roll call training per quarter.	22.8	95	95
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Civil Emergency Task Force training exercises.	27	15	15
Number of inspections conducted to ensure availability of civil emergency equipment and report deficiencies.	43	15	15

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Commercial vehicle enforcement details in high collision areas.	62	40	40
Compliance reviews on targeted motor carriers.	132	80	80
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
School bus driver applications processed.	2257	1800	1,800
School bus driver records audited.	12,264	10,000	10,000
Percent of school bus inspection completed.	7,059	100	100
Percent of school busses taken out of service based on inspections.	0	27	22
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of tow truck inspections requested.	2,352	3,000	3,000
Percent of tow truck inspections completed.	100	100	100
Number of tow truck applications processed.	674	300	300
Percent of tow truck applications processed within 30 days.	100	100	100
Percent of tow truck renewals completed within a month of renewal date.	100	100	100
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Information and training presentations for judicial officials.	4	10	10

◆ **Goal 2** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of new Highway Patrol officers trained in commercial vehicle enforcement.	100	100	100

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Percent of other agency personnel receiving requested commercial vehicle enforcement training.	100	100	100
Number of classes designed to train Commercial Vehicle Enforcement Bureau and other agency personnel in hazardous materials standards.	4	2	2

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	99	90	90

**PSA 2.3                      Subprogram Summary**

**AVIATION**

Jack Lane, Division Chief  
Phone: (602) 223-2348  
A.R.S. §§ 28-240, 41-1834

**Mission:**

*To provide an immediate, 24-hour per day, statewide air support response capability for critical occurrences and emergency situations, to provide aerial and logistical support for law enforcement, highway safety, and traffic enforcement operations, and to provide transport services in support of governmental operations and critical administrative functions.*

**Description:**

The Aviation subprogram is comprised of four air rescue helicopter units, a fixed-wing air support unit, an aircraft maintenance unit, and administrative staff. The air rescue units are strategically based around the State to provide the most efficient and effective service. The air support and aircraft maintenance units are based in Phoenix at Sky Harbor Airport. Services provided include: first responder emergency medical services, technical rescue operations, medical and disaster evacuation, search operations, aerial and logistical support for law enforcement, highway safety and traffic enforcement operations, and transport services in support of governmental operations and critical administrative functions. To accomplish its mission, the subprogram operates and maintains a fleet of five rotary-wing and four fixed-wing aircraft.

**Funding and FTE Summary:**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,088.3	7,643.7	7,643.7
Other Non Appropriated Funds	66.6	73.6	73.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,154.9</b>	<b>7,717.3</b>	<b>7,717.3</b>
<b>FTE Positions</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>

◆ **Goal 1** To promote public safety in Arizona

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of time helicopter fleet meets availability standard under scheduled maintenance program.	91	100	100
Percent of air rescue pilots meeting proficiency standards in the bureau ground and flight training program.	100	100	100
Percent air rescue paramedics trained to state standards	100	100	100
Percent crew members receiving technical rescue training	100	100	100

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of time that at least one twin-engine aircraft is available under a scheduled aircraft maintenance program.	100	100	100
Percent of fixed wing pilot availability, within 2hrs notice, for law enforcement emergency transport missions.	100	100	100

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of helicopter flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	73	144	144
Number of fixed-wing flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	46	60	60

◆ **Goal 2** To deliver exemplary service

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of proactive events that affect public awareness.	93	64	64

◆ **Goal 3** To embody the highest standards of integrity and professionalism

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	92	90	90

**PSA 3.0                      Program Summary**

**CRIMINAL INVESTIGATIONS**

Pennie Gillette-Stroud, Division Chief  
Phone: (602) 223-2812  
A.R.S. §§ 41-1761 et. seq.

**Mission:**

*To protect the public by deterring crime using innovative investigative and specialized enforcement strategies and resources.*

**Description:**

The Criminal Investigations Division provides statewide investigative, specialized enforcement, and high risk response support to federal, state, and local criminal justice agencies. The Division conducts investigations regarding narcotic trafficking, organized crime, intelligence, illegal immigration and border security, vehicle theft, gangs, computer and financial crimes, as well as major crime investigations when requested by other criminal justice agencies. The Division provides specialized high risk response to acts of extraordinary violence and domestic preparedness incidents.

**Funding and FTE Summary:**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	49,397.4	55,898.3	57,641.1
Other Appropriated Funds	482.9	672.9	672.9
Other Non Appropriated Funds	17,092.4	14,142.9	13,309.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>66,972.7</b>	<b>70,714.1</b>	<b>71,623.8</b>
<b>FTE Positions</b>	<b>503.3</b>	<b>513.3</b>	<b>527.3</b>

◆ **Goal 1** To promote public safety in Arizona

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of accident reconstruction requests.	95	279	285
Number of DPS officers trained to NHTSA standards in accident reconstruction under a program coordinated by the Investigations Bureau.	30	40	40

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of counter-terrorism partners co-located at ACTIC.	43	45	47
Number of personnel committed to task forces combating identity theft.	4	6	6
Number of significant identity theft investigations.	52	20	20
Number of investigations completed in support of sex-offender registration programs.	117	120	120



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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Counter-drug assessments published per year.	4	4	4
Number of intelligence reports disseminated in support of local initiatives on drugs, organized crime, gangs and auto theft.	13,513	1,200	1,200
Number of geospatial products provided in support of local intelligence initiatives.	1,016	400	420
Number of serial crime hits provided in support of local intelligence initiatives.	12	25	25
Number of serial crime reports entered into the Sex Crime Network System.	176	100	100
Number of GIITEM street gang intelligence bulletins published.	12	12	12
Number of intelligence reports received.	972	1,200	1,200
Number of Rocky Mountain Information Network (RMIN) member agencies served.	1,034	950	950
Number of agencies with RMIN connectivity.	508	600	650
Number of RMIN database inquiries.	228,618	85,000	90,000
Number of RMIN analytical requests.	185	250	250
Number of Gang Liaison Officers.	3	15	15
Number of agencies participating in GIITEM gang database.	66	70	70
Number of major gang enforcement operations conducted by GIITEM.	32	12	12
Number of minor gang enforcement operations conducted by GIITEM.	49	36	36
Number of information systems available to analysts and officers at ACTIC.	154	60	60
Number of intelligence reports received from other divisions of DPS.	0	1,200	1,200
Number of criminal organizations trafficking in narcotics identified and disrupted.	15	4	4
Number of clandestine labs dismantled and distribution networks disrupted	36	50	50
Number of reports received under the precursor chemical regulation program.	62	10	10
Number of leads generated by the precursor chemical regulation program.	24	150	150
Number of stolen vehicles recovered by detectives assigned to the auto theft task force.	3,301	2,750	2,750
Number of chop shops dismantled by the auto theft task force.	15	45	45
Number of insurance fraud investigations conducted by detectives in the auto theft task force.	42	50	50
Number of auto salvage/storage/auction yards inspected by detectives in the vehicle theft task force.	92	50	50
Number of felony suspects arrested by detectives in the vehicle theft task force.	366	300	300
Number of computer forensic cases requested for examination.	424	450	475
Amount of gigabytes analyzed by forensic examiners.	N/A	45,000	47,500
Number of computer forensic training sessions conducted or coordinated by DPS forensic detectives.	56	55	55
Number of independent investigations at the request of other jurisdictions.	191	50	50
Number of responses to police situations involving the use of special weapons or tactics, explosives, dangerous materials or high risk activity.	480	200	200

coordinate for criminal justice executives.

Number of regional gang public information programs coordinated by GIITEM.	99	60	60
Number of graffiti abatement programs established with liaisons between GIITEM and community groups.	10	10	10
Number of web sites established and maintained by GIITEM for gang related communication with stakeholders.	2	1	1
Number of community awareness programs conducted by the ACTIC.	193	25	25
Number of Criminal Investigations Division community outreach programs presented.	55	3	4
Number of community awareness programs presented by computer forensic examiners.	15	15	15

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of CID personnel attending training beyond mandated in-service to increase skills relating to their assignment.	100	66	66

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90
Number of research and development projects conducted by computer forensic examiners.	31	35	40

**Program Summary**

PSA 4.0

**CRIMINAL JUSTICE SUPPORT**

Georgene Ramming, Division Chief  
 Phone: (602) 223-2400  
 A.R.S. §§ 41-1711 to 1712, 1750

**Mission:**

*To provide professional and effective scientific, technical, regulatory, and operational support to the Department of Public Safety, the criminal justice community, and the public.*

**Description:**

The Criminal Justice Support Division (CJSD) is responsible for developing and coordinating scientific, technical, regulatory, and support services essential to the promotion of public safety in Arizona. Special attention is given to providing scientific analysis and criminal justice support to Arizona's criminal justice agencies. CJSD further develops, operates, and maintains the data processing and data/voice communications systems that operate statewide. This program contains the following subprograms: Scientific Analysis, Communications, Information Systems, Criminal Information and Licensing, and Fingerprint Board.

**This Program Contains the following Subprograms:**

- ▶ Scientific Analysis
- ▶ Communications
- ▶ Information Systems
- ▶ Criminal Information and Licensing

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of gang summits GIITEM will	1	1	1

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	29,654.2	30,729.0	42,822.6
Other Appropriated Funds	16,792.8	20,566.2	21,991.4
Other Non Appropriated Funds	13,457.7	28,399.4	27,337.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>59,904.7</b>	<b>79,694.6</b>	<b>92,151.7</b>
<b>FTE Positions</b>	<b>552.0</b>	<b>578.0</b>	<b>619.0</b>

**PSA 4.1 Subprogram Summary**  
**SCIENTIFIC ANALYSIS**  
 Georgene Ramming, Division Chief  
 Phone: (602) 223-2400  
 A.R.S. §§ 41-1761 et. seq.

**Mission:**

*To assist the Department, the Arizona criminal justice community, and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytical techniques, providing the most accurate scientific analysis of evidence, and presenting expert court testimony.*

**Description:**

The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to all criminal justice agencies in the State. Scientific and technical services are provided in the areas of DNA, Serology, Toxicology (drugs and poisons in biological specimens), Breath and Blood Alcohol, Controlled Substances (drugs), Firearms and Tool Marks, Footwear and Tire Tracks, Trace Evidence (explosives, arson, hairs, fibers, paint, glass, etc.), Latent Fingerprints, Questioned Documents, and Photography.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,390.4	3,951.7	4,841.4
Other Appropriated Funds	11,327.4	14,987.9	15,646.5
Other Non Appropriated Funds	2,413.5	12,504.0	11,442.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,131.3</b>	<b>31,443.6</b>	<b>31,930.2</b>
<b>FTE Positions</b>	<b>173.0</b>	<b>186.0</b>	<b>200.0</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of scientific analysis cases submitted.	52,026	56,188	60,683
Percent of crime lab cases over 30 days old	3.6	4.0	3.0
Number of arrestee DNA samples submitted.	N/A	5,000	10,000
Percent of arrestee DNA samples profiled.	N/A	100	100
Number of arrestee DNA profiles resulting in CODIS hits.	N/A	25	75
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of evidence disposals conducted annually by the Crime Laboratory system.	3.3	108	108

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Southern Regional Crime Laboratory completed.	5	60	100

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop and maintain a formula based on workload data to ensure adequate staffing for exemplary	1	1	1

customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of obsolete scientific equipment replaced.	29	20	20

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Presentations given by regional crime laboratories.	42	32	32

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of scientific analysis employees receiving one job-specific training session.	100	100	100
Percent of scientific analysis employees receiving two job-specific training sessions.	71	75	75
Percent of employees attending 8hrs agency mandated training per year.	100	90	90

**PSA 4.2 Subprogram Summary**  
**COMMUNICATIONS**  
 Georgene Ramming, Division Chief  
 Phone: (602) 223-2400  
 A.R.S. §§ 41-1713, 41-1749

**Mission:**

*To ensure officer and public safety comes first by giving assistance and information to the public; providing statewide radio dispatch services for the Department of Public Safety, emergency medical services, and other criminal justice agencies; and providing design, coordination, construction, and maintenance services for statewide radio, voice, and data telecommunications systems.*

**Description:**

Communications operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety officers, criminal justice agencies, and emergency service providers. In addition, this subprogram provides the infrastructure to support public safety services for state, county/local governmental agencies, and the Emergency Medical Communications System (EMSCOMM).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	16,589.8	15,660.9	18,106.9
Other Appropriated Funds	559.6	506.1	974.1
Other Non Appropriated Funds	450.5	2,036.7	2,036.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,599.9</b>	<b>18,203.7</b>	<b>21,117.7</b>
<b>FTE Positions</b>	<b>174.0</b>	<b>173.0</b>	<b>177.0</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of 9-1-1 calls answered by operational communications.	224,091	230,000	230,000
Number of administrative calls answered by operational communications.	654,511	660,000	660,000

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of workload formulas developed to ensure adequate staffing for exemplary customer service.	1	2	2

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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of replacement schedule plans developed and implemented for obsolete equipment, computers and technology.	1	1	1

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of portable radios replaced.	82	150	150
Number of mobile radios replaced.	100	100	100
Number of base stations replaced.	0	10	10

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of personnel attending 8-hours agency mandated training per year.	99	90	90
Percent of Wireless Systems Bureau employees attending one job-specific training class.	NA	50	60

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of obsolete dispatch consoles upgraded.	0	0	20

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Southern Loop Microwave Project completed.	2	25	50
Digital microwave paths installed and activated.	1	3	4
Number of microwave sites upgraded.	0	3	4
Number of mobile data computer (MDC) sites added to the system.	2	5	5
Number of mobile data computer (MDC) expansions.	150	200	60

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent ACJIS system availability.	99.8	99.7	99.7

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of personal computers replaced in accordance with 5-yr program.	457	500	500

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of network PCs managed by Unicenter software.	25	35	50
Number of legacy applications converted through refreshed technology.	0	2	5
Percent of phased automated, integrated records management system to facilitate agency wide information sharing.	2	5	15
Number of PC support work orders over 30 days old - Northern Region.	2	10	10
Number of PC support work orders over 30 days old - Central Region.	44	20	10
Number of PC support work orders over 30 days old - Southern Region.	40	20	10
Number of Application Development Data Processing Service Requests more than 60 days old.	79	60	50
Number of employees migrated to the web portal	N/A	100	500

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees attending 8-hrs agency mandated training per year.	99	90	90
Percent of employees attending a job-specific training session.	N/A	33	33

PSA 4.3 **Subprogram Summary**  
**INFORMATION SYSTEMS**  
 Georgene Ramming, Division Chief  
 Phone: (602) 223-2400  
 A.R.S. § 41-1713

**Mission:**

*To provide information services to internal and external DPS customers in support of public safety and to improve department efficiency through automation and the application of new technology.*

**Description:**

The Information Systems subprogram designs, develops, maintains, and operates automated computer systems to support the enforcement, investigative, and administrative functions of the Agency. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,536.2	6,915.2	15,154.8
Other Appropriated Funds	849.5	855.2	855.2
Other Non Appropriated Funds	304.2	1,752.6	1,752.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,689.9</b>	<b>9,523.0</b>	<b>17,762.6</b>
<b>FTE Positions</b>	<b>59.0</b>	<b>60.0</b>	<b>70.0</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of enhancement to ACJIS message switch with technology to handle XML and web services.	80	95	100
Percent of completion to Arizona Disposition Reporting System.	33	70	90

PSA 4.4 **Subprogram Summary**  
**CRIMINAL INFORMATION AND LICENSING**  
 Georgene Ramming, Division Chief  
 Phone: (602) 223-2400  
 A.R.S. Titles 24, 26, 32, 41; §§ 41-1750, 41-2401 et. seq.

**Mission:**

*To provide efficient and responsive criminal information and regulatory services to the criminal justice community and the public as mandated by federal and state law.*

**Description:**

The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, and the ACJIS network; background checks for private investigation licensing, security guard licensing, concealed carry permits, and other authorized private and government entities. Additionally this subprogram compiles and publishes the Arizona Uniform Crime Report.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,137.8	4,201.2	4,719.5
Other Appropriated Funds	4,056.3	4,217.0	4,515.6
Other Non Appropriated Funds	10,289.5	12,106.1	12,106.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>17,483.6</b>	<b>20,524.3</b>	<b>21,341.2</b>
<b>FTE Positions</b>	<b>146.0</b>	<b>159.0</b>	<b>172.0</b>

<b>PSA</b>	<b>5.0</b>	<b>Program Summary</b>
<b>GOVERNOR'S OFFICE OF HIGHWAY SAFETY</b>		
Richard Fimbres, Director		
Phone: (602) 255-3216		
A.R.S. § 28-611		

**Mission:**

*To be the focal point for highway safety issues in Arizona, the Governor's Office of Highway Safety (GOHS) provides leadership by developing, promoting, and coordinating programs; influencing public and private policy; and increasing public awareness of highway safety.*

**Description:**

The GOHS develops the Arizona Highway Safety Plan (HSP) through annual problem identification and analysis of traffic records, citations, convictions, judicial outcome, incarcerations, assessments, screening, treatment, prevention, and surveys. The HSP serves as a means for the reduction of traffic crashes, deaths, injuries, and property damage resulting from accidents on public roads. GOHS develops, promotes, and implements effective education, engineering, and enforcement programs toward ending preventable crashes and reducing economic costs associated with vehicle use and highway travel. Through the GOHS Director, a channel of communication and understanding has been developed between the Governor's Office, the legislature, state agencies, political subdivisions, and activist groups concerning all aspects of the statewide highway safety program. One emphasis of the highway safety funding process is to provide "seed" money to develop effective programs which can become operational within a three-year period. If the program(s) is/are successful, the state or local jurisdiction will establish the program(s) as a permanent responsibility of the jurisdiction. Problem identification involves the study of relationships between collisions and the characteristics of population, licensed drivers, registered vehicles, and vehicle miles traveled. Drivers can be classified into subgroups according to age, sex, etc. Vehicles can be divided into subgroups according to year, make, body style, etc. Roads can be divided into subgroups according to number of lanes, type of surface, political subdivision, etc. Collisions can be further analyzed in terms of the time, day, and month; age and sex of drivers; primary collision factors; and use of safety equipment. Other factors also influence motor vehicle collisions and are considered in conducting comparative analyses between jurisdictions. For example, variations in composition of population, modes of transportation, the highway system, economic conditions, climate, and the effective strength of law enforcement agencies are influential. The selection of collision comparisons requires the exercise of judgment.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	453.0	518.7	518.7
Other Non Appropriated Funds	8,666.8	13,285.3	13,675.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,119.8</b>	<b>13,804.0</b>	<b>14,194.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**Goal 1** To decrease the fatality rate per 100 million vehicle miles traveled (VMT) from the base level of 2.06 in 2001.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Grant Proposals received from jurisdictions.	166	160	160
Contracts negotiated, written, and executed.	190	150	150
Crashes (prior calendar year).	N/A	140,000	140,000
Miles traveled fatality rate (prior calendar year).	N/A	1.95	1.93
Total statewide fatalities (prior calendar year).	N/A	1,150	1,150
Total persons injured (prior calendar year).	N/A	72,000	72,000

**Goal 2** To have the percentage of increase of the total number of

**Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all registered sex offender addresses verified annually.	70.2	90	100
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of days required to process an arrest disposition.	26	15	15
Implement Arizona Disposition Reporting System (ADRS) in each of the 15 counties in Arizona.	0	1	2
Number of additional law enforcement agencies added to the Arizona Incident Based Reporting System (AIBRS).	0	1	1
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Arizona sex offenders in absconder status.	4.8	6.0	6.0
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of online ACJIS Terminal Operator Certification Project completed.	0	25	75
Percent of identities verified and validated through fingerprint searches using the MetaMorpho system upgrade.	N/A	70	90

**Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Develop and maintain one staffing formula per bureau.	1	2	2
Number of annual criminal history compliance reviews conducted.	6	25	50
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of electronic transmittal of fingerprints project completed.	5	50	100
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Automated Fingerprint Id System (AFIS) reliability	98	98	98
Percent of AFIS electronic Optical Print and Photo System (OPPIS) project completed.	5	75	100
Reduce backlogged fingerprint arrest cards.	7002	0	0
Percent of completion for software conversion to browser-based application in Concealed Weapons Permit Unit.	5	100	Complete
Percent of completion for software conversion to browser-based access for Applicant Team.	5	25	100
Percent of completion for software conversion to browser-based access for the Applicant Clearance Card Team.	5	25	100

**Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of employees attending 8-hours agency mandated training per year.	99	90	90

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persons killed be less than the percentage of increase of VMT and population in the base year of 2001.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Placement/contracts for DUI enforcement vehicles.	7	10	5
Placement/contracts for alcohol-detection devices.	10	10	10
Agencies participating in DUI task forces.	48	60	60
DUI enforcement patrols.	60	60	60
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert training.	450	450	450
Alcohol-related fatalities (prior calendar year).	N/A	250	240

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Officers, prosecutors, and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc.	400	400	400

◆ **Goal 3** To have the percentage of increase of the total number of persons injured from the base level of 73,962 in 2001 be less than the percentage of increase of VMT and population.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Agencies participating in public information & education/enforcement projects.	42	40	40
Public information & education campaigns developed each calendar quarter.	4	4	4
Enforcement/training/public information & education events.	30	25	25
Percent of seat belt use (prior calendar year).	79	85	90

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of child safety belt use.	N/A	90	90

**PSA 6.0** **Program Summary**

**ARIZONA PEACE OFFICER STANDARDS AND TRAINING**

Mr. Tom Hammarstrom, Executive Director  
 Phone: (602) 223-2514  
 A.R.S. §§ 41-1822 et. seq.

**Mission:**

*To ensure professionalism, integrity, and public trust by providing training and maintaining standards for peace officers in the State of Arizona.*

**Description:**

The Arizona Peace Officer Standards and Training Board (POST) is composed of thirteen members appointed by the Governor according to the provisions of A.R.S. § 41-1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e., sponsorship, financial support, and actual delivery); development of standards for law enforcement officers (i.e., physical, educational, and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,839.4	9,612.8	9,612.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,839.4</b>	<b>9,612.8</b>	<b>9,612.8</b>
<b>FTE Positions</b>	<b>22.5</b>	<b>23.5</b>	<b>23.5</b>

◆ **Goal 1** To develop, implement, and update standards for the

selection, retention, and training of peace officers and corrections officers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of curricula review completed.	38	33	33

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of model lesson plans developed for distribution.	100	100	100
Percent of academies utilizing over 80% of model lesson plans	100	100	100
Percent increase in field training officer satisfaction with academy training programs.	TBD	TBD	TBD
Establish a system to monitor field training officer satisfaction with academy training programs.	0	1	N/A

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of academies using standardized competency examinations.	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of administrative rules reviewed.	100	100	100

◆ **Goal 2** To promote and uniformly enforce compliance with the standards prescribed for peace officers and corrections officers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New hires.	1461	1500	1600
Peace officers requiring basic training.	1187	1150	1200
Agencies to be audited.	170	170	170
Certified peace officers.	14,853	15,000	16,500
Corrections officers.	5,313	5,500	6,000
New hire minimum qualification compliance audits conducted.	1,461	1600	1650
Days required to conduct new hire audits.	29	30	30
Mandated in-service training compliance audits conducted.	1,040	1,300	1,300

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agencies in non-compliance.	13	10	10

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Academy audits completed.	2	4	4

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to complete decertification investigations.	122	100	125

◆ **Goal 3** To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration of Justice programs giving credit for POST training.	12	12	12
POST courses qualifying for college credit.	15	16	16
College courses qualifying for POST mandated training credit.	710	730	730

◆ **Goal 4** To maximize the funds available for peace officer training by using available training facilities, minimizing operational costs, and augmenting funds by seeking grants.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Inter-governmental agreements and partnerships.	29	30	30

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Revenues received from public sources (\$ thousands).	366	200	200

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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Efficiency review ideas received.	6	8	10
Efficiency review ideas considered for implementation.	6	8	10

◆ **Goal 5** To enhance the professional development of peace officers through continuous improvement of basic and in-service training, and to provide for a comprehensive system for agency attainment of POST-mandated training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Qualified instructors teaching POST programs.	357	360	370

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Train-the-trainer programs provided to agencies.	28	60	60

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Calendar School Programs presented by POST and the Community Policing Institute.	211	210	220
Attendees of Calendar Schools.	6,542	5,000	5,000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
DVD training programs produced.	4	6	8
Participants in DVD training programs.	5,500	7,000	8,000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of POST model curricula available via resource bulletin board.	20	25	50

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of students participating in interactive web-based training program.	96	400	1000

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent high-risk, high liability topics reviewed.	100	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of train-the-trainer, specialty, and regional training programs reviewed.	54	66	66

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of in-service programs achieving an overall evaluation of 8.0 or better.	98	90	90
Percent of Agency CEOs rating overall POST services as 7.0 or greater.	98	90	90

PSA 7.0 **Program Summary**  
**FINGERPRINT BOARD**  
 Mr. Dennis Seavers, Executive Director  
 Phone: (602) 265-0135  
 A.R.S. § 41-619.52

**Mission:**  
*To fairly, expeditiously, and responsibly determine good cause exceptions for applicants who have been denied a fingerprint clearance card.*

**Description:**  
 The Arizona Board of Fingerprinting reviews requests for good cause exceptions from eligible people who require a fingerprint clearance card and who have been denied clearance by the Department of Public Safety.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	269.4	566.8	535.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>269.4</b>	<b>566.8</b>	<b>535.1</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>7.0</b>	<b>7.0</b>

◆ **Goal 1** To make fair and consistent determinations on good-cause-exception applications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of investigator recommendations for expedited reviews excepted.	93.81	93	93
Percent of applications approved.	92.73	80	80
Percent of approvals by expedited review.	81.65	75	75
Percent of approvals by administrative hearing.	18.35	25	25

◆ **Goal 2** To provide applicants with timely decisions on their good-cause-exception applications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of applications received.	1,967	2,365	2,734
Number of applications disposed.	1,627	2,365	2,734
Ratio of cases opened to cases closed.	1:83	1:1	1:1
Average number of days to dispose.	115.84	63	55
Average number of days spent processing application.	82.38	42	37
Average number of days spent processing application from receipt to expedited review.	24.84	20	20
Percent of applications that undergo an expedited review within 20 days (processing time).	39.66	100	100
Average days from expedited review to hearing.	61.7	40	35
Percent of applications heard within 60 days of expedited review.	47.11	100	100
Percent of applications decided within 60 days of hearing.	17.33	90	90

◆ **Goal 3** To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of requests received.	3,236	3,405	3,616
Ratio of requests for good cause exceptions to applications submitted.	1:61	1:70	1:70
Percent of applications complete on initial submission.	37.30	45	50

PSA 8.0 **Program Summary**  
**PUBLIC SAFETY COMMUNICATIONS COMMISSION**  
 Curt Knight, Executive Director  
 Phone: (602) 223-2257  
 A.R.S. §§ 41-1830.41 and 41-1830.42

**Mission:**  
*To enable interoperable radio communications between local, county, state, tribal, and federal public safety entities in Arizona.*

**Description:**  
 The Arizona Public Safety Communications Commission and its support office develop technical standards, oversee conceptual designs, and pursue funding to build and maintain a statewide radio communications system which allows direct, real-time, communications between local, county, state, tribal, and federal public safety agencies in Arizona.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,335.0	1,383.3	5,883.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	2,200.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,335.0</b>	<b>3,583.3</b>	<b>5,883.3</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

◆ **Goal 1** To promote interoperability by the development and use of a statewide radio system.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hold quarterly meetings of the Commission.	4	4	4

◆ **Goal 2** To survey and benchmark our efforts statewide and nationally.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of meetings with agencies throughout Arizona to gather current information.	14	12	12
Number of assessments completed regarding interoperability activities throughout Arizona.	8	9	10
Number of visits to other states that are in the design or implementation stages of statewide interoperability systems.	0	2	2

◆ **Goal 3** To coordinate with Legislative and Executive staff to identify potential funding sources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of meetings with Legislative and Executive staff to pursue funding resources.	9	6	6

◆ **Goal 4** To deploy statewide interoperable communications system solution.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complete a plan, timeline, and conduct subsequent annual review.	.	1	1
Establish, and conduct a subsequent annual review, of technical strategy and operational standards.	1	1	1
Establish, and continue to refine, a governance ownership model.	1	1	1

RCA 0.0 **Agency Summary**  
 DEPARTMENT OF RACING  
 Geoffrey E. Gonsler, Director  
 Phone: (602) 364-1700  
 A.R.S. §§ 5-101 et seq

**Mission:**

*To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public. To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.*

**Description:**

The Department of Racing regulates the Arizona pari-mutuel horse and greyhound racing industries. The Department oversees and supervises all commercial horse, greyhound and county fair racing meetings, including all live and simulcast racing; issues permits for all approved commercial horse, greyhound and county fair racing meetings; supervises operation of off-track betting sites; conducts background checks and licenses all participants; collects state revenues generated by race meetings; promotes and encourages the breeding of horses and greyhounds in the state; promotes and encourages the adoption of retired racehorses and retired greyhounds; and enforces laws and rules related to racing and wagering to protect the industry participants and the public. The Department also regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts events in Arizona to ensure that all events under Boxing Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ COMMERCIAL RACING	3,702.7	4,103.7	4,284.8
➤ COUNTY FAIR RACING	1,457.0	1,666.5	1,666.5
➤ BOXING	99.7	96.7	179.7
<b>Agency Total:</b>	<b>5,259.4</b>	<b>5,866.9</b>	<b>6,131.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,748.8	2,851.1	3,151.0
Other Appropriated Funds	370.4	517.0	517.0
Other Non Appropriated Funds	2,140.2	2,498.8	2,463.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,259.4</b>	<b>5,866.9</b>	<b>6,131.0</b>
<b>FTE Positions</b>	<b>46.5</b>	<b>46.5</b>	<b>51.0</b>

**Strategic Issues:**

**Issue 1 Maintaining and Improving Industry Integrity**

The Department regulates pari-mutuel wagering in Arizona to protect racing participants and the wagering public. This regulation includes issuance of permits for the operation of three commercial horse racetracks, three commercial greyhound racetracks, and fifteen county fairs. The Department also regulates Off-Track Betting (OTB) facilities throughout the state that contract with the permittees to receive simulcast broadcasts of races in- and out-of-state in which the Arizona public can wager. The need for licensing and regulation of the OTB facilities continues to increase as the number of applications for facilities increases throughout the state. This regulation also includes licensing all individuals involved in the operation of the racetracks, as well as all OTB employees. The Department must review, approve, and oversee all OTBs, as well as conduct periodic facility inspections to maintain oversight of the conditions, operation, and personnel involved in the activities. The Department has introduced provisions for pre-employment screening of permittee employees that would reduce the number of racetrack and OTB employees having serious

criminal history backgrounds being temporarily approved for licensing to work at these facilities. The Department is also increasing its regulation of pari-mutuel activities to ensure the integrity of pari-mutuel wagering by verifying mutuel calculations, purse calculations, information transmission integrity, records keeping, accounting practices, simulcast agreements on broadcasts originating in Arizona and coming to Arizona, and observing officials/personnel behavior while conducting pari-mutuel work. It is hoped that this increased regulation and oversight will work not only to improve the integrity of the industry in Arizona, but also to improve the public perception of the industry that will result in increased wagering and more revenues for the industry and the State. Recognizing the Department's limited ability to conduct pari-mutuel auditing at an effective level, the Pari-Mutuel Auditing Manager recommended additional positions, greater oversight of OTB operations, automated examination of data collected through capitation reports, and analysis of other racing-related areas that could be regulated by pari-mutuel auditors. To achieve these goals, the Department requested additional funds and additional pari-mutuel auditing positions for FY 2008 and FY 2009. The pari-mutuel wagering oversight recommendations submitted by the Auditor General are enthusiastically welcomed by the Department. The objective is to improve and increase pari-mutuel oversight, improve the monitoring of tote system security, incorporate automated systems into all pari-mutuel related oversight activities, and explore expanding the scope of analysis of monies wagered. Subject to funding, the Department looks forward to introducing these improvements in FY 2008 and FY 2009.

**Issue 2 Increased Animal Drug Enforcement and Testing**

In recent years, Arizona's regulatory function and ability to adequately protect the industry have been diminished as available funding has failed to keep pace with the need for increased enforcement and testing. New funding sources to achieve these regulatory objectives must be identified for the industry to continue to prosper and to maintain an acceptable level of safety and integrity. Testing and enforcement of animal drug issues are essential to maintain the integrity of the industry. The Department has been proactive and aggressive in its efforts to identify and enforce animal drug violations. Steps have been taken to implement increased testing and review the rules and enforcement policies in order to maintain an acceptable level of testing and enforcement. The Department has been able to redeploy monies generated by new operating policies and efficiency savings to strengthen the drug regulation activities. In FY 2002, \$85,340 was spent on 3,276 racehorse drug tests. In FY 2007, the Department allocated \$141,644 for a total of 4,580 tests. This is an increase of \$56,304 in funding and a 47.1% increase in testing. The additional funds were available to the Department as a result of the success of the Department's Efficiency Savings program. The current Department budget includes \$172,000 for additional county fair funding. This increase eliminates the need for general fund subsidies for the county fair racing program from the Department's operating budget and makes additional animal medication testing funds available. In FY 2008, the Racing Commission approved the adoption of Medication Model Rules that are used industry-wide in establishing the thresholds and penalties for agents found as a result of testing. The implementation of these model rules creates consistency in enforcement of medication issues from jurisdiction to jurisdiction.

**Issue 3 Increased Human Drug Enforcement and Testing**

According to A.R.S. § 5-104(C) the Department of Racing may require licensees to submit to a test if there is a reason to believe that the individual is under the influence of or unlawfully in possession of a prohibited substance in violation of A.A.C. R19-2-112(8) or (10). The Department has the responsibility to monitor all permittee locations and aggressively enforce the laws of Arizona and the Department's Administrative Code provisions against all violations. During the past four years, the Department has increased enforcement activities. In FY 2007, there were 68 human drug tests administered, 31 of them were positive; 2 individuals refused to test; and the Department found 2 positive breath/alcohol tests. These individuals were all referred to the Stewards by the Enforcement and Compliance Division. The penalties imposed on those individuals range from a maximum 60-day license suspension and possible civil penalty of up to \$1,000 by the Stewards, to possible license revocation by the Director. By Department policy, the Director may also impose sanctions that include mandatory participation in an alcohol/substance abuse program, counseling, community service hours, and license probation. A refusal on the part of a licensee to be tested is accepted as a



positive test result and brings about an immediate license summary suspension by the Stewards. A follow-up hearing is then held by the Stewards, wherein additional sanctions may be imposed, and wherein the matter may be referred to the Director for further review. After a hearing, the Director may suspend an individual's license from 30 days to 180 days for a first offense. Subsequent offenses usually receive an increased period of suspension, or sanctions up to and including license revocation. The Department has restructured its Enforcement and Compliance Division and new policies and procedures were implemented to further professionalize the Division. These policies have been developed with significant input from the racing participants. Some are published in both English and Spanish to facilitate education and implementation. Full staffing of the Division, as well as the recent classification of the Special Investigators as full-authority peace officers will eliminate the need to contract for off-duty police officers. Additionally, staff training in the use and operation of the Arizona Criminal Justice Information System will allow investigative work to be accomplished in a more expeditious manner.

**Issue 4 Boxing Intergovernmental Agreements with Indian Tribes**

The Arizona Boxing Commission has established intergovernmental agreements with two Indian Tribes, the Fort McDowell Yavapai Nation and the Tohono O'odham. During FY 2007, the Department recommended and the Commission approved eleven boxing events on Tribal land, generating \$33,000 in revenue for the General Fund. Since additional Tribal organizations have requested that the Department seek an increased regulatory and oversight presence within their jurisdiction, the Department will need additional personnel and resources to comply with the duties required by those agreements. Additional revenue is created by establishing the intergovernmental agreements with Indian Tribes, pursuant to A.R.S. § 5-224(F). Tribal organizations can conduct these events on Tribal land and establish regulatory requirements that may be different than those established by the Arizona Boxing Commission by creating their own regulatory body or by contracting with another State or regulator. The requirements established in this manner may create confusion among participants and officials because regulatory requirements may vary according to the events' location. Establishing these intergovernmental agreements standardizes regulatory requirements for Tribal organizations that so desire. The industry and the Indian Tribes that choose to enter into these agreements benefit because many promoters prefer Indian casinos to hold their boxing events because they can attract more public to the casino and to the boxing events. The increased interest in boxing events within Arizona provide additional opportunities for expanding the sport in the State because it also promotes venues and events at other locations. Additionally, when the industry is regulated in a consistent manner, participants and officials are more likely to comply with all requirements because they are subject to similar procedures throughout the State. The increased number of events in remote areas of the State will require additional personnel and resources from the Department. These agreements will increase regulation and increase revenues for the State through an established fee schedule, which is especially beneficial to relieve pressure from the General Fund and provide additional monies for other State programs. The additional funding will satisfy the needs of the Department for boxing regulation and promote a safer environment for all participants. The Department will pursue the creation of a non-appropriated Boxing Fund that will benefit from a portion of the fees collected from the Tribal organizations that enter these agreements. If approved, the Boxing Fund will provide resources for additional operating and regulatory expenses related to these agreements by deriving 90% of the revenues. The remaining 10% of revenues collected will be deposited into the General Fund.

**Issue 5 Employee Retention and Development**

Like many other agencies, the Department experiences turnover among employees, particularly in certain positions, at higher than desired rates. The Department will make additional efforts to retain its employees and attract the most qualified candidates, when filling vacant positions. The Department also provides employees with training opportunities to help them perform better, provide superior customer service, and enhance their career development. The Department believes that providing training opportunities to its employees will encourage its employees to remain in state service and attract more and better qualified candidates.

RCA 1.0	<b>Program Summary</b>
	COMMERCIAL RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. §§ 5-101 to 5-115

**Mission:**

*To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public.*

**Description:**

The Department of Racing regulates and supervises all commercial horse and greyhound racing meetings and pari-mutuel wagering conducted on and off track in Arizona in order to enforce laws and regulations and, thereby, protect racing participants and the wagering public.

**This Program Contains the following Subprograms:**

- ▶ Horse Racing
- ▶ Greyhound Racing

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,649.1	2,754.4	2,971.3
Other Appropriated Funds	26.8	50.5	50.5
Other Non Appropriated Funds	1,026.8	1,298.8	1,263.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,702.7</b>	<b>4,103.7</b>	<b>4,284.8</b>
<b>FTE Positions</b>	<b>40.3</b>	<b>40.3</b>	<b>43.3</b>

RCA 1.1	<b>Subprogram Summary</b>
	HORSE RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. §§ 5-101 to 5-115

**Mission:**

*To regulate and supervise all commercial horse racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.*

**Description:**

The Department of Racing regulates and supervises all commercial horse racing meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,612.0	1,553.6	1,704.0
Other Appropriated Funds	16.1	31.5	31.5
Other Non Appropriated Funds	654.0	796.8	762.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,282.1</b>	<b>2,381.9</b>	<b>2,497.5</b>
<b>FTE Positions</b>	<b>23.3</b>	<b>23.3</b>	<b>25.3</b>

- ◆ **Goal 1** To ensure that all participants and permittees involved in commercial horse racing operate and perform in compliance with applicable Arizona racing-related statutes, rules and regulations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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Number of Stewards' rulings issued	685	435	450
Percent of original Stewards' actions upheld on appeal	99.0	99.0	99.0
Percent of positive equine drug tests	0.75	1.0	0.95
Number of horse racing investigations conducted regarding compliance with rules	393	420	350
Percent of investigations resulting in disciplinary action	96.2	94.1	92.9
Number of equine drug tests conducted	3,488	3,600	3,700
Number of investigations resulting in disciplinary action	378	395	325

◆ **Goal 2** To process and investigate license applications in a timely manner to ensure that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations receive licenses.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of licenses issued	2,935	4,000	2,500
Number of licenses denied	11	15	11
Number of background investigations conducted regarding licensing	257	425	375
Percent of background investigations resulting in disciplinary or enforcement action	96	99.0	99.0
Percent of license denials upheld on appeal	100.00	100.0	100.0
Percent of total horse racing licenses with disciplinary action	.11	2.70	2.15
Average number of calendar days to complete fingerprint reviews from time taken to receipt of criminal history report	29	27	25

◆ **Goal 3** To encourage and promote horse breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders and Stallion Awards Programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of registered horse breeders	266	275	290
Percent of registered breeders winning awards	45.0	48.0	50.0
Average number of days that awards were processed before the deadline	7.0	5.5	6.0

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the horse racing industry.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Employee turnover rate	47.2	35.0	30.0
Number of employees who completed formal work-related training	14	15	17

◆ **Goal 5** To educate all licensees and racing participants in Arizona regarding violations involving the use of illegal substances.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of human drug tests conducted	68	75	70
Number of positive human drug test results	31	15	12
Number of refusals to test	2	10	9
Number of investigations regarding positive drug tests and refusals to test	33	35	30

RCA 1.2	<b>Subprogram Summary</b>
	GREYHOUND RACING
	Luis A. Marquez, Assistant Director/Administration
	Phone: (602) 364-1695
	A.R.S. §§ 5-101 to 5-115

**Mission:**

*To regulate and supervise all commercial greyhound racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.*

**Description:**

The Department of Racing regulates and supervises all commercial greyhound racing meetings, conducts investigations, inspects facilities and hauling vehicles, issues licenses, conducts greyhound drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients and provides information upon request to the public and other agencies.

<b>Funding and FTE Summary:</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>General Funds</b>	1,037.1	1,200.8	1,267.3
<b>Other Appropriated Funds</b>	10.7	19.0	19.0
<b>Other Non Appropriated Funds</b>	372.8	502.0	501.0
<b>Federal Funds</b>	0.0	0.0	0.0
<b>Program total</b>	1,420.6	1,721.8	1,787.3
<b>FTE Positions</b>	17.0	17.0	18.0

◆ **Goal 1** To ensure that all participants and permittees involved in greyhound racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Stewards' rulings Issued	196	210	220
Percent of original Stewards' actions upheld on appeal	99.0	100.0	100.0
Percent of positive canine drug tests	0.0	0.02	0.02
Number of greyhound racing investigations conducted regarding compliance with rules	111	120	100
Percent of all investigations resulting in disciplinary action	99.0	83.3	100
Percent of greyhound racing licensees with disciplinary action	.21	.10	.10
Number of all investigations resulting in disciplinary action	110	100	100
Number of canine drug tests conducted	4,838	5,000	5,100

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of licenses issued	523	1500	550
Number of licenses denied	1	10	5
Number of background investigations conducted	65	120	75
Percent of background investigations resulting in disciplinary or enforcement action	100	99.0	99.0
Percent of license denials upheld on appeal	100.0	100.0	100.0
Number of background investigations resulting in disciplinary action	65	120	75

◆ **Goal 3** To inspect greyhound puppies, the facilities where they are maintained and the vehicles used to haul the greyhounds within the state to enforce compliance to insure the health,

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safety, and welfare of greyhounds with Arizona laws and regulations, and protect the integrity of the greyhound industry.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of facilities licensed	8	12	8
Number of inspections conducted at facilities	87	90	95
Number of inspections resulting in violations and disciplinary action	1	1	1
Number of litter inspections	104	110	115
Percent of whelping inspections conducted for greyhounds whelped	16.3	28.0	30.0
Number of greyhound hauling vehicle inspections conducted	45	50	55
Number of greyhound hauling vehicle inspections resulting in violations	0	3	5

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of greyhound breeders winning awards	49.0	50.0	52.0
Average number of days that awards were processed before the deadline	7.0	5.5	6.0

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Employee turnover rate	88.2	15	12
Number of employees who completed formal work-related training	18.0	18.0	20.0

Number of races supervised	572	540	550
Number of Stewards' rulings issued	31	50	65
Percent of original actions upheld on appeal	100.0	100.0	100.0
Percent of positive equine drug tests	0.74	0.90	0.85
Number of investigations conducted regarding compliance with rules	70	60	55
Number of county fair racing investigations resulting in disciplinary action	70	55	50
Number of county fair race days regulated	64	62	62
Number of county fair races supervised - including simulcasting	4,121	3400	3500
Percent of investigations resulting in disciplinary action	100.0	91.2	90.9
Number of equine drug tests conducted	1,092	1,200	1,225

◆ **Goal 2** To process and investigate license applications in a timely manner while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules and regulations receive licenses.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of licenses issued	542	800	375
Number of licenses denied	2	5	2
Number of background investigations conducted regarding licensing	56	100	75
Percent of background investigations resulting in disciplinary or enforcement action	100.0	50.0	50.0
Percent of license denials upheld on appeal	100.0	100.0	100.0
Number of license application denials upheld on appeal	2	5	2

◆ **Goal 3** To encourage and promote county fair racing in Arizona through the distribution of subsidies for purses and Betterment Fund monies to Fair facilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Amount of betterment monies distributed (thousands)	1,113.4	1,200.0	1,200.0

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the hours racing industry.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Employee turnover rate	63.8	60.0	57.5
Number of employees who completed formal work-related training	5.0	6.0	7.0

RCA 2.0

**Program Summary**

**COUNTY FAIR RACING**

Luis A. Marquez, Assistant Director/Administration  
Phone: (602) 364-1695  
A.R.S. §§ 5-101 to 5-115

**Mission:**

*To promote and improve county fair racing in Arizona and regulate and supervise county fair racing to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.*

**Description:**

The Arizona Department of Racing regulates and supervises all county fair horse racing meetings, provides staff to operate race meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, conducts hearings on investigation referrals, collects revenues for the State and provides information upon request to the public and other agencies.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	343.6	466.5	466.5
Other Non Appropriated Funds	1,113.4	1,200.0	1,200.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,457.0</b>	<b>1,666.5</b>	<b>1,666.5</b>
<b>FTE Positions</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>

◆ **Goal 1** To ensure that all participants and permittees involved in county fair racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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RCA 3.0

**Program Summary**

**BOXING**

Luis A. Marquez, Assistant Director/Administration  
Phone: (602) 364-1695  
Chapter 2, Article 2

**Mission:**

*To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.*

**Description:**

The Department regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	99.7	96.7	179.7
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>99.7</b>	<b>96.7</b>	<b>179.7</b>
<b>FTE Positions</b>	<b>1.5</b>	<b>1.5</b>	<b>3.0</b>

◆ **Goal 1** To ensure that all events under Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of boxing licenses issued	791	820	850
Number of bouts	240	265	300
Percent of bouts without serious injury to contestants	100	100	100
Number of boxing investigations versus the number of bouts	8/240	10/300	12/300

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of events sanctioned	30	33	35
Number of license applications received	793	850	855
Percent of licenses issued for all applications received	99.0	99.0	99.0

◆ **Goal 2** To investigate all allegations of rules violations that may harm the athlete or the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of boxing investigations resulting in disciplinary action	99.0	99.0	99.0
Number of boxing investigations versus number of bouts	8/240	10/255	12/300
Number of boxing investigations	8	10	12

◆ **Goal 3** To ensure that all participants comply with all health requirements for their safety and the public

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Boxing-related medical exams submitted	2,300	2,500	2,750
Percent of Boxing-related medical exams accepted	95.6	96.0	96.5
Percent of boxing-related medical exams received the day of the event	35.0	33.0	30.0

AEA 0.0	<b>Agency Summary</b>
RADIATION REGULATORY AGENCY	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 30-652 et seq.	

**Mission:**

*To protect the health and safety of Arizonans from unnecessary radiation exposure from all natural and man-made sources.*

**Description:**

The Arizona Radiation Regulatory Agency provides protection from unnecessary radiation exposure through inspection of radiation sources and their uses, effective response to radiological incidents, environmental sampling, and the certification of those performing nuclear medicine technology and those operating X-ray equipment.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	506.0	595.6	831.0
➤ X-RAY COMPLIANCE	538.5	584.6	612.9
➤ EMERGENCY RESPONSE	538.2	1,120.1	1,121.9
➤ RADIATION MEASUREMENT LABORATORY	689.3	780.7	790.5
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	275.2	291.8	281.9
<b>Agency Total:</b>	<b>2,547.2</b>	<b>3,372.8</b>	<b>3,638.2</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,438.6	2,249.7	2,504.7
Other Appropriated Funds	275.2	291.8	281.9
Other Non Appropriated Funds	833.4	831.3	851.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,547.2</b>	<b>3,372.8</b>	<b>3,638.2</b>
<b>FTE Positions</b>	<b>35.0</b>	<b>36.0</b>	<b>40.0</b>

**Strategic Issues:**

**Issue 1 X-ray tube head growth exceeds Agency resources.**

The number of x-ray tube heads in Arizona increases at a rate of about 4% per year. The staffing and equipment for the Agency is not keeping up with this rate of growth. The reduction in staff caused by reduced funding from the state has caused the Agency to be further behind in the inspection of x-ray facilities. The Agency will increase the number of staff inspecting x-ray equipment in 2008, however this increase is being trained in 2008 and we will be unable to significantly lower the percent overdue for inspection. Further the increase in staff is insufficient to meet the increase in x-ray tubes. The Agency is 48% behind in its inspection of x-ray tubes at the end of 2007.

**Issue 2 High and low level radioactive waste will continue to be a public issue and problem.**

There continues to be major public concern regarding the disposal of radioactive waste. Over the next 10 years the U.S. Department of Energy has scheduled approximately 10,000 shipments of low level radioactive waste along I-40 going to the Nevada Test Site for disposal. The I-40 corridor, including the nearby railroad, may be used for shipment of spent nuclear fuel and high level radioactive waste to the Nevada Test Site operated by the U.S. Department of Energy. These shipments are expected to occur after 2017. This will require the state to maintain a trained

response team for possible radiation accidents within the state. Currently, each year there are about 55 shipments of high levels of Cobalt 60 totaling about 14,000,000 curies.

**Issue 3 Uranium mining, milling and leaching again becoming an issue in Arizona.**

§30-654B.16. A.R.S. requires the Agency monitor milling and leaching operations involved with uranium mining. The increase in the price of uranium from \$20.00 to \$120.00 per pound has increased mining interest in Arizona. Staffing to monitor the new operations is critical if the Agency is to monitor as required by State Law.

**Issue 4 Drinking water standards have changed, and some may cause some problems with supplies.**

The U.S. Environmental Protection Agency has adopted new radiation standards for drinking water. In addition, EPA has adopted new standards for uranium which will cause some Arizona public water supplies to have to treat their water. The Agency, in association with the Department of Environmental Quality, will perform the assessments of the water supplies and the associated impacts on the public. We will likely have to generally license these water supplies for the possession of the radioactive material.

**Issue 5 Relationship with federal agencies will remain uncertain.**

The U.S. Nuclear Regulatory Commission, except for security training, does not provide training support to the states. In addition, security requirements are increasing for the safety of radioactive materials and takes staff time even though the U.S. Nuclear Regulatory Commission pays the training expenses. The Food and Drug Administration continues to support the mammography program. The U.S. Department of Energy is supporting activities that may be utilized in the event of an accident involving their WIPP shipment through Arizona. Other federal agencies may support some state activities. Each of the support areas is specific and may not always be in accord with Arizona needs.

**Issue 6 A major radiation incident or terrorist event may occur within the next two years.**

Since 1979 a major radiation incident to which the Agency has responded has occurred approximately every eight to ten years. In addition, there is national concern that enemies of this country may use radioactive materials in a weapon or improvise a nuclear weapon to attack this country. Section 30-654B.4. requires the Agency to direct technical response to such events.

**Issue 7 The growth of the number of certified x-ray technologists has exceeded the Medical Radiologic Technology Board of Examiners resources.**

The number of certified x-ray technologists in Arizona increases at a rate of approximately 5% per year. Staffing has not grown at a rate to maintain the staff to certificate ratio that was in effect in 1979 when there were only 1,488 certified technologists. There was an increase of due to recent changes in statutes. The fees have provided funds which have now been made available to the Board.

**Issue 8 Radiation monitoring of transportation systems may be required in the future.**

The transportation of high levels of radioactive material across northern Arizona may be of such public concern that the Agency may be requested to perform monitoring of the shipments. The addition of security requirements for large quantity shipments may also require the ability to monitor them at ports of entry. We have provided training to the Department of Public Safety and the Department of Transportation for conduct of these inspections. Currently, each year there are about 55 shipments of high levels of Cobalt 60 totaling about 16,000,000 curies.

**Issue 9 Budget constraints affect the ability of the Agency to respond to radiation emergencies.**

The Agency utilizes personnel from all subprograms to respond to emergencies. Thus when staff is lost from a subprogram, it adversely affects the ability of the Agency to respond to emergencies at Palo Verde Nuclear Generating Station or any other major radiation accident. Currently, the state is averaging 4 to 5 shipments per month along I-40 of quantities of radioactive material for which the U.S. Nuclear Regulatory Commission requires notice to the state of the shipment and consideration by the state of using armed guards escorting the shipment.

expenditures

AEA 1.0 **Program Summary**  
 RADIOACTIVE MATERIALS/NON-IONIZING RADIATION  
 Art Nunez, Business Manager  
 Phone: (602) 255-4845  
 A.R.S. §§ 30-652 et seq

**Mission:**

To ensure radiation health and safety for the people of Arizona by regulating the users of radioactive materials, particle accelerators and non-ionizing radiation sources. During radiation emergencies or terrorist events provide technical expertise to the response activities.

**Description:**

The Radioactive Materials (RAM) and Non-Ionizing Radiation (NIR) subprogram licenses medical, industrial, and academic users of radioactive materials, and registers users of particle accelerators, and non-ionizing radiation sources. On-site inspections of radioactive materials licensees in Arizona are conducted to ensure proper techniques for use, storage and shipment of radioactive materials. NIR conducts inspections of lasers, tanning booths, radio frequency emitters, power lines, and microwave ovens.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	506.0	595.6	831.0
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>506.0</b>	<b>595.6</b>	<b>831.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>9.0</b>	<b>12.0</b>

◆ **Goal 1** To identify and license or register all users of radioactive materials or particle accelerators in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of licenses	394	395	400
New licenses and renewals	133	137	142
Accelerator registrations	59	65	65
Accelerator registration actions	24	30	32
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating	7.3	7.3	7.3

◆ **Goal 2** To identify and register all new users of non-ionizing radiation sources in Arizona and renew registrations as appropriate.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Non-ionizing radiation licenses, active	902	910	910
Non-ionizing radiation licensing actions	311	300	300

◆ **Goal 3** To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of radioactive materials inspections	144	150	155
Accelerator inspections	24	25	25

◆ **Goal 4** To inspect NIR users to assure conformance with radiation safety regulations

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Non-ionizing radiation licenses inspected	112	120	140

◆ **Goal 5** To show agency-wide goals and objectives as shown in Budget Act.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administration as a per cent of total	11.4	14	14

AEA 2.0 **Program Summary**  
 X-RAY COMPLIANCE  
 Art Nunez, Business Manager  
 Phone: (602) 255-4845  
 A.R.S. §§ 30-652 et seq

**Mission:**

To protect the citizens of Arizona from overexposure or unnecessary exposure to x-ray radiation. During radiation emergencies or terrorist events provide technical expertise to the response activities.

**Description:**

X-Ray Compliance is responsible for the registration of x-ray machines and the regulation of x-ray radiation. Inspection of all x-ray facilities and equipment utilizing x-rays is performed routinely, including mammographic, chiropractic, dental, veterinary, industrial and medical disciplines. The subprogram supports safe use by operators and the minimization of patient exposure.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	441.4	488.5	516.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	97.1	96.1	96.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>538.5</b>	<b>584.6</b>	<b>612.9</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>9.0</b>	<b>10.0</b>

◆ **Goal 1** To register all x-ray tubes within the State of Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
X-Ray tubes registered	13,584	14,617	15,300

◆ **Goal 2** To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
X-Ray tubes inspected	2,482	3,100	3,700
Percent of x-ray tubes inspected	18	19	19
X-ray machines inspected	2415	2,605	3,000
Percent of x-ray tubes overdue for inspection	48.6	46	35

◆ **Goal 3** To certify facilities using mammography equipment in accordance with Federal legislation.

◆ **Goal 4** To improve efficiency of subprogram database changes and tracking of applications.

**AEA 3.0** **Program Summary**  
**EMERGENCY RESPONSE**  
 Art Nunez, Business Manager  
 Phone: (602) 255-4845  
 A.R.S. §§ 30-652 et seq

**Mission:**

*To respond to and provide the necessary planning and technical assistance to resolve any incidents involving radiation or sources of radiation occurring in Arizona, including fixed nuclear facilities. Responds to and trains others to respond to "dirty bombs" and other terrorist events that may occur in Arizona. During radiation emergencies or terrorist events provide technical expertise to the response activities.*

**Description:**

The Emergency Response subprogram prepares, coordinates and tests the technical portion of Arizona's Fixed Nuclear Facility Emergency Response Plan, including radiation effects assessment and protective action recommendations. The subprogram trains hazardous materials response teams (law enforcement, fire and medical personnel) in initial response to radiation-related incidents, including preparation for high level radioactive waste, transuranic and spent nuclear fuel shipping campaigns. The subprogram also responds to radiation incidents statewide, supports the state's multi-agency task force on terrorism with respect to weapons of mass destruction; maintains a large inventory of emergency equipment; calibrates and provides civil defense instruments to HAZMAT organizations and conducts training of and directs a 50-member monitor pool. The subprogram also arranges for the disposal of abandoned radioactive material sources.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	132.6	758.3	760.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	405.6	361.8	361.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>538.2</b>	<b>1,120.1</b>	<b>1,121.9</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

◆ **Goal 1** To respond effectively to any radiological incidents or accidents within Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Radiological incidents (non-Palo Verde related)	16	18	18
Radiological incidents (Palo Verde related)	0	1	1

◆ **Goal 2** To promote Agency radiological incident response capabilities within the State's HAZMAT community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of contact procedure pamphlets distributed to users	3,300	4,000	4,000
Number of assistance requests (state, local or federal agency)	12	20	20
Number of Spent Nuclear Fuel or Large Quantity Radioactive Material Shipment	59	55	55

◆ **Goal 3** To continually maintain a pool of trained volunteers from state, county and local government agencies for emergency response to radiological accidents or incidents at the Palo Verde Nuclear Generating Station.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of volunteers trained	75	150	150
Number of monitoring team members	30	80	80

◆ **Goal 4** To ensure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive

materials. During radiation emergencies or terrorist events provide technical expertise to the response activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of instrument kits distributed to qualified teams	40	100	100
Number of response team members trained	100	250	300

**AEA 4.0**

**Program Summary**

**RADIATION MEASUREMENT LABORATORY**

Art Nunez, Business Manager  
 Phone: (602) 255-4845  
 A.R.S. §§ 30-652 et seq

**Mission:**

*To measure and monitor man-made and naturally occurring radiation sources throughout the state with an emphasis on nuclear reactor facilities, uranium mining operations, and drinking water. During radiation emergencies or terrorist events provide technical expertise to the response activities.*

**Description:**

The subprogram determines ambient radiation levels throughout the state by analyzing samples of air, water, milk, soil and vegetation. The subprogram has established sampling networks to continuously monitor Palo Verde Nuclear Generating Station. As Arizona's primary radiation laboratory, the subprogram is contracted to provide technical and analytical support to the Arizona Department of Environmental Quality drinking water program and waste water programs. The subprogram also provides mobile and fixed analytical laboratory support to the Emergency Response and Radioactive Materials/ Non-Ionizing subprograms. The subprogram participates in the U.S. Environmental Protection Agency's Indoor Radon Grant Program by determining radon hazards in Arizona and by providing information, on request, to interested citizens.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	358.6	407.3	396.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	330.7	373.4	393.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>689.3</b>	<b>780.7</b>	<b>790.5</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

◆ **Goal 1** To analyze environmental samples to ensure that no radioactivity beyond background is present.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of environmental sample analyses	6,509	6,500	6,500

◆ **Goal 2** To analyze radon test canisters for the presence of radon in public schools above the recommended action level established by the U.S. Environmental Protection Agency (EPA).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Radon canisters analyzed	0	600	600

◆ **Goal 3** To monitor statewide population centers and mining concerns for radiation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
TLD monitoring sites	49	50	50
Air sampling stations throughout Arizona	10	8	8

◆ **Goal 4** To maintain designation as a primacy laboratory for valid data.

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◆ **Goal 5** To provide laboratory support to the Department of Environmental Quality drinking water and mining programs.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of water samples analyzed	40	30	30

◆ **Goal 6** To participate in training and respond to incidents involving radioactive material that may also be an act of terrorism.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of practices/responses	2	1	1

AEA 5.0 **Program Summary**  
 MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS  
 Art Nunez, Business Manager  
 Phone: (602) 255-4845  
 A.R.S. §§ 32-2801 et seq

**Mission:**

*To protect the health and safety of the people in Arizona against the harmful effects of excessive and improper exposure to medically applied ionizing radiation. During radiation emergencies or terrorist events provide technical expertise to the response activities.*

**Description:**

The program assures that minimum standards of education and training are met by ionizing machine operators and nuclear medicine technologists; sets standards for and approves schools of radiologic and practical technology; and enforces A.R.S. §§ 32-2801, et. seq. and Title 12, Chapter 2, Arizona Administrative Code.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	275.2	291.8	281.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>275.2</b>	<b>291.8</b>	<b>281.9</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **Goal 1** To assure qualifications and issue certificates to qualified applicants.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Qualified technologists certified, total	6,972	7,514	8,115
Certificates issued within 30 days	1,309	1,377	1,487
Number of active medical radiologic technologist certificates	7,889	8,786	9,488

◆ **Goal 2** To enforce A.R.S. § 32-2801 et seq.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of complaints	107	100	110
Number of complaints resolved	105	90	99

◆ **Goal 3** To conduct investigations required by A.R.S. § 32-2821(B).

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of investigations	107	100	110



RPA 0.0	<b>Agency Summary</b>
ARIZONA RANGERS' PENSIONS	
Janet Napolitano, Governor	
Phone:	
A.R.S. § 41-951	

**Mission:**

*To provide compensation for time spent as an Arizona Ranger.*

**Description:**

The Arizona Rangers' Pension provides monthly benefits for the last surviving spouse of a retired Arizona Ranger.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13.0	13.4	13.7
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>13.0</b>	<b>13.4</b>	<b>13.7</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Strategic Issues:**

**Issue 1** *Statute requires the pension be adjusted for inflation each year.*

A.R.S. § 41-954 (B) requires that the Rangers' Pension receives an annual inflation adjustment based on the Gross Domestic Product price deflator.

◆ **Goal 1** To provide a monthly stipend to retired Arizona Ranger's and their spouses

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Stipend (in dollars)	13,000	13,400	13,700

REA 0.0	<b>Agency Summary</b>
	DEPARTMENT OF REAL ESTATE
	Sam Wercinski, Commissioner
	Phone: (602) 771-7771
	A.R.S. §§ 32-2101 et seq

**Mission:**

*To protect the public interest through licensure and regulation of the real estate profession in the State of Arizona.*

**Description:**

The Department regulates real estate licensees (including residential sales, brokers, companies, property managers, business brokers, commercial brokers) private cemeteries, and membership camping licensees. The Department also regulates real estate educators and schools, including the approval and monitoring of pre-licensing and continuing education courses to ensure the quality content of courses and the competence of instructors, as well as the quality and timeliness of materials being taught. The Department oversees the activities of licensees, investigates complaints against licensees and land developers, and participates in administrative hearings pertaining to their conduct. The Department regulates the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries. The Department also administers two recovery fund programs - one is available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgment against a licensee for conduct violating statutory duty, and the other is available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgment against a developer for an unfinished condominium project.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	3,984.7	4,614.0	4,438.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	604.5	333.9	327.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,589.2</b>	<b>4,947.9</b>	<b>4,765.6</b>
<b>FTE Positions</b>	<b>65.4</b>	<b>72.4</b>	<b>74.4</b>

**Strategic Issues:**

**Issue 1 Fund the Department appropriately to match the growing real estate industry.**

In FY 2007, the Department regulated over 96,000 licensed real estate individuals and entities. The Department also processed just under 98,000 new and renewal license applications, conducted 5,567 investigations and audits, and issued 1,812 Public Reports. The Real Estate Industry has exponentially grown in the past 5 years, with no corresponding growth within the Department until this Fiscal Year. The Department needs the funding and staff appropriated by the Legislature and approved by the Governor for FY 2008 and FY 2009 to match the growth in the real estate industry. In FY 2007, the Department utilized 84% of the appropriation on staff, 12% on rent, utilities, and risk management, and 4% on travel and equipment. In FY 2008, the Department will use 87% of the appropriation on staff, 10% of the appropriation on rent, utilities, and risk management, and 3% on travel and equipment.

**Issue 2 Enhance the Department's efficiencies through technology**

On February 14, 2005, the Department unveiled Phase I of the Online License Renewal System (OLRS). The project was done in conjunction with GITA and IBM. Phase II will allow brokers to create/delete branch offices and to transfer (hire/sever) employees between branches. It will also allow them easier access to their employee's records and to reprint licenses. This phase will also allow entities/businesses with licenses to renew online. Sales licensees will be able to print a copy of their application as it was submitted. There will also be new security enhancements. Phase II is expected to occur in FY 2008. The efficiencies seen from the Online License Renewal System have been phenomenal. The Department plans to

move forward with Online Public Reports, enhancing the Public Database to include Education hours, and creating an interactive Education Database that will work with schools to ensure the Industry, the Public, and the Department receive the most up-to-date information on any given licensee. State-of-the-art technology, including appropriate staff, is necessary to ensure that the Online License Renewal System and future projects will have a successful roll-out. Annual server and PC refreshes are necessary to keep the Department up-to-date with the latest technologies and will improve efficiencies.

**Issue 3 Increase efficiency through improved file retention**

The Department has over 6 million pieces of paper containing valuable information regarding licensees, schools, and developers – including investigation and audit information. Our file room is overloaded with paper. Staff members who need to find a file waste time searching. The Department is vulnerable to any natural disaster; flood or fire. The Department needs to develop an efficient file retention system that would allow users to access files in seconds instead of minutes, allow several users to access a file at the same time, and prevent any valuable information from being lost or destroyed. A paperless Department will benefit the Public, the Industry, and the Department.

**Issue 4 Enhance the Department's ability to prosecute violations of the real estate statutes and rules.**

Because of the increased number of licensing and subdivision cases being referred to the Attorney General's Office for prosecution, the AG staff cannot keep up with the workload. Not only is the sheer volume of cases a problem, but also the complexity, especially of the subdivision cases, requires more and more time for research and case development. We currently have one and two-thirds of an attorney assigned to the Department.

◆ **Goal 1** To provide excellent customer service to licensees.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of department customer service surveys indicating good to excellent service	96	99	99

◆ **Goal 2** To review and approve new courses quickly and thoroughly.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average days from receipt to approval of course	15	14	14

◆ **Goal 3** To improve the quality of class offerings and instructors by monitoring and auditing more classes.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Classes monitored	40	100	100

◆ **Goal 4** To create and maintain procedures to process licenses in an efficient and timely manner.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average days from receipt of application to issuance of real estate license	1	1	1
Total real estate applications received	83,779	80,000	80,000
Number of real estate licensees	96,362	98,000	100,000

◆ **Goal 5** To maintain the timeliness of the investigative process.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average calendar days from receipt of real estate or subdivision complaint to resolution	182.3	180	180
Total real estate or subdivision complaints investigated	1,456	1,500	1,500

◆ **Goal 6** To maintain excellent customer service through the timely issuance of public reports.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of calendar days to issue deficiency letter on subdivision applications received	26	40	40
Number of subdivision filings received	1747	1800	1900

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<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of days to issue an improved lot public report.	43	60	60

◆ **Goal 7** To maintain an appropriate ratio of administrative costs in relation to the Department's appropriation.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of administrative costs	16	16	16

UOA 0.0 **Agency Summary**  
 RESIDENTIAL UTILITY CONSUMER OFFICE  
 Stephen Ahearn, Director  
 Phone: (602) 364-4838  
 A.R.S. §§ 40-461 et. seq.

**Mission:**

To obtain the lowest reasonable utility rates for residential consumers by advocating on their behalf in regulatory proceedings involving public service corporations, except member-owned nonprofit cooperative corporations, before the Corporation Commission.

**Description:**

The Residential Utility Consumer Office (RUCO) examines primarily rate cases presented to the Corporation Commission and applies accounting, legal and other criteria for determining in which cases to intervene. The technical and legal staff researches and analyzes these cases and, with the targeted use of specialized consultants, determines an appropriate position for residential ratepayers. RUCO then advocates that position before Commission proceedings.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,112.5	1,313.1	1,273.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,112.5</b>	<b>1,313.1</b>	<b>1,273.9</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

**Strategic Issues:**

**Issue 1 Dynamic, highly volatile regulated industry climate**

Growth-related issues will continue to challenge the Arizona Corporation Commission's ability to meet its competing mandates to regulate industries in a manner that provides reliable and affordable utility services. This challenge is proving particularly problematic in the water and wastewater industries, and the ACC has felt it necessary to approve very large rate increases in these sectors in recent months. The principal natural gas industry participant has telegraphed its intention to pursue an inappropriate cost recovery mechanism in Arizona in its next rate case, anticipated to be filed in the next year. Recent transmission line siting decisions by the Commission have proven to be highly contentious affairs, and RUCO has begun to intervene in the most salient of these difficult proceedings. Electricity providers have in the last year begun to pursue unproven generation technologies and gargantuan multi-state transmission projects in an effort to meet the interests of consumers, regulators and environmentalists. One of the state's largest electric utilities has a pending rate case that proposes the company should be able to retain its monopoly status and set utility rates using market prices--a novel and highly dangerous proposal that radically departs from traditional regulation. And in this next year, RUCO will play an important role in resolving the unintended consequences of the state's partial experimentation with the flawed concept of "deregulation" of the electric industry.

**Issue 2 Public awareness of agency services, resources, operations and funding**

RUCO met no opposition for its requested funding during the most recent legislative session, due in large measure to past direct outreach efforts with elected officials. Nevertheless, the agency needs to continue its awareness-raising efforts generally, as the combination of the narrow scope of its operations, its very small budget and low headcount make it difficult to reach consumers and other affected parties effectively. In addition to the outreach efforts listed in Issue 3 below, RUCO will design an appropriately-scaled formal press relations effort scaled to ensure that the positions, activities and successes of the agency are better and more widely known.

**Issue 3 Education and Outreach**

RUCO staff will continue to monitor and participate in federal and state activities consistent with the mission of the office and efforts will be made to more effectively communicate the information gained through those activities to interested constituencies. RUCO utilizes an outreach program which relies primarily on electronic communications through a bi-monthly email newsletter and the agency website. Expansion of the newsletter mailing list and enrichment of the website will continue to be part of ongoing efforts in this area. Despite somewhat limited travel funds, agency personnel will continue to attend public hearings of the Corporation Commission that are held outside of Maricopa County and utilize these opportunities to increase public awareness of the office and its mission.

- ◆ **Goal 1** To perform preliminary analyses of all pertinent cases filed at the Arizona Corporation Commission to determine the necessity of our intervention.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of cases analyzed	74	75	75
RUCO interventions in rate making	4	8	8

- ◆ **Goal 2** To secure for residential utility ratepayers the lowest reasonable rates.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of utility rate hearings	5	5	5
Number of utility hearings	8	6	6
Average rate increase requested by utilities (millions)	429.50	20	20
Average rate increase recommended by RUCO (millions)	213.75	5	5
Average rate increase approved by ACC (millions)	324.50	10	10
Percent variance between utilities' request for rate increases and the actual ACC authorized rates	24	40	40

- ◆ **Goal 3** To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
RUCO interventions in cases involving competitive issues	3	1	1
Administration as a percentage of total cost	4.4	4.0	4.0
Customer satisfaction rating for residential utility customers (scale 1-8)	7	7	7

RBA 0.0 **Agency Summary**  
 BOARD OF RESPIRATORY CARE EXAMINERS  
 Mary Hauf Martin, Executive Director  
 Phone: (602) 542-5995  
 A.R.S. §§ 32-3521 to 32-3558

**Mission:**

*To exercise state regulatory authority over respiratory care practitioners by granting licenses; maintaining public records for all practitioners within Arizona; and enforcing rules and statutes to ensure the public health, welfare, and safety.*

**Description:**

Respiratory Care Technicians work in therapeutic, surgical, and/or clinical settings to monitor respiration and lung health, as well as to diagnose and treat disorders. The Board of Respiratory Care Examiners regulates the practice of respiratory care in Arizona. The Board examines and licenses respiratory care practitioners based on minimum competency standards set by the Legislature. Additionally, the Board enforces state laws, rules, and regulations set forth to ensure public safety and investigates complaints filed against a member of the professional community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	233.1	264.7	251.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>233.1</b>	<b>264.7</b>	<b>251.8</b>
FTE Positions	3.5	3.8	4.0

**Strategic Issues:**

**Issue 1 Electronic efficiency**

The IT system is very out of date and the information we need to provide to the Governor, Legislators, other health regulatory entities, licensees and the public is getting ever more complex. The Board is endeavoring to add efficiencies to our data management plan.

- ◆ **Goal 1** To process license and renewal applications in a timely, accurate manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New and temporary licenses issued	620	620	621
Average number of days from receipt to granting a temporary license	1	1	1
Total number of applications for permanent licenses	0	1190	1190

- ◆ **Goal 2** To ensure the placement of each allegation of professional misconduct on the Board's agenda for review in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Complaints received	90	100	100
Average days from receipt of complaint to resolution	110	120	120
Average monthly backlog of complaints not yet resolved	1	1	1
Number of licenses revoked or suspended	7	11	11
Total number of practitioners investigated	90	110	110
Percent of investigations resulting in disciplinary or enforcement action	45	42	42
Percent Licensees with disciplinary action	3	3	3

RTA 0.0 **Agency Summary**  
 STATE RETIREMENT SYSTEM  
 Paul Matson, Director  
 Phone: (602) 240-2031  
 A.R.S. § 38-712

**Mission:**

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

**Description:**

The Arizona State Retirement System provides pension, survivor, disability, health insurance, and educational services for most public sector employers in Arizona, including state universities and colleges, public school districts, local and county governments, and the State of Arizona. As of June 30, 2007, the ASRS had a market value of approximately \$28.2 billion dollars and had a total membership of approximately 500,000 members (actively contributing, inactive, retired, and disabled members).

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ MEMBER SERVICES	6,869.9	14,968.3	15,228.6
➤ ADMINISTRATION AND SUPPORT	7,754.3	7,855.5	7,793.9
➤ INFORMATION TECHNOLOGY PLAN	35,719.7	57,293.4	61,263.6
➤ INVESTMENT MANAGEMENT	9,013.4	2,818.5	2,747.1
<b>Agency Total:</b>	<b>59,357.3</b>	<b>82,935.7</b>	<b>87,033.2</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,683.7	22,867.8	22,912.7
Other Non Appropriated Funds	38,673.6	60,067.9	64,120.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>59,357.3</b>	<b>82,935.7</b>	<b>87,033.2</b>
FTE Positions	231.0	235.0	235.0

**Strategic Issues:**

**Issue 1 Work to minimize contribution rate increases for the ASRS Defined Benefit Plan (The Plan)**

Plan contribution rates are projected to increase in the near term, at a time when public employers are being asked to limit requests for additional spending. The ASRS must continue to review, consider, and analyze its funded status, future contribution rate trends, and elements of plan design to ensure that it fulfills its statutory purpose in the most equitable, efficient, and effective manner possible.

**Issue 2 Analyze ways to achieve long-term affordability, accessibility, and sustainability for the retiree health insurance program**

Rising health care costs and complexities associated with delivering health insurance to both Medicare and non-Medicare eligible retirees who live in rural and urban areas will continue to be an issue for the ASRS. The ASRS must continue to look for new ways to maintain an affordable and accessible health insurance program for its retirees.

**Issue 3 Develop a long-term strategy for the ASRS Defined Contribution Plan (The System)**

As of June 30, 2006, there were approximately 1,945 members in the ASRS Defined Contribution Plan, or "System", which has been closed to new

members since the Defined Benefit "Plan" was adopted in 1972. All but a small handful of these members (208) are retired. As the average age of the System population continues to increase, the ASRS must examine how it should adopt a separate strategy for the System.

**Issue 4 Successfully implement a Private Equity Portfolio for inclusion in the ASRS's overall asset allocation**

In October 2006, the ASRS modified its asset allocation policy to include the addition of a private equity allocation. In 2007, the ASRS approved a multi-year private equity implementation plan. Given the specialized nature of new investment allocations, it is important that the ASRS receive the resources necessary to successfully implement the new allocations so it can increase the returns generated and/or mitigate the risk of the total fund.

**Issue 5 Successfully implement the ASRS Business Re-Engineering and Information Technology Plan**

Current business processes are a mix of manual paper and processing activities, and multiple information technology systems. This environment has proven itself to be inefficient in handling the growth in ASRS members and services, causing significant backlogs and increasing levels of member dissatisfaction. Since July of 2002, the ASRS has been implementing a business re-engineering and information technology plan that will improve business processes and prepare the ASRS for future growth. It is imperative that the implementation of this project be successful so the ASRS can meet its goals and achieve its vision.

RTA 1.0 **Program Summary**  
 MEMBER SERVICES  
 Anthony Guarino, Deputy Director, Chief Operations Officer  
 Phone: (602) 240-2077  
 A.R.S. § 38-755

**Mission:**

To administer benefits to ASRS members in an accurate, timely, efficient, and cost-effective manner.

**Description:**

The Member Services Program is comprised of the Member Services, Financial Services, and Information Services Divisions of the ASRS. These three divisions are collectively responsible for delivering services to ASRS members.

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,008.1	11,950.4	12,167.6
Other Non Appropriated Funds	2,861.8	3,017.9	3,061.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,869.9</b>	<b>14,968.3</b>	<b>15,228.6</b>
FTE Positions	168.0	171.0	171.0

**Goal 1** To ensure that members receive calculations and disbursements timely, consistently, and accurately.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of new retirees receiving initial payments within 10 business days of retirement (objective 90%)	34.17	90	90
Percentage of final audits completed within 60 calendar days of initial benefit payment (objective 90%)	0	50	90
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	95	90	90
Number of new retirements processed	7,006	7,457	7,937

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	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate				
<b>Performance Measures</b>				Total amount disbursed for basic premium benefit (in thousands)	78,155	81,281	84,532
Percentage of monthly pension payments disbursed on the first day of the month (objective 98%)	100	98	98	Number of retirees receiving a rural premium benefit, in addition to the basic premium benefit	1,509	1,500	1,500
Percentage of pension adjustments processed within 10 business days of identification (objective 90%)	0	50	90	Total amount disbursed for rural premium benefit, in addition to the basic premium benefit (in thousands)	3,475	4,000	4,000
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100				
Percent of overall member satisfaction with the monthly benefit payment process (objective 90%)	89	90	90	<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of pension payments issued	82,720	87,436	92,682	Number of months needed to determine eligibility for LTD	6	6	6
Number of pension adjustments completed	2,825	2,500	2,500	Number of open LTD claims	5,091	5,500	5,500
				Number of new LTD claims	856	1,000	1,000
				Number of late LTD claims	32	35	35
				Percentage of overall member satisfaction with Long Term Disability program (objective 90%)	86	90	90
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate	<b>◆ Goal 3</b>	To ensure that contributions, account information, and financial data are collected, managed, and accounted for efficiently and effectively.		
Percentage of refunds disbursed within 10 business days of request (objective 90%)	80	90	90				
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100	<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of refunds processed accurately (objective 100%)	99.5	100	100	Percentage of contributions deposited within 1 business day of receipt (objective 100%)	100	100	100
Percent of overall member satisfaction with the refund process (objective 90%)	90	90	90	Percentage of delinquent employer monies collected within 90 days of identification (objective 99%)	99.4	99	99
Number of refund requests processed	10,815	12,320	14,035				
				<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate	Number of unpaid invoices that are over 30 days	240	0	0
Percentage of service purchase cost invoices distributed within 15 business days of receipt (objective 90%)	90	90	90	Percentage of invoices paid within 30 days (objective 100%)	94.5	100	100
Percentage of service purchase lump sum payments processed within 5 business days of receipt (objective 90%)	84	90	90	Number of months in which all bank statements were reconciled by month's end (objective 12)	12	12	12
Percentage of service purchase payroll deduction agreements processed within 5 business days of receipt (objective 90%)	95	90	90	Number of pay periods in which all employees are paid timely and accurately (objective 26)	26	26	26
Percentage of service purchase cost invoices processed accurately (objective 98%)	99.05	98	98	<b>◆ Goal 4</b>	To provide members with easy and timely access to current account information and various educational services to help plan and manage their retirement.		
Percent of overall member satisfaction with the service purchase process (objective 90%)	84	90	90				
Number of service purchase cost invoices requested	9,369	10,000	10,500	<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of service purchase lump sum payments completed	5,847	7,000	7,500	Percentage of calls answered within 20 seconds (objective 80%)	62	80	80
Number of service purchase payroll deduction agreements completed	786	1,000	1,200	Percent of calls abandoned by caller (objective 10% or fewer)	7.7	10	10
				Percent of telephone inquiries answered accurately (objective 95%)	96.5	95	95
				Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	93.7	90	90
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate	Number of calls received	218,521	231,632	245,530
Percent of overall member satisfaction with the survivor benefit process (objective 90%)	87	90	90				
Total number of deaths reported (retired members)	2,227	3,272	3,769	<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of deaths reported (non-retired members)	1,086	900	950	Percentage of overall member satisfaction with Pre-Retirement Seminars (objective 90%)	100	90	90
				Percentage of overall member satisfaction with Group Counseling Sessions (objective 90%)	100	90	90
<b>◆ Goal 2</b>	To offer retired and disabled members access to affordable, competitive and efficiently run health insurance and disability programs.			Total number of Pre-Retirement (Know Your Benefits) Seminars (statewide)	104	130	156
				Total number of Pre-Retirement (Know Your Benefits) Seminar attendees (statewide)	2,407	2,959	3,018
<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate	Total number of Group Counseling (Getting Ready for Retirement) Sessions (statewide)	225	231	235
Number of enrollments and declines processed	23,959	23,000	23,000	Total number of Group Counseling (Getting Ready for Retirement) Session attendees (statewide)	5,568	6,063	6,548
Number of manual adjustments performed	8,088	8,000	8,000				
Percentage of overall member satisfaction with the health insurance enrollment or coverage change process (objective 90%)	87	90	90				
Percentage of overall member satisfaction with responses to health insurance vendor inquiries (objective 90%)	83	90	90				
Number of retirees receiving a basic premium benefit	50,650	53,695	56,550				

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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of walk-in customers served within 15 minutes of arrival (objective 70%)	73.09	70	70
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	97.0	90	90
Total number of walk-ins (Phoenix and Tucson)	25,363	27,737	30,234

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of months in which permanent staffing levels were 90 percent or higher	12	6	6

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of months for which Internal Audit provided quality review of Service Purchase invoices	12	12	12
Number of months for which Internal Audit provided quality review of in-house investment activity	12	12	12

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of quarters for which Internal Audit provided quality reviews of Refunds	4	4	4
Number of quarters for which Internal Audit provided quality reviews of Investment Compliance	4	4	4
Number of quarters for which Internal Audit provided quality reviews of Benefit Estimates	--	4	4

**RTA 2.0** **Program Summary**  
**ADMINISTRATION AND SUPPORT**  
 Anthony Guarino, Deputy Director, Chief Operations Officer  
 Phone: (602) 240-2077  
 A.R.S. §§ 38-711 et. seq.

**Mission:**

*To establish and maintain an administrative framework to carry out the Arizona Revised Statutes and the directives of the ASRS Board in an accurate, timely, efficient, and cost-effective manner.*

**Description:**

The Administration and Support Program contains the various support functions necessary to fulfill the ASRS's statutory responsibility. Support functions include the Office of the Director, Human Resources and Training, Budget, Procurement, Internal Audit, Legal, and External Affairs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,689.9	6,831.9	6,770.3
Other Non Appropriated Funds	1,064.4	1,023.6	1,023.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,754.3</b>	<b>7,855.5</b>	<b>7,793.9</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>

◆ **Goal 1** To establish and maintain a cooperative and beneficial relationship with members, employers, and other interested parties through effective communications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of employers enrolled with the ASRS	745	755	767
Number of employer conferences/workshops held	27	37	40
Number of individual employer meetings held	46	55	65

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of overall member satisfaction with the ASRS Quarterly Newsletter (objective 80%)	96	80	80
Percent of overall member satisfaction with the ASRS website (objective 80%)	95	80	80
Percentage of members who "agree" or "strongly agree" that ASRS employees provide good service to members (objective 80%)	94	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS keeps its members informed of matters that affect them (objective 80%)	91	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS is pleasant and easy to do business with (objective 80%)	94	80	80

◆ **Goal 2** To strive to efficiently and effectively secure adequate budgets, develop human resources, procure outside professional services, ensure internal controls and effectiveness, and provide other services as needed to support the agency.

**RTA 3.0** **Program Summary**  
**INFORMATION TECHNOLOGY PLAN**  
 Kent Smith, Assistant Director, Information Services  
 Phone: (602) 240-2078  
 Laws 2003 Chapter 262, Section 88

**Mission:**

*To help the ASRS achieve its vision by implementing an integrated and multi-faceted technology solution that will allow the agency to keep pace with expected growth in members and improve service delivery while keeping administrative costs relatively stable over the long term.*

**Description:**

The ASRS Business Re-Engineering and Information Technology Plan contains five main components:  
 1. Re-engineering of current business processes and development of an integrated database, the Public Employee Retiree Information System (PERIS) from which all ASRS services will be delivered.  
 2. Enhancement of network infrastructure.  
 3. Enhancement of telecommunications infrastructure and systems.  
 4. Implementation of member-focused web applications.  
 5. Automation of workflows and replacement of paper through Electronic Document Imaging.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	972.3	1,267.0	1,227.7
Other Non Appropriated Funds	34,747.4	56,026.4	60,035.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,719.7</b>	<b>57,293.4</b>	<b>61,263.6</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>

◆ **Goal 1** To develop information technology applications that will support timely and efficient service to members.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of help desk services met	89.2	99	99
Percentage of business hours during which Interaction Center was operational	99	99	99
Percentage of document imaging complete including backfile conversion	100	100	100
Number of hours telephone system was down during business hours (objective 3 hours or less per year)	--	3	3



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Percentage of critical application outages (PERIS, FMS, workflow, interaction center, website, email), occurring during business hours, that were resolved within 1 hour (objective 90%)	95	90	90
Help desk satisfaction rating (objective 4.6 or higher out of 5.0 maximum)	4.78	4.6	4.6
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage completion of IT Plan projects as a whole	88	100	100
Percentage of budget spent for IT Plan as a whole	86	98	100

Rate of return for Large Cap	20.1	n/a	n/a
Rate of return for S&P 500 (Large Cap Benchmark)	20.6	n/a	n/a
Rate of return for Mid Cap	19.1	n/a	n/a
Rate of return for S&P 400 (Mid Cap Benchmark)	18.5	n/a	n/a
Rate of return for Small Cap	17.8	n/a	n/a
Rate of return for Small Cap Equity Blended Benchmark	18.7	n/a	n/a
Rate of return for NonUS Equity	27.9	n/a	n/a
Rate of return for Custom MSCI (NonUS Equity Benchmark)	30.1	n/a	n/a
Rate of return for Fixed Income	6.1	n/a	n/a
Rate of return for LB Aggregate (Fixed Income Benchmark)	6.1	n/a	n/a
Rate of return for GTAA	15.6	n/a	n/a
Rate of return for Custom GTAA Benchmark	17.5	n/a	n/a

**RTA 4.0**

**Program Summary**

INVESTMENT MANAGEMENT

Gary Dokes, Chief Investment Officer  
 Phone: (602) 240-2180  
 A.R.S. §§ 38-719 et. seq.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
3-Year Rate of return for Large Cap	11.9	n/a	n/a
3-Year Rate of return for S&P 500 (Large Cap Benchmark)	11.7	n/a	n/a
3-Year Rate of return for Mid Cap	15.3	n/a	n/a
3-Year Rate of return for S&P 400 (Mid Cap Benchmark)	15.1	n/a	n/a
3-Year Rate of return for Small Cap	13.8	n/a	n/a
3-Year Rate of return for Small Cap Equity Blended Benchmark	14.2	n/a	n/a
3-Year Rate of return for NonUS Equity	20.9	n/a	n/a
3-Year Rate of return for Custom MSCI (NonUS Equity Benchmark)	23.5	n/a	n/a
3-Year Rate of return for Fixed Income	4.1	n/a	n/a
3-Year Rate of return for LB Aggregate (Fixed Income Benchmark)	4.0	n/a	n/a
3-Year Rate of return for GTAA	11.3	n/a	n/a
3-Year Rate of return for Custom GTAA Benchmark	11.2	n/a	n/a

**Mission:**

*To manage the assets of the ASRS in a manner consistent with the goals of the ASRS Board and for the current and future benefit of ASRS members.*

**Description:**

The Investment Management Program is responsible for overseeing the investment of the ASRS assets, the market value of which was approximately \$28.2 billion as of June 30, 2007.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,013.4	2,818.5	2,747.1
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,013.4</b>	<b>2,818.5</b>	<b>2,747.1</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>

◆ **Goal 1** To achieve a total fund rate of return equal to or greater than the actuarial assumed interest rate.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of investment returns	17.8	8.0	8.0
10-Year annualized rate of return on fund assets (%)	8.4	8.0	8.0
10-Year rate of return on Strategic Asset Allocation Benchmark	7.3	n/a	n/a

◆ **Goal 2** To achieve a total fund rate of return equal to or greater than the Asset Allocation Benchmark.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Rate of return on Strategic Asset Allocation Benchmark	18.6	n/a	n/a
Excess return	-0.8	n/a	n/a
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
3-Year rate of return on Strategic Asset Allocation Benchmark	11.6	n/a	n/a
3-Year excess return	0.3	n/a	n/a

◆ **Goal 3** To achieve a total fund rate of return equal to or greater than the amount projected in the most recent asset allocation study.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
5-Year rolling expected rate of return	7.7	n/a	n/a
5-Year excess return	3.3	n/a	n/a

◆ **Goal 4** To achieve asset class net rates of return equal to or greater than their respective broad asset class benchmarks.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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◆ **Goal 5** To achieve portfolio-level net rates of return equal to or greater than their respective portfolio benchmarks.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of portfolios outperforming benchmarks	18	n/a	n/a
Number of portfolios underperforming benchmarks	17	n/a	n/a
<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of portfolios outperforming benchmarks (3 Years)	15	n/a	n/a
Number of portfolios underperforming benchmarks (3 Years)	5	n/a	n/a

◆ **Goal 6** To ensure sufficient monies are available to meet cash flow requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total market value of ASRS fund assets (in billions)	28.2	n/a	n/a
Maximum average monthly cash balance as a percent of ASRS market value (%)	0.35	n/a	n/a
Total annual retiree benefit payments (in billions)	1.80	n/a	n/a
Percentage of liability funded	83.9	n/a	n/a
Percentage of assets achieving annual investment return expectations within specified basis points of the benchmark	59.2	n/a	n/a

RVA 0.0 **Agency Summary**  
 DEPARTMENT OF REVENUE  
 Gale Garriott, Director  
 Phone: (602) 716-6090  
 A.R.S. § 42-1001 et seq.

**Mission:**

*To administer tax laws fairly and efficiently for the people of Arizona.*

**Description:**

Pursuant to Arizona Revised Statutes Title 42, the Department of Revenue (DOR) administers and enforces the collection of personal and corporate income, transaction privilege, withholding, luxury, and estate taxes. The Department oversees the fifteen county assessors in the administration of state property tax laws.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ SERVICE	11,321.7	13,841.8	13,379.9
➤ PROCESSING	8,348.5	8,578.8	8,316.1
➤ EDUCATION AND COMPLIANCE	32,855.1	29,650.3	28,261.2
➤ AGENCY SUPPORT	49,093.5	29,838.9	26,798.3
<b>Agency Total:</b>	<b>101,618.8</b>	<b>81,909.8</b>	<b>76,755.5</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	71,639.0	76,942.1	71,849.2
Other Appropriated Funds	2,566.0	4,500.6	4,439.2
Other Non Appropriated Funds	27,413.8	467.1	467.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>101,618.8</b>	<b>81,909.8</b>	<b>76,755.5</b>
<b>FTE Positions</b>	<b>1,148.0</b>	<b>1,164.0</b>	<b>1,164.0</b>

**Strategic Issues:**

**Issue 1 To reengineer our business processes to make them more efficient and further automate the administration of taxes.**

The Business Reengineering/Integrated Tax System (BRITS) project is the first of its kind in Arizona government. Contracted as a "revenue benefits sharing" project, our vendor/partner will be paid from additional revenues generated by efficiencies gained from the new technology. The BRITS project will be implemented over several years. The project scope encompasses varying activities including: conversion of legacy systems to an integrated platform, introduction of new enforcement tools, and business process reengineering. All of the project elements combined will result in: increased tax enforcement revenue, increased Department efficiency, and improved customer service.

**Issue 2 To ensure Business Continuity.**

The Department continues to refine its Business Continuity plan in accordance with the Governor's requirements to address issues of disaster recovery. Business Continuity planning is the on-going process of establishing strategies to minimize disruptions of service to taxpayers, their representatives, State and Local Governments, and Department employees. The goal is to minimize financial loss and ensure the continuation of core processes and the timely resumption of operations in case a situation or event impacts the Department.

**Issue 3 To improve communication within the Department.**

Overall annual employee survey responses to the question "My agency has a good system in place for communicating necessary information to staff" remained at the same 3.40 out of 5.00 rating for the last two fiscal years. Consequently, Department management will focus on this issue as one of

the strategic issues for FY08. It is important that employees receive clear and timely communication from all levels of management.

**Issue 4 To develop and implement a workforce planning program.**

Statistics show that the 55 years and older workforce will increase to over 45% by the end of 2010. With an increased level of retirements expected in the workforce, most organizations are not prepared for the loss of knowledge that will come with it. The Department intends to focus on this issue of succession, or workforce, planning by developing a structured program designed to focus on training and mentoring. We will look outside of DOR to benchmark other best practices and incorporate professional development training and needs assessments into our work environment.

RVA 1.0 **Program Summary**  
 SERVICE  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

*To timely and accurately meet the needs of each Arizona taxpayer in: providing answers to their questions regarding licensing; filing requirements and application of the State's tax laws; providing revenue statistics to the Governor's Office, Legislature and the public to aid in the making of revenue projections; performing economic impact projections and other tax policy determinations; and, ensuring fair, accurate and uniform property valuations and property tax services for client counties as prescribed by Arizona statutes in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.*

**Description:**

The Service program is responsible for: issuing tax form and licensing information; answering telephone and written inquiries on the application of tax laws, drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; analyzing tax filing, audit and collection information; providing statistics relating to revenues and credits in reports to the Governor's Office, Legislature, departmental staff and members of the public to aid in making revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; exercising general supervision over county assessors to ensure all property is uniformly valued, prescribing guidelines for appraisal methods and providing property tax processing services for client counties; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; returning unclaimed property to its rightful owners by identifying, locating and notifying the owners/holders of the property; and, administering the estate tax laws.

**This Program Contains the following Subprograms:**

- ▶ Inquiries and Requests
- ▶ Local Jurisdictions
- ▶ Taxpayer, Executive, and Legislative Issues

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	9,344.0	10,132.3	9,731.0
Other Appropriated Funds	1,659.3	3,439.2	3,378.6
Other Non Appropriated Funds	318.4	270.3	270.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,321.7</b>	<b>13,841.8</b>	<b>13,379.9</b>
<b>FTE Positions</b>	<b>203.0</b>	<b>202.0</b>	<b>202.0</b>

RVA 1.1 **Subprogram Summary**  
 INQUIRIES AND REQUESTS  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

RVA 1.2 **Subprogram Summary**  
 LOCAL JURISDICTIONS  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

To enable Arizona taxpayers and other DOR customers to understand and more easily comply with Arizona's tax laws by providing state tax, licensing and unclaimed property information and assistance in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

**Description:**

The Inquiries & Requests subprogram is responsible for: issuing tax forms and licensing information; answering telephone and written inquiries on the application of tax laws; drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; returning unclaimed property to its rightful owners by identifying holders of the property and locating and notifying the owners; and administering the estate tax laws.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,634.2	5,902.0	5,691.8
Other Appropriated Funds	1,659.3	3,439.2	3,378.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,293.5</b>	<b>9,341.2</b>	<b>9,070.4</b>
<b>FTE Positions</b>	<b>142.0</b>	<b>140.0</b>	<b>140.0</b>

◆ **Goal 1** To ensure prompt response to taxpayers' immediate inquiries.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average wait time for business tax calls (in minutes) in Taxpayer Information and Assistance section call center	5:14	8:30	8:00
Average wait times for income tax calls (in minutes) in Taxpayer Information and Assistance section call center	3:33	5:30	5:00
Percent of written inquiries answered within 30 calendar days in Taxpayer Information and Assistance section	59	65	65

◆ **Goal 2** To improve the processing of business license applications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average license turnaround time (in business days)	2.7	3.0	3.0

◆ **Goal 3** To attain favorable customer service levels as evidenced by aggregate customer survey scores.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction rating for Taxpayer Information and Assistance section (scale 1-5)	4.85	4.70	4.75

**Mission:**

To ensure fair, accurate, and uniform property values as prescribed by Arizona statutes, and to provide timely and accurate property tax data services to client counties.

**Description:**

The Division is responsible for administration of the State's property tax laws; appraisal of utilities, railroads, mines, and other complex properties; development of appraisal and assessment guidelines; conducting analyses to ensure assessors' values are within statutorily prescribed limits, and providing property data systems to client counties.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,462.8	2,888.6	2,791.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	318.4	270.3	270.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,781.2</b>	<b>3,158.9</b>	<b>3,062.0</b>
<b>FTE Positions</b>	<b>43.0</b>	<b>45.0</b>	<b>45.0</b>

◆ **Goal 1** To improve the equity and uniformity of property values determined by County Assessors.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of total (commercial, residential, land) property values within sales ratio standards as measured by county and qualifying market area	87	91	91

◆ **Goal 2** To improve the equity and uniformity of values for centrally valued properties.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of centrally valued property company compliance reviews	18	20	25

**RVA 1.3 Subprogram Summary**  
 TAXPAYER, EXECUTIVE, AND LEGISLATIVE ISSUES  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**RVA 2.0 Program Summary**  
 PROCESSING  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

To provide timely and accurate information to the Governor's Office, Legislature and the public relating to revenues and credits to aid in the making of revenue projections, economic impact projections and other tax policy determinations; to provide thorough analysis of the tax implications of pending and approved legislation; and to assist taxpayers fairly in resolving problems or disputes with their accounts.

**Mission:**

To process all incoming electronic and paper tax documents and associated revenues, process tax refunds and execute the mailing of tax documents to Arizona taxpayers in a timely and efficient manner; to ensure the accuracy of taxpayer accounts within the BRITS system; and to provide quality service to satisfy debts owed by taxpayers to other government agencies.

**Description:**

The Taxpayer, Executive & Legislative Services subprogram is responsible for analyzing tax filing, audit and collection information to create reports for the Governor's Office, Legislature, departmental staff and members of the public to aid in the making of revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; resolving taxpayer account problems and disputes; and providing analysis of the tax implications of pending and approved legislation.

**Description:**

The Processing program is responsible for:  
 - opening, editing, and distributing taxpayer-generated documents to processing units;  
 - ensuring department forms, documents and correspondence are prepared for mailing;  
 - providing in-house photocopying and courier service;  
 - preparing documents for entry into various automated tax systems;  
 - performing subsequent document error resolution;  
 - generating tax refunds and correction notices; and  
 - operating the debt setoff program, which transfers portions of taxpayer balances to satisfy debts owed to other government agencies within the State.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,247.0	1,341.7	1,247.5
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>1,247.0</b>	<b>1,341.7</b>	<b>1,247.5</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>

In addition, the program processes Electronic Fund Transfers and documents associated with the electronic income tax filing program and subsequently processes withholding tax, corporate estimated tax, and transaction privilege tax electronically through the revenue system into the State Treasury. The program collects and distributes taxes imposed on all cigarettes, cigars, smoking tobacco, plug tobacco, snuff, and other forms of tobacco, and also maintains the automated accounts receivable system that interfaces with the automated systems for Licensing, Audit and Collections.

◆ **Goal 1** To provide timely and accurate information to the Governor's Office, legislature, and the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Hearing Decisions issued within 70 calendar days of the Hearing or from the date the last memo is due	100	95	95

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,058.2	8,147.9	7,902.3
Other Appropriated Funds	290.3	430.9	413.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,348.5</b>	<b>8,578.8</b>	<b>8,316.1</b>
<b>FTE Positions</b>	<b>165.0</b>	<b>163.0</b>	<b>163.0</b>

◆ **Goal 1** To improve the timeliness of payment processing.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of payments deposited within five business days	81	82	82
Average turnaround time for deposits (in business days)	2.79	3.0	3.0

◆ **Goal 2** To process Individual Income and Transaction Privilege Tax (TPT) returns in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days to process an Individual Income tax return	6.9	12.0	12.0
Total tax documents processed (in millions)	5.5	5.6	5.7

◆ **Goal 3** To process all Individual Income tax refunds in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of all Individual Income tax refunds transmitted electronically	29.0	30.0	35.0

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Average calendar days to refund total      5.10      6.00      6.00  
 Individual Income tax checks (paper warrants and electronic deposits)

**RVA 3.0      Program Summary**  
**EDUCATION AND COMPLIANCE**  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**  
*To ensure compliance with Arizona tax laws and Department regulations and policies through proactive education, fair, firm, timely and reasonable valuation and enforcement activities while providing an effective and equitable legal recourse for taxpayers. In short, the purpose of this program is to ensure that taxpayers pay their fair share of tax, not more and not less.*

**Description:**  
 The Education & Compliance program:  
 - administers a taxpayer outreach and education program for tax practitioners, individual taxpayers and businesses;  
 - provides information services through publications; and  
 - coordinates the Department's speaker's bureau, and in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

In addition, it is responsible for:  
 - the selection of tax returns and refund claims for audit examination and the accurate and timely review of those returns and claims;  
 - the collection of receivables and delinquent returns, and using collection tools such as phone and field contacts, lien and levy filings, bankruptcy court actions; and  
 - the research of businesses using on-site computerized license compliance checks ensuring business license/registration compliance programs.

The program also provides various legal services such as resolving disputed assessments and refund denials:  
 - directs the process of interpreting and applying tax laws;  
 - provides legal support and analysis to the audit sections; and  
 - adjudicates taxpayers' administrative appeals through the Agency's Hearing Office.

It inspects, educates and investigates tobacco retailers and distributors for compliance with tobacco tax laws;  
 - investigates allegations of tax fraud;  
 - assists the Attorney General's office in the prosecution of criminal tax offenders;  
 - conducts administrative and internal investigations; and  
 - develops and supports the valuation of centrally-valued properties.

**This Program Contains the following Subprograms:**

- ▶ Education and Outreach
- ▶ Audit and Assessing
- ▶ Collections
- ▶ Enforcement

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	26,214.7	28,823.0	27,417.6
Other Appropriated Funds	616.4	630.5	646.8
Other Non Appropriated Funds	6,024.0	196.8	196.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>32,855.1</b>	<b>29,650.3</b>	<b>28,261.2</b>
<b>FTE Positions</b>	<b>556.0</b>	<b>559.0</b>	<b>559.0</b>

**RVA 3.1      Subprogram Summary**  
**EDUCATION AND OUTREACH**  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**  
*To provide taxpayers and tax practitioners with understandable, accurate and current tax education, information and forms to facilitate voluntary compliance with Arizona's tax laws, and to provide training and appraisal certification courses to county and state appraisal staff.*

**Description:**  
 The Education & Outreach subprogram provides tax education seminars and related programs for taxpayers and tax practitioners including graphics support and information services through publications, speaker's bureau training opportunities and, in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	665.0	656.9	635.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	179.7	196.8	196.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>844.7</b>	<b>853.7</b>	<b>832.6</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>

◆ **Goal 1**      To increase taxpayer transactions conducted electronically.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all tax dollars received electronically	51.45	55.0	60.0
Percent of Individual Income tax returns received electronically	51.3	51.5	52.0

◆ **Goal 2**      To improve voluntary compliance in the filing of tax returns.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of money remitted voluntarily as a percentage of total receipts	96.06	96.10	96.20

◆ **Goal 3**      To continue to provide educational opportunities to the public and increase attendance.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent increase in overall attendance at educational seminars	-0.8	2	4
Number of educational attendees.	15,723	16,000	16,350

RVA 3.2                      **Subprogram Summary**  
 AUDIT AND ASSESSING  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

RVA 3.3                      **Subprogram Summary**  
 COLLECTIONS  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

To assist taxpayers in complying with tax laws and filing correct tax returns through: a fair, courteous, and helpful tax return examination and correction process, and providing supporting legal services to fairly resolve disputed audit assessments and refund denials; fairly interpreting and applying tax laws and timely disseminating that information to departmental employees and to the public; providing quality legal support and analysis to the audit sections; fairly adjudicating taxpayer appeals to the Agency's hearing office; and developing fair and reasonable valuations for centrally-valued properties.

**Description:**

The Audit & Assessing subprogram is responsible for the Department's audit compliance programs for corporate, individual income, transaction privilege and use taxes and Special Audit services (luxury tax & unclaimed property), including resolution attempts, internal contests on taxpayer protests and oversight at audit litigation. The subprogram also provides various legal services, such as resolution of disputed assessments and refund denials, adjudication of taxpayers' administrative appeals to the DOR hearing office; direction of the process of fair interpretation, application and timely dissemination of tax law information to departmental employees and the public; and provision of legal support and analysis to the audit sections. Lastly, the subprogram develops and supports the valuation of centrally valued properties throughout the State, such as mines, utilities and railroads.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,900.7	17,419.0	16,533.4
Other Appropriated Funds	375.8	384.8	415.8
Other Non Appropriated Funds	5,844.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>22,120.8</b>	<b>17,803.8</b>	<b>16,949.2</b>
<b>FTE Positions</b>	<b>323.0</b>	<b>320.0</b>	<b>320.0</b>

◆ **Goal 1** To increase the scope and quality of the audit programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of final Transaction Privilege Tax (TPT) audit assessment amounts compared to the initial assessment amounts	77.07	82	82
Percent of final Individual Income tax audit assessment amounts compared to the initial assessment amounts	71	75	80
Percent of final Corporate Income tax audit assessment amounts compared to the initial assessment amounts	62.64	65	70

**Mission:**

To fairly and efficiently collect receivables and delinquent returns and to ensure businesses are properly licensed/registered with the Department.

**Description:**

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through telephone, correspondence and field contacts with taxpayers and performs activities to identify and license previously unlicensed businesses.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,890.7	9,868.4	9,383.3
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>8,890.7</b>	<b>9,868.4</b>	<b>9,383.3</b>
<b>FTE Positions</b>	<b>206.0</b>	<b>210.0</b>	<b>210.0</b>

◆ **Goal 1** To improve the quality of collection activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of non-audit revenue to total revenue	97.40	98.00	98.50

◆ **Goal 2** To increase fiscal efficiencies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ratio of revenue collected per dollar spent	8.12	6.86	7.00

**RVA 3.4 Subprogram Summary**  
**ENFORCEMENT**  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**RVA 4.0 Program Summary**  
**AGENCY SUPPORT**  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

To encourage voluntary compliance in all tax obligations and work with the taxpayer in entering into payment arrangements that are fair to the taxpayer yet protect the State's interest. To utilize fair and firm enforcement upon broken payment arrangements or lack of taxpayer compliance. To provide quality education to, and inspections of, tobacco retailers and distributors to ensure their compliance with tobacco tax laws; to fairly investigate allegations of tax fraud, assisting the Attorney General's office in the prosecution of criminal tax offenders; and to timely and fairly conduct administrative and internal investigations.

**Description:**

The Enforcement subprogram works with delinquent taxpayers in entering into payment arrangements and educating them in compliance (filing obligations) issues. Upon the taxpayer's action to void the agreement, enforcement collections activity is pursued including filing liens, levies, and seizures of assets. The Enforcement Subprogram also inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders. The subprogram also investigates allegations of tax fraud and assists the Attorney General's office in the prosecution of criminal tax offenders; conducts administrative and internal investigations; and contracts with the Attorney General's Office for the services of an attorney to prosecute tax cases.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	758.3	878.7	865.1
Other Appropriated Funds	240.6	245.7	231.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>998.9</b>	<b>1,124.4</b>	<b>1,096.1</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>

◆ **Goal 1** To promote and enforce the legal sale and distribution of tobacco products.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of retailer and distributor tobacco inspection visits completed	2,145	2,150	2,200
Number of cigarettes seized (in thousands)	107.1	150.0	200.0

◆ **Goal 2** To improve enforcement productivity.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total revenue collected in the Collections Division (in millions)	292.1	305.0	305.0

**Mission:**

To provide excellent leadership, quality technical and administrative support and customer-oriented human resources and development for all core business processes of the Department in order to enhance the services provided to Arizona's taxpayers and other stakeholders.

**Description:**

The Agency Support program is responsible for providing leadership, staff development, human resources, management, technology, strategic and resource planning, legal services to management, financial and inventory accounting and other administrative services to support all core business processes of the Department.

**This Program Contains the following Subprograms:**

- ▶ Human Resources
- ▶ Information Services
- ▶ Support Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	28,022.1	29,838.9	26,798.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,071.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>49,093.5</b>	<b>29,838.9</b>	<b>26,798.3</b>
<b>FTE Positions</b>	<b>224.0</b>	<b>240.0</b>	<b>240.0</b>

**RVA 4.1 Subprogram Summary**  
**HUMAN RESOURCES**  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

To foster excellence among all employees of the Department through quality staff and leadership development, ensuring effective recruitment and promotion of staff as well as fair administration of federal and state human resources laws.

**Description:**

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations, staff training and development, including classroom and self paced curriculum development; working with the Director in developing leadership courses; production of training videos; facilitating the recruitment and promotion of employees; and guidance and resolution of employee issues.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	628.6	795.9	767.4
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>628.6</b>	<b>795.9</b>	<b>767.4</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>

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◆ **Goal 1** To increase the level of employee satisfaction.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average annual turnover rate for employees	11.16	15.00	15.00
Average number of absenteeism days per employee per year (sick leave only)	8.20	9.25	9.25
Overall average satisfaction rating on the annual employee survey (scale 1 to 5)	3.42	3.50	3.75

◆ **Goal 2** To improve employee satisfaction as measured by the annual employee survey data.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of employees who AGREED with the statement, "Overall, I am satisfied with my job"	69.9	70.0	72.0
Percent of employees who agreed with the statement, "I have the proper tools and equipment to do my work"	61.7	60.0	65.0

◆ **Goal 3** To increase the level of employee training and development.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of non-probationary (original probation) employees who have completed mandated training	61.5	75.0	80.0
Percent of permanent status employees who completed at least 8 hours of career development training per year (any non-mandated training delivered in a variety of formats including self-study, classroom training, community college classes, seminars or workshops)	85	86	87

◆ **Goal 4** To increase cost effectiveness of administrative services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Administration as a percentage of total cost	5.2	6.0	6.0

RVA 4.2                      **Subprogram Summary**  
 INFORMATION SERVICES  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

*To provide efficient, accessible record storage and retrieval services to all Department and taxpayer customers and to maintain and continually improve the information technology systems in order to enable the Department to provide excellent services to its customers and optimize the operations of all core business processes.*

**Description:**

The Information Services subprogram maintains and provides access to the statutorily mandated archival files of department records and tax returns filed with DOR; microfilms individual and corporate documents and records; operates the warehouse; manages and oversees improvements to all computer systems and operations; runs mainframe data queries and reports for various core functions of the Department; maintains and enhances mainframe and larger database and client-server applications, incorporating legislative changes and user requests by means of in-house and contracted programming resources; operates and maintains the Agency's wide area network, including all hardware, software and inter- and intranet systems; facilitates the research and development of all new and modified Information Technology systems and processes, including interfacing with the Government Information Technology Agency (GITA); and administers the Department's information technology planning process.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	10,711.5	12,868.9	12,703.6
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>10,711.5</b>	<b>12,868.9</b>	<b>12,703.6</b>
<b>FTE Positions</b>	<b>101.0</b>	<b>110.0</b>	<b>110.0</b>

◆ **Goal 1** To ensure the local and wide area network (LAN/WAN) is available 99.8% of the time.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of time the local and wide area network (LAN/WAN) is available	99.91	99.80	99.80

◆ **Goal 2** To resolve 99% of all problem calls identified as "critical" by the Information Technology division within 4 hours.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of critical problem calls completed within the 4 hour target	97.22	98.00	99.00

RVA 4.3                      **Subprogram Summary**  
 SUPPORT SERVICES  
 Nick Buta, Quality Consultant  
 Phone: (602) 716-6891  
 A.R.S., Title 42

**Mission:**

*To provide visionary leadership and quality support services which promote and facilitate the realization of the missions and goals of the Department and its various programs. This includes assessing the effectiveness of various services to the taxpayer, ensuring all projects assigned to the divisions and sections are completed within prescribed time frames and according to agency policies, fostering an optimal working environment for employees, and providing administrators with the leadership and support they need to best serve our customers.*

**Description:**

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, and budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities; continuous quality review and assessment of the effectiveness of various services to the taxpayer; ensures all projects assigned to divisions and sections are completed within prescribed time frames and according to agency policies; provides legal counsel to the Director, including appeals of audit cases to the Director; develops programs and policies to foster an optimal working environment for employees; provides administrators with the leadership and support they need to best serve our customers; and tracks and monitors the progress of all special projects, employee personnel actions prior to human resources processing, and all controlled correspondence.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	16,682.0	16,174.1	13,327.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,071.4	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>37,753.4</b>	<b>16,174.1</b>	<b>13,327.3</b>
<b>FTE Positions</b>	<b>109.0</b>	<b>115.0</b>	<b>115.0</b>

◆ **Goal 1** To pay all invoices in a timely manner within 30 calendar days of receipt



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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of invoices paid within 30 calendar days	99	95	95

◆ **Goal 2** To respond to 90% of all building maintenance calls within 24 hours of receipt

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of building maintenance calls responded to within 24 hours of receipt	98.92	98.50	98.50

◆ **Goal 3** To process Payroll accurately by the end of each payroll cycle

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of payroll records processed error free by the close of the payroll cycle	99.67	99.20	99.20

◆ **Goal 4** To process purchase orders within two business days of receipt of requisition

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of business days to process requisitions	1.05	1.35	1.40

SFA 0.0	<b>Agency Summary</b>
	SCHOOL FACILITIES BOARD
John Arnold, Executive Director	
Phone: (602) 542-6147	
A.R.S. §§ 15-2001 et seq	

**Mission:**

To provide financial and technical assistance to help ensure that school districts maintain buildings and equipment at minimum adequacy standards so that students can achieve academic success.

**Description:**

The School Facilities Board was created by Laws 1998, 5th Special Session, Chapter 1 through legislation commonly known as Students First. The School Facilities Board consists of nine Gubernatorial appointed voting members and the Superintendent of Public Instruction who serves as a non-voting member. The Board is charged with administration of three capital programs: a) New School Facilities, b) Building Renewal, and c) Emergency Deficiencies Corrections.

In order to effectively evaluate the State's school capital needs, the Board maintains a facilities database consisting of information reported by each school district that aids the Board in determining the funding level for building renewal and the construction of new facilities. Through periodic inspections, the Board is mandated to ensure compliance with building adequacy standards and routine preventative maintenance guidelines with respect to the new construction of buildings and maintenance of existing buildings. The Board also administers an Emergency Deficiencies program in the event that a school district has a serious need for materials, services, construction, or expenses in excess of the district's adopted budget that seriously threatens the functioning of the school district, the preservation or protection of property or public health, safety, and welfare.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	413,761.5	532,695.1	763,614.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	694,981.7	718,214.9	856,086.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,108,743.2</b>	<b>1,250,910.0</b>	<b>1,619,700.7</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>18.0</b>	<b>19.0</b>

**Strategic Issues:**

**Issue 1 School District Building Assessments**

A.R.S. 15-2002 A requires the SFB to develop and maintain a database of all school buildings. This data is used to calculate the building renewal formula, determine if districts qualify for new space, and ensure that all districts meet minimum adequacy guidelines. In FY 1999, the districts self-reported for each school the number, type, and size of each building. Between FY 1999 and FY 2001, the SFB conducted an inspection program that reviewed the quality status of each building. Buildings with deficiencies were noted and corrected between FY 2000 and FY 2006. A.R.S. 15-2002 also requires staff to continue to inspect each building at least once every five years. During these inspections, staff verifies the building data submitted by the district and reviews the facilities for quality deficiencies.

**Issue 2 New School Construction Inflation**

In July 9, 1998 when the legislature passed and the governor signed Students First into law, a standard for the kind of school that should be constructed was set. A.R.S. 15-2041 D3c requires that the cost per square foot of new school construction be adjusted for construction market considerations based on an index identified or developed by the Joint Legislative Budget Committee as necessary but not less than once per year. Inflation adjustments at times been too small or are untimely. This has lowered the standard for the type of school that can be built. A district that built a school in FY 2000 or FY 2001 could build a better school than a district can build today with state funds. While the SFB works diligently to

value engineer or have districts hard bid projects (though construction manager at risk represents almost all delivery types) to get the best pricing while still meeting minimum adequacy standards, the rising cost of construction will continue to challenge the SFB and districts.

**Issue 3 Emergency Deficiency Corrections**

The Emergency Deficiency Corrections Fund is established by A.R.S. 15-2022. Revenues consist of monies transferred from the Deficiencies Correction Fund established by A.R.S. §15-2021 or the New School Facilities Fund established by A.R.S. §15-2041 as long as the transfer will not affect, interfere with, disrupt or reduce any approved capital projects. The School Facilities Board administers the fund and distributes monies in accordance with the rules of the School Facilities Board to school districts for emergency purposes. Given that the Deficiencies Corrections program was repealed on June 30, 2006 coupled with the expected shortfall in the New School Facilities Fund, the Emergency Deficiencies Corrections fund does not have a dedicated funding source or specific appropriation. As resources are depleted, the School Facilities Board ability to assist districts will be limited.

◆ **Goal 1** To efficiently analyze school district requests for new school facilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of school district requests for new school facilities funding	79	80	85
Average number of months from receipt of school district application for new school facility fund monies to School Facilities Board final determination.	5	6	6
Number of new school construction projects completed	26	36	43

◆ **Goal 2** To ensure that building renewal funds are used appropriately.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of school districts that used building renewal funding for non-statutory purposes	0	Baseline	0
Number of districts instructed by the School Facilities Board to use building renewal funding for preventative maintenance	0	TBD	0

◆ **Goal 3** To inspect school districts to ensure compliance with building adequacy standards with respect to construction of new buildings and maintenance of existing buildings.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of schools	1,422	1,440	1,460
Percent of all school district schools inspected to ensure minimum adequacy guidelines	5	20	20
Average number of issues per school inspected that do not meet minimum adequacy standards	4	3	3
Percent of inspected schools determined to have an adequate preventative maintenance program	58	63	68

◆ **Goal 4** To provide quality services to school districts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all school districts rating the Boards' services as satisfactory, good, or excellent in annual survey	98	90	90
Percent of school districts that responded to customer satisfaction survey	23	32	25

STA 0.0 Jan K. Brewer, Secretary of State Phone: (602) 542-0681 A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441	<b>Agency Summary</b> SECRETARY OF STATE - DEPARTMENT OF STATE
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**Mission:**

*To serve the people of the State of Arizona; to execute with integrity the duties required by the Arizona Constitution; and to provide accurate and timely information while ensuring that public dollars are well spent. The mission of the Secretary of State's office is also to provide stewardship of public resources by: facilitating access and efficiently maintaining the filing of government records and information; encouraging participation and demanding honesty in the state's election process; effectively working with counties to implement a uniform, statewide voter registration system; expeditiously and efficiently upgrading our State voting devices; offering registration and certification services of business transactions; fulfilling publishing requirement of all official acts of the State of Arizona including its chapter laws, rules and regulations; appointing notaries public and maintaining their filing information; attesting to all official acts of the Governor; and acting as an ambassador for the State of Arizona, its people, and its way of life.*

**Description:**

The Department of State was created by the Arizona Constitution and is headed by a publicly elected Secretary of State, who serves as Acting Governor in the absence of the Governor and succeeds the Governor should a vacancy occur. The Secretary of State is the keeper of the Great Seal of the State of Arizona. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, limited partnership and limited liability partnership filings. The Secretary of State is also the "Chief State Election Officer" who administers election functions, including canvass and certification of statewide elections; and coordinates statewide voter registration as pursuant to National Voter Registration Act of 1993. The office is also responsible for registration of lobbyists and acceptance of periodic lobbyist filings and campaign finance filings; publishes all official acts of the State of Arizona including laws, the Arizona Administrative Code, and the Arizona Administrative Register; files the notices of the Governor's appointments to the state's boards and commissions; appoints notaries public; and applies apostilles to all international transactions.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	935.1	1,402.8	1,047.0
➤ BUSINESS SERVICES	1,063.3	1,326.1	1,383.8
➤ PUBLIC SERVICES	722.8	590.4	578.0
➤ ELECTION SERVICES	16,578.3	19,464.8	8,381.0
<b>Agency Total:</b>	<b>19,299.5</b>	<b>22,784.1</b>	<b>11,389.8</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	6,985.0	7,222.3	7,160.0
Other Appropriated Funds	12,277.7	15,100.2	4,094.8
Other Non Appropriated Funds	36.8	461.6	135.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>19,299.5</b>	<b>22,784.1</b>	<b>11,389.8</b>
<b>FTE Positions</b>	<b>48.3</b>	<b>42.3</b>	<b>42.3</b>

**Strategic Issues:**

**Issue 1 Meet current statutory obligations of administering statewide elections.**

Given adequate funding and resources, the Secretary of State's office

intends to adequately meet all current statutory obligations of administering statewide elections. As required by the Arizona Constitution and Arizona Revised Statutes, the Secretary of State will accurately certify all ballot candidates, certify and canvass results of statewide elections in a timely manner, appropriately test and certify voting devices for use by counties, implement testing for logic and accuracy of counties election equipment, responsibly certify initiatives and referenda for the ballot, publish and mail the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls on ballot measures, and provide pamphlets in Spanish and Native American translation.

**Issue 2 Fully implement newly required federal and statewide election reforms.**

The recently adopted Help America Vote Act requires the implementation of several new federal and statewide election reforms. The Secretary of State intends to expand on the strategies laid out in the Arizona HAVA State Plan. We are aiming to aggressively implement Arizona's new statewide voter registration list. Efforts will also be made to enhance and upgrade voting devices and do away with antiquated punch card machines as part of the "Adios Chad" program. Implement, along with local election officials, a new overseas and military voter system and voter fraud hotline. Increase voter education and voter outreach while specifically working to better teach the importance of voting to our younger citizens. Work directly with all 15 counties to improve physical accessibility to polling places, provide more training of poll workers and election officials. Continue to lobby the federal government for monetary assistance to meet these new federal mandates.

**Issue 3 Develop new statewide voting system action plan.**

Formulate a new Arizona Voting System Action plan to ensure integrity in our elections and thus building additional confidence in the accuracy and reliability of our election process. Introduce formal state voting system security guidelines. Establish (semi-annual) post-election committee meetings among state and county election officers to identify and recommend voting system process improvements. Increase the sharing of information amongst election offices that share similar voting equipment with the establishment of voting system user groups (including vendors and local jurisdictions). Provide formal security awareness information, training, education, and procedures within the election workforce. Review and enhance current State certification policies and standards for voting equipment.

**Issue 4 Continue to be fiscally responsible and efficient in delivering services.**

The Secretary of State's office is constantly striving to ensure that public dollars are well spent. The Secretary of State's office budget has been significantly reduced over the past few years. The key to continued success is making government work smarter, using sound fiscal standards and efficiencies, and implementing strong ethical standards. We intend to optimize productivity through enhanced employee skills, improve efficiency and timeliness of customer service, review best practices of other state and local jurisdictions, consolidate work assignments to adequately address mandated responsibilities, and make every effort to provide the taxpayer with the best return on their investment in state government as it specifically relates to our office.

**Issue 5 Build additional improvements in meeting our business services mandates.**

Increase the availability of accurate and reliable information as measured in terms of the increased number of people starting business. Such increases directly correlate to population growth here in Arizona. The Secretary of State's Business Services Division seeks to increase resources to better meet this increased workload and properly address overall state mandates regarding business services. We will seek to improve accuracy, efficiency and timeliness of public filings for all general partnerships and trade names. Improve customer service by reducing time delays at the counter. Update all forms and literature with current and user-friendly information. Cross train staff in order that they can better assist customers regardless of the request. Reduce the processing time of all business service applications.

**Issue 6 Address current staffing shortfall and lack of resources.**

Strategic planning is a cyclical process that requires feedback on the customer's satisfaction as compared with the results we are achieving. This cycle is important to this office in trying to achieve all of our goals in an

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efficient manner. The lack of funds to reach our strategic goals will very negatively affect our ability to perform at the levels mandated by law and still provide the quality services our customers expect. By addressing the lack of resources and staffing shortfalls, our office will be able to: 1) reduce staff overtime to meet mandated deadlines, 2) increase the response time in delivering service to our customers, 3) help accurately process filings and applications within a time frame that meets the public's expectations, and 4) adequately conduct all certifications and testing as required in administering statewide elections.

STA 1.0	<b>Program Summary</b>
	<b>ADMINISTRATION</b>
Kevin Tyne, Asst. Secretary of State	
Phone: (602) 542-4919	
Constitution & A.R.S. § 41-121 et seq.	

**Mission:**

*To provide guidance, leadership and support to the staff of the Secretary of State's Office.*

**Description:**

The Administration anticipates requests of services from the public, candidates, elected officials, media and business community to increase. In order to accommodate these request we shall provide timely, efficient, filing and retrieval of information by offering advanced automation to our customers. The Administration provides technology support and monitors financial management, accounting (accounts receivable, accounts payable, payroll) budget, procurement, human resources and training services for Administration, Business Services, Public Service and Election Divisions. Agency Director and the financial officer support the leadership and policy making duties; responsible for the obtaining, enhancing and sustaining all office resources including information systems, e.g. procurement, accounting, and strategic technology, computer networks, SOS website, human resources and office facilities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	935.1	1,036.2	987.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	366.6	60.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>935.1</b>	<b>1,402.8</b>	<b>1,047.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

◆ **Goal 1** To lead and support the staff of the Office of the Secretary of State in carrying out its statutory obligations to file and retrieve information for the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of completion of customer support knowledge base-Train new employees within 30 days.	90	95	100
Percentage of election reporting electronically for public inspection on-line	100	100	100
Percentage of completion of lobbyist expenditure reporting to enhance public access to records	100	100	100

◆ **Goal 2** To develop and implement an effective automation information systems to enhance public interaction with the Secretary of State's office

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of conversion project of on-line Trade Name/Trademarks search capabilities	100	100	100
Percent of conversion project of on-line telemarketer search capability	100	100	100

	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of project completion to enhance Secretary of State's website by integrating with other government services for e-government approaches	100	100	100

◆ **Goal 3** To improve the efficiency of personnel, benefits, payroll, and procurement process through electronic automation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
To improve the efficiency of personnel procedures by offering forms on SOS Intranet	95	100	100
To automate purchase orders and tracking expenditures by divisions	100	100	100
To automate payroll timesheets and leave slip forms	100	100	100
To automate deposit reconciliation forms to expedite and process accurately	100	100	100

◆ **Goal 4** To support the entire office with information technology, financial management, accounting, budget, procurement, human resources, and training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of staff indicating that they feel they have the necessary resources to effectively perform their job	77	80	85

STA 2.0	<b>Program Summary</b>
	<b>BUSINESS SERVICES</b>
Gene Palma, Director	
Phone: (602) 542-3060	
A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.	

**Mission:**

*To support and provide resources to the business community through efficient and accurate filings. To provide public information in an easily accessible format.*

**Description:**

The Business Services Division exists to centralize statewide registration of trademarks, trade names, limited partnerships, and foreign limited partnerships; to perfect Uniform Commercial Code (UCC) filings for the general public, to register charities, telemarketers and fundraisers for charities, to commission notaries public, and to register advanced directives.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,026.5	1,157.9	1,219.0
Other Appropriated Funds	0.0	98.2	94.8
Other Non Appropriated Funds	36.8	70.0	70.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,063.3</b>	<b>1,326.1</b>	<b>1,383.8</b>
<b>FTE Positions</b>	<b>23.3</b>	<b>23.3</b>	<b>23.3</b>

◆ **Goal 1** To serve the public by providing public records requests information accurately and expeditiously.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer Services Center for increased accessibility for customers	100	100	100
Provide customers alternate electronic procedures for filings and registrations	70	75	100
Number of Intergovernmental Agreement (IGA) amendments	623	654	686

◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities from our Web site.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of on-line access of	100	100	100

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charitable organizations filed			
Percentage of Limited Partnerships microfiche converted to electronic format	95	95	95
Percentage of UCC - Microfiche converted to electronic data	100	100	100
Percentage of conversion of Trade names/ Trademarks microfiche converted to electronic format	65	70	75
Percentage of implementation of revisions pertaining to Revised Article 9 of the Uniform Commercial Code	100	100	100
Number of Trade names and Trademarks filed per month	2,700	2,800	2,900
Number of partnerships on file per month	98	125	150
Number of UCC records filed per month	6905	7000	7100
Percentage of Advanced Directives forms on-line	100	100	100
Number of Advanced Directives filed per month	215	337	337

◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of notaries commissioned	36,389	37,000	37,500
Number of Notary seminars	40	65	80
Notary applications turn-around time (# of business days)	15	10	7
Number of Notary handbooks printed and distributed	17,808	19,500	21,000
Number of Notary workbooks printed and distributed	5,198	5,700	6,200

◆ **Goal 4** To serve the public with Telemarketing filing

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Telemarketing filing (# of filings per fiscal year)	1190	1220	1240

◆ **Goal 5** To provide to the public efficient and accurate filings.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of business days to process charitable organizations registrations	15	10	5
Average number of business days to process trade name applications	15	10	5
Average number of business days to process trademark applications	10	10	5
Average number of business days to process Uniform Commercial Code filings	5	5	5
Average number of business days to process athlete agents registrations	5	5	5
Average number of business days to process telephone solicitors registrations	10	10	7
Average number of business days to process notary commissions	15	10	7
Average number of business days to process limited/limited liability partnerships and foreign limited liability partnerships filings	5	5	5

STA 3.0 **Program Summary**  
PUBLIC SERVICES  
Scott Cancelosi, Director  
Phone: (602) 542-0223  
A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

**Mission:**

*To provide public information, process applications, file agency rules and publish the Arizona Administrative Code and the Arizona Administrative Register, publish statutorily mandated and other informational publications and documents, serve the public efficiently and professionally.*

**Description:**

The Public Services Division files and publishes the rules of the state agencies quarterly in the Arizona Administrative Code, and weekly in the Arizona Administrative Register; publishes documents for the Office of the Secretary of State including the State & United States Constitution, the Residential and the Mobile Home Park Landlord and Tenant Acts, the Arizona Notary Public Handbook, the Arizona Blue Book and numerous other documents, pamphlets, booklets, etc.; reproduces for public distribution the Chapter Laws as passed by the legislature and signed by the Governor.

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	722.8	565.4	573.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	25.0	5.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>722.8</b>	<b>590.4</b>	<b>578.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of publications (Code Price List, Notary Workbooks, Notary Handbooks, General Office Brochures, Elections materials, Trade name/ Trademark Books, Uniform Commercial Code, Bingo Law & Rules and other miscellaneous publications printed and distributed)	165,353	140,000	140,000
Percentage of information printed and ready for distribution within 5 days.	95	95	95
Number of Arizona Administrative Code Subscribers	177	175	175
Number of Arizona Administrative Register subscribers	77	75	75
Number of Executive Orders (EO) filed	17	20	20

◆ **Goal 2** To develop new brochures, booklets and other publications as mandated by law or requested by the public; to print them in-house as required with 30-35% using the four-color process.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of Chapter Laws publications distributed: misc legislative filings, veto letters	343	450	450

◆ **Goal 3** To provide service that allow agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of rules and rule-related items filed	1322	1400	1400

◆ **Goal 4** To serve the public by providing materials on-line accurately and expeditiously

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Percentage of Administrative Code available via the Internet within 21 days of release date	100	100	100
Percentage of Administrative Register available via the Internet in conjunction with publication date	100	100	100
Percent of time division publications are published online (posted) within one week of release of paper publication.	100	100	100
Percent of Chaptered Bills/Memorials/Resolutions posted online within 48 hours of receipt.	100	100	100

◆ **Goal 5** To provide public information and publications.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of customers indicating they found the public information they were seeking	100	100	100
Percent of statutory publications provided	100	100	100

STA 4.0	<b>Program Summary</b>
	<b>ELECTION SERVICES</b>
Joseph Kanefield, Director	
Phone: (602) 542-6167	
A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.	

**Mission:**

*To provide professional, courteous service in the administration of campaign finance and lobbyist laws; candidate and ballot measure 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; conduct logic and accuracy tests prior to each election on counties' vote counting devices; conducting a voter outreach program; provide information to the public on ballot measures through publication of the publicity pamphlet and Town Hall meetings to provide uniform election procedures through publication of the Election Procedures Manuel; and retrieval of filings for the public upon request. To successfully implement provisions of the "Help America Vote Act of 2002" to improve the administration of Federal elections. To ensure improvement to the state election process through the replacement of existing punch card voting systems, encourage election accessibility for individuals with disabilities, and create a new statewide voter registration database. Election Services will partner with the County Reorders and Election Officials through coordination, cooperation and collaboration to provide new and innovative technology to ensure federally-mandated statewide election reform.*

**Description:**

The Election Services Division complies with its statutory mandates by registering lobbyists and accepting their filings; accepting campaign finance filings; coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993; receiving documents from and certifying for the ballot candidates for state office; canvassing and certifying the results of statewide elections; testing and certifying voting devices for use by counties; testing the logic and accuracy of counties' election equipment and training and certifying county election officials; certifying initiatives and referendums for the ballot; publishing and mailing the publicity pamphlet to every household with a registered voter; conducting Town Halls on ballot measures; drafting and publishing the election Procedures Manuel; creating and implementing a voter outreach program; establishing and maintaining a uniform statewide voter registration system; certifying new and existing voting systems according to national standards; replacing all punch card voting devices used by counties for elections; improving voting device accessibility; maintaining uniform election procedures and certification of election officials and poll workers; increasing voter education for new voting systems; and establishing a statewide complaint system for a uniform nondiscriminatory response to grievances. All filings and data mentioned above are available to the public. The Help America Vote Act of 2002 (HAVA) increases the responsibility for election administration at the State level in order to establish consistency across the State.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,300.6	4,462.8	4,381.0
Other Appropriated Funds	12,277.7	15,002.0	4,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,578.3</b>	<b>19,464.8</b>	<b>8,381.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

◆ **Goal 1** To increase the ability of the Secretary of State's Office to make information filed in the office accessible to the public in electronic format and via Internet access.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Campaign Finance data available on-line	100	100	100
Percent of timely review and action on election law complaints	100	100	100
Number of Campaign Finance reports filed	4,746	4,750	4,800
The number of Political Committees registered	731	750	775
Number of Standing Political Committees registered	40	45	45

◆ **Goal 2** To coordinate statewide voter registration as provided under the National Voter registration Act of 1993.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
To maintain the integrity of the voter registration rolls through the use of electronic format and information provided by county offices and MVD (percent completed)	100	100	100
The number of publicity pamphlets printed and distributed (in thousands)	1,650.0	0.0	1,700.0
The number of registered voters (in thousands)	2,649.0	2,750.0	2,775.0
The number of Town Hall meetings per year for explanation of initiatives	35	0	35

◆ **Goal 3** To provide statewide voter registration election, voter outreach, and HAVA.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of votes cast on provisional ballots compared to total voter registration	2.8	0	2.5
Total voter registration	2,649,367	2,750,000	2,775,000
Percent of delinquent campaign finance filings	13.15	12.0	12.0
Percent of delinquent elected official financial disclosure statement	7.31	5.0	5.0
Percent of delinquent lobbyist reports	3.98	3.50	3.50

◆ **Goal 4** To train and certify election officers in accordance with A.R.S. § 16-407.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of election officers certified	0	336	0
Total combined hours of classroom training	0	150	0

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

SBA 0.0	<b>Agency Summary</b>
STRUCTURAL PEST CONTROL COMMISSION	
Lisa Gervase, Executive Director	
Phone: (602) 255-3664	
A.R.S. §§ 32-2301 et. seq.	

**Mission:**

*To advocate and promote, through education, training and enforcement, the safe application of pest control technologies, which will result in the maximization of the health and safety of the residents of Arizona, and the protection of their property and the environment.*

**Description:**

The Structural Pest Control Commission (SPCC) licenses and regulates pest control companies, qualifying parties, and applicators; provides education and training to applicants and licensees; and provides education and information to the public regarding pest control activities in non-agricultural settings.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,235.6	2,888.4	2,668.9
Other Non Appropriated Funds	96.9	36.8	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,332.5</b>	<b>2,925.2</b>	<b>2,668.9</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>40.0</b>	<b>41.0</b>

**Strategic Issues:**

**Issue 1** *Protect consumers through responsible legislation and education.*

Protect Arizona consumers through reasonable regulation, by having appropriate laws and rules; and providing information to consumers and education and training to the pest management industry.

**Issue 2** *Provide a high level of customer service to consumers and pest management professionals.*

Provide a high level of customer service to consumers and pest management professionals as efficiently as possible, given resource limitations, using Web site notices and information, on-line continuing education reporting, on-line license renewals, computer-based license examinations that have updated questions and study materials, updated and integrated databases, trained and motivated staff members.

**Issue 3** *Ensure balanced regulation.*

Conduct Inspections, and Process Inquiry Investigations and Complaints, in a fair and thorough manner to balance compliance assistance to the pest management industry, while taking sufficient enforcement action when required.

◆ **Goal 1** To provide accurate and efficient service to prospective and licensed businesses, applicators and qualifying parties in obtaining and maintaining licenses.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total of all licensing applications received.	12,259	12,250	12,250
Average calendar days from receipt of completed application to ruling on application for Applicator testing.	5	20	20
Average calendar days from receipt of completed application to ruling on application for Qualifying Party testing.	40	45	45
Qualifying Party License renewals issued.	1,232	1,200	1,200
Total of all licenses issued.	10,312	10,300	10,300
Applicator License renewals issued.	6,412	6500	6500
Percentage of licenses processed within overall time frame.	100	100	100

Percentage of Applicator License renewals processed on line of those that did renew.	80	75	75
Percentage of Qualifying Party License renewals processed on line of those that did renew.	73	75	75
Percentage of Business License renewals processed on line of those that did renew.	72	75	75
Business License and Branch Office renewals issued.	1,028	1,030	1,030

◆ **Goal 2** To provide continuous quality education to the public and industry members through Structural Pest Control Commission presented or approved programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of contact hours for Initial License Training taken annually from the SPCC.	1,314	1,300	1,300
Number of CE contact hours taken annually from the SPCC.	4,398	4,400	4,400
Number of Education and Training staff hours provided to the Public by the SPCC (not including ILT and CE training).	62	60	60

◆ **Goal 3** To Monitor pesticide applications and ensure compliance with SPCC Laws and Rules.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total inspections conducted (use and non-use).	2,801	2,800	2,800

◆ **Goal 4** To efficiently and professionally investigate inquiries and complaints to protect and maximize the safety of the general public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Inquiry investigations conducted.	189	200	200
Total Complaint investigations conducted.	108	110	110
Number of Consent agreements reached/orders finalized.	49	50	50
Number of formal hearings held.	3	15	15
Percent of investigations resulting in disciplinary action.	57	50	50
Number of licenses Revoked.	21	5	5
Total consumer and Commission generated complaints	108	110	110
Average calendar days from receipt of complaint to resolution	222	220	220

TXA 0.0	<b>Agency Summary</b>
	STATE BOARD OF TAX APPEALS
	Alisha L. Woodring, Executive Director
	Phone: (602) 364-1102
	A.R.S. § 42-1252

**Mission:**

*To provide an independent appeals process for taxpayers with adverse decisions from the Department of Revenue and Office of Administrative Hearings, and to resolve jurisdictional disputes between municipalities regarding the imposition of transaction privilege and use taxes.*

**Description:**

The State Board of Tax Appeals hears and decides appeals filed by taxpayers and Arizona municipalities concerning income, transaction privilege, use, luxury, and estate taxes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	272.0	317.9	315.5
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>272.0</b>	<b>317.9</b>	<b>315.5</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

**Issue 1** *Continue to expedite tax appeals in a timely manner to prevent any delays in the appeals process.*

The Board is current in handling tax appeals. Maintaining a current appeals process continues to be the Board's first priority. The issuance of timely decisions and the timely publication of such decisions benefits not only the parties involved in the appeals, but also tax attorneys, CPAs and tax practitioners as well as others involved in the field of state taxation. The Board expects an increase in the number of audits by and protests to the Department of Revenue resulting from additional monies and FTE positions previously provided to the Department under a revenue-generating program to ultimately result in more appeals to the Board. This may significantly impact it's caseload. Further, Legislative changes and court decisions may increase the number of audits and/or protests to the Department of Revenue, possibly increasing the Board's caseload and creating a backlog. Since, the Board's caseload is contingent on the number of appeals generated by the Department of Revenue and the Office of Administrative Hearings, increases in the number of decisions issued by these agencies will directly impact the Board's caseload.

◆ **Goal 1** To receive and process tax appeals expeditiously to prevent any delays in the appeals process.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Caseload processing (and number of issues)	30(69)	90(150)	150(225)
Number of tax appeals resolved	14	70	80
Number backlogged requiring written decision	0	10	20
Number of months to process appeal	4.5	4.5	5.5



TEA 0.0 **Agency Summary**  
 BOARD OF TECHNICAL REGISTRATION  
 Ronald W. Dalrymple, Executive Director  
 Phone: (602) 364-4930  
 A.R.S. §§ 32-101, 32-106, 32-107

**Mission:**

*To protect the public by setting appropriate registration qualifications and enforcing State Statutes relating to the practice of all Board regulated professions and occupations.*

**Description:**

The Agency's duties are to screen applicants; adopt and administer qualifying examinations as needed to determine whether minimum standards for registration or certification have been satisfied; to enforce professional practice standards for registrants and certificate holders; and to enforce statutes relating to unlicensed practice.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,483.2	1,766.6	1,700.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,483.2</b>	<b>1,766.6</b>	<b>1,700.2</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>23.0</b>	<b>23.0</b>

**Strategic Issues:**

**Issue 1 Customer Service**

The Agency continues to assess the delivery of services and seeks customer input about the quality of service rendered to assist the Agency in its efforts to provide courteous, effective, responsive, and cost-effective service. The feedback received from customers is evaluated and continuous effort is made to address weaknesses and increase the level of satisfaction. The Executive Director and Deputy Director for the Board of Technical Registration review each customer service survey and compile information regarding issues that require staff correction, or managerial praise for effort, towards our goal of excellent customer service.

**Issue 2 Use of Technology**

The Agency continues to explore the use of new technology to assist in a better delivery of services. The Board, in conjunction with GITA and IBM has recently implemented an online renewal process through the state's Web Portal for FY 2007. So far, 345 registrants have utilized the online renewal process. We expect more registrants to use the electronic form of payment of their fees, however a great many continue to send in paper checks as their preferred form of payment.

◆ **Goal 1** To rapidly and accurately process applications for registration.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of new registrants grading application processing as good or better	100	100	100
Average number of days to process an application	90	90	90
Total number of professional licensees	29,358	33,700	35,200

◆ **Goal 2** To efficiently and effectively administer exams to all applicants qualified for examination. To cooperate with national councils to work toward national examination administration before state registration application.

◆ **Goal 3** To rapidly and accurately respond to requests for information relating to registration. To develop a comprehensive program to provide rapid and accurate responses to requests for information relating to registration.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of persons grading response to request for information as good or better	100	100	100

◆ **Goal 4** To actively investigate all instances of possible illegal conduct related to professional practice.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of complainants grading complaint processing as good or higher	99	99	99
Percent of complaints resolved by informal methods	100	99	99
Number of investigations completed	253	200	200
Number of complaints received	226	294	294
Average time in calendar days from receipt of complaint to resolution	360	180	180

TOA 0.0 **Agency Summary**  
 OFFICE OF TOURISM  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. §§ 41.2301 to 41.2306

**Mission:**

*To enhance the state economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development.*

**Description:**

The Office of Tourism (AOT) employs a marketing and customer-service orientation in performing its statutory duties as follows: planning and developing a comprehensive in-state, national, and international marketing plan that includes advertising campaigns; travel sales and marketing programs; media and public communications; promoting and developing tourism-related business in Arizona; undertaking research to guide tourism development plans for the State and to establish the Office as a central clearinghouse for tourism-related data; and providing information and assistance as needed by citizens, business enterprises, industry organizations, and governmental agencies on matters related to the mission of the Office.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	14,261.6	15,649.4	16,622.2
➤ TOURISM PROMOTION	24,844.2	14,014.4	15,923.3
<b>Agency Total:</b>	<b>39,105.8</b>	<b>29,663.8</b>	<b>32,545.5</b>

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	14,261.6	15,649.4	16,622.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,844.2	14,014.4	15,923.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>39,105.8</b>	<b>29,663.8</b>	<b>32,545.5</b>
FTE Positions	37.0	39.0	39.0

**Strategic Issues:**

**Issue 1** *Responding to rapidly expanding competition threatening to steal market share in Arizona's traditional market segments (weather and scenery, outdoor adventure, and culture/heritage).*

Many of the state's traditional advantages in market share, high spending visitor segments, high-quality golf, and cultural attractions are being eroded by a high-powered set of competitors. California, Nevada, New Mexico and other regional destinations, as well as more distant competitors such as Florida and Hawaii, are engaging in hard-hitting marketing and development tactics that could ultimately eat away at the state's visitor base, which could cost the state millions of dollars in direct spending and tax revenues. These competitors feature numerous large-scale, man-made attractions that can generate significant pools of funding for destination marketing organizations, while many of Arizona's travel and tourism products are managed by other federal, state, and non-profit agencies with limited marketing resources. Arizona must consistently designate ever more resources to maintain a successful competitive response.

**Issue 2** *Ongoing strategic adjustment of destination marketing activities to account for the rapidly changing travel planning behaviors of Arizona's primary visitor segments.*

Competitive conditions are forcing successful destinations to orient both their marketing and product development efforts in ways that lead them to speak directly to the wants and needs of target customer segments. The

internet has become a powerful force in travel planning and booking and as travelers have become more Internet savvy, their expectations regarding information delivery and quality have increased. Embracing the new Web 2.0 platform, which revolves around "social marketing", or catering to consumers expectations in regard to blogging, podcasting, chat rooms and user-generated content, is proving a critical tool in positioning Arizona effectively with Internet savvy travelers. The critical baby boomer market is one of Arizona's key visitor segments, and with the first waves retiring, we must look for new opportunities to reach this group which has the time, money and motivation to travel. In addition, Generation X travelers are in their 30's and 40's and are entering increased earning phases in their lives. We must establish Arizona as an attractive vacation destination for these younger travelers. Increased gas prices are causing many travelers to take more frequent, but shorter trips, planning those trips with less lead time, and many are relying less on printed materials and more on the Internet for travel information. To successfully compete for these key segments against destinations that are employing sophisticated marketing methods, Arizona must remain on the cutting edge with enhanced customer relationship marketing techniques.

**Issue 3** *Enhancing Arizona's product development efforts, which continue to lag behind other destinations.*

For Arizona to continue to compete in the increasingly aggressive marketplace, new and additional product development is essential. Arizona must develop programs to stimulate growth in new tourism products, particularly those that motivate people to visit the state, stay longer, and spend more. Arizona also must enhance current products that are proven destination drivers, such as meetings and convention space, state parks, and cultural and historic attractions, to differentiate its products from its competitors and to enhance the visitor experience. AOT is working with the private sector through tourism industry associations, such as the Arizona Tourism Alliance, to focus the conversation on product development and what kind of development makes sense for Arizona.

**Issue 4** *Ongoing efforts to understand and correctly communicate the effects of federal regulations concerning the U.S. ports of entry and how they impact legitimate travel to and from the United States.*

U. S. federal policy initiatives concerning border security are having an impact on travel, at least partially because of confusion over what the new policies entail. AOT is working closely with the Travel Industry to clearly communicate correct information regarding immigration issues that concern Arizona, such as the Western Hemisphere Travel Initiative (WHTI), which is intended to improve homeland security through enhanced travel documents, and the U.S. Visa policy, because in some areas visa issuance is a long and arduous process due to lack of staffing and/or U.S. Consular Offices. This work seeks to offset the fact that America's image has declined around the world and this decline has implications on several levels. The tourism industry is concerned about the loss of in-bound international travel and related economic impact. The industry is uniquely positioned as a key partner in building the U.S. image abroad as part of a larger public diplomacy effort.

**TOA 1.0** **Program Summary**  
**ADMINISTRATION**  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. §§ 41.2302 to 41.2305

**TOA 2.0** **Program Summary**  
**TOURISM PROMOTION**  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. §§ 41.2302 to 41.2305

**Mission:**

*To provide effective support of all Arizona Office of Tourism functions through development and maintenance of efficient, comprehensive, and innovative management systems.*

**Description:**

Business administration includes business affairs, finance, and the related administrative/office management personnel and supports the leadership and policy making duties of the Executive Director's Office. The program is responsible for the budget cycle including budget request, financial administration, and information systems management. Responsibility for the function includes obtaining, enhancing and sustaining all office resources including information systems (e.g., accounting and computerized information systems), office facilities, strategic technology (e.g., computer networks, world wide web sites, etc.), human resources and procurement. The program acts as the primary resource for intergovernmental information disclosure as well as ensuring statutory and regulatory compliance for the Agency.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	14,261.6	15,649.4	16,622.2
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>14,261.6</b>	<b>15,649.4</b>	<b>16,622.2</b>
<b>FTE Positions</b>	<b>37.0</b>	<b>39.0</b>	<b>39.0</b>

◆ **Goal 1** To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of invoices paid within 30 days	91	92	92
Average number of days for processing invoices received	12	13	13

◆ **Goal 2** To ensure all AOT operating activities comply with State Procurement Code and provide and maintain centralized records accessible for review.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hours of certified training in procurement	24	16	16

**Mission:**

*To coordinate all of Arizona Office of Tourism's primary marketing efforts (i.e., advertising, consumer fulfillment, media communications, travel industry marketing, and market research) to ensure maximum impact in motivating targeted traveler segments to visit Arizona. To create a cooperative, image-consistent campaign of statewide tourism marketing promotions through developmental assistance and financial support of local tourism efforts. To manage the Arizona Office of Tourism (AOT) welcome center operations to encourage visitors to the center to extend their stay in the State and generate additional tourism-related expenditures.*

**Description:**

The program integrates the activities of the subprograms in order to maximize their individual effects by coordinating marketing efforts that stimulate consumer demand (e.g., advertising, media communications, etc.) with development programs that augment the Arizona travel product in consumer marketing channels; thus assisting Arizona communities, regions and non-profit entities in the development and promotion of their travel destinations and tourism attractions. Also, operating the Welcome Center at Lupton enhances the traveling public's perception and experience of Arizona as a travel destination by providing a positive first image of the State to visitors entering through the Interstate 40-West gateway.

**This Program Contains the following Subprograms:**

- ▶ State Tourism Promotion
- ▶ In-State Tourism Promotion (Prop 202)
- ▶ Maricopa County Tourism Promotion

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,844.2	14,014.4	15,923.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>24,844.2</b>	<b>14,014.4</b>	<b>15,923.3</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**TOA 2.1** **Subprogram Summary**  
**STATE TOURISM PROMOTION**  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. §§ 41.2302 to 41.2305

**Mission:**

*To create an awareness of and demand for Arizona as a tourism destination for domestic and international visitors, through innovative partnerships and superior marketing, community outreach and visitor services programs.*

**Description:**

This subprogram seeks to enhance the image and awareness of the State through marketing and media relations, and to stimulate interest and motivation levels of travelers in key markets and interest categories through the application of advanced consumer research. The subprogram further supports the development and promotion of new Arizona travel products and packages in urban and rural areas alike, in partnership with public and private entities. The operation of the state Welcome Center promotes positive awareness through excellent customer service.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,688.7	8,631.7	10,271.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>19,688.7</b>	<b>8,631.7</b>	<b>10,271.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To offer the tourism industry in Arizona the opportunity to participate with AOT in cost-efficient and effective advertising programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Constituent satisfaction with AOT advertising programs (scale 1-5, 5=extremely satisfied)	3.66	3.7	3.7

◆ **Goal 2** To educate, motivate, and assist the travel industry to create and market group and individual tour packages to Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sales leads and trade inquiries generated by domestic and international tradeshows and sales missions	308	320	340
Trade and consumer requests for information fulfilled by international representatives	8,248	8,000	8,000
Sales leads and trade inquiries generated by domestic and international trade advertising	329	125	125

◆ **Goal 3** To assist communities and tourism-related businesses in Arizona to develop tour and travel programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Constituent satisfaction with AOT travel industry marketing programs (scale 1-5, 5=extremely satisfied)	3.88	3.9	3.9
Number of trade familiarization tours and site inspections assisted or hosted by AOT	17	14	14
Number of participants on familiarization tours	169	135	135

◆ **Goal 4** To generate positive media coverage for Arizona tourism and the Arizona Office of Tourism.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Circulation of domestic print, TV and radio coverage about Arizona generated by AOT efforts (in millions)	548	300	400
Advertising value of domestic coverage about Arizona generated by AOT efforts (\$ in millions)	13	10	10
Advertising value of domestic and international media coverage generated by AOT's efforts for every \$1 expended on media promotions (in dollars)	73	50	50
Media leads and inquiries generated by attendance at trade shows and media missions	579	500	510
Number of individuals hosted/co-hosted by AOT on travel media familiarization tours	120	130	140
Circulation of international print articles about Arizona generated by AOT efforts (in millions)	737	400	400
Advertising value of international articles about Arizona generated by AOT efforts (\$ in millions)	20	21	21
Number of visitors to the online Press Room for immediate media fulfillment	24,517	23,000	23,000

◆ **Goal 5** To assist communities with their media communications programs by consulting and providing expertise.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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relations programs and activities (scale of 1-5, 5=extremely satisfied)

◆ **Goal 6** To respond in a timely manner to requests for information from the travel industry, governmental policy makers, and the public with relevant and credible tourism research.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of responses to requests for information from the Arizona Office of Tourism and the Northern Arizona University tourism library	204	200	200
Constituent satisfaction with AOT's role as a clearinghouse for tourism data (scale of 1-5, 5=extremely satisfied)	3.95	3.95	4.0

◆ **Goal 7** To increase the number of participants in rural tourism marketing workshops and increase the overall satisfaction of the rural tourism marketing workshops (TEAM).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of constituents participating in the workshops	157	175	190
Constituent satisfaction with workshops (on a scale of 1-5, 5=extremely satisfied)	4.5	4.6	4.6

◆ **Goal 8** To expand the volume of tourism activity through tourism promotion and development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of domestic tourists (in millions)	31.7	30	30

◆ **Goal 9** To increase tourism-related marketing activity in communities throughout Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of communities and organizations participating in the grant program	68	75	87
Constituent satisfaction with matching grant program (scale of 1-5, 5=extremely satisfied)	4.17	4.5	4.6

◆ **Goal 10** To distribute AOT materials to communities and constituents in a timely manner.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Constituent and community satisfaction with distribution of AOT materials (scale of 1-5, 5=extremely satisfied)	3.7	3.8	3.8

◆ **Goal 11** To standardize operating procedures and to enhance levels of customer service at state-wide designated visitor centers throughout Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of local visitor centers in compliance with standardized operating procedures	34	40	42
Constituent level of satisfaction with workshops (scale of 1-5, 5=extremely satisfied)	4.0	4.5	4.5

◆ **Goal 12** To encourage visitors who stop at the Painted Cliffs Welcome Center to visit more attractions and to extend their stay in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of visitors who gained added knowledge of Arizona as a result of their visit to the PCWC	90	90	90
Percent of visitors who extended their stay in Arizona as a result of their visit to the PCWC	23	24	24
Number of visitors to the Welcome Center	134,000	134,000	135,000

◆ **Goal 13** To efficiently use advertising resources to generate demand for Arizona tourism information.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

generated requests for Arizona travel planning information (in dollars)			
Number of inquiries for Arizona travel packet (in thousands)	248	290	333
Increased awareness of Arizona as a tourism destination as a result of AOT's advertising efforts in selected target markets (in percentage points)	0	9	9
Percent of respondents who took specific action related to planning a vacation to Arizona after seeing AOT advertising in selected target markets	19	20	20
Number of visitors to AOT's consumer web sites for Arizona travel planning information (in thousands)	2,900	3,335	3,800
Customer satisfaction rating for travel kits program (scale 1-5, 5=very satisfied)	4.5	4.5	4.5

**TOA 2.2**                      **Subprogram Summary**  
**IN-STATE TOURISM PROMOTION (PROP 202)**  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. § 41.2306

**Mission:**  
*To create an awareness of and demand for Arizona as a premiere tourism destination for domestic and international visitors, through expanded marketing efforts and new programs with a targeted, customer-oriented focus.*

**Description:**  
 Proposition 202 funds are dedicated to enhanced tourism promotion of Arizona, augmenting the Arizona Office of Tourism's (AOT) existing promotional efforts by funding new and expanded marketing programs. This augmentation will increase the reach and frequency of AOT marketing, adding incremental value to previous years' results. Programs supported by Proposition 202 funds include but are not limited to efforts to reach new and emerging markets, including international tourists and domestic multicultural markets.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
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>

◆ **Goal 1**    To enhance the reach and frequency of existing AOT marketing programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase the number of gross impressions (in millions)	1,017	1,020	1,020

◆ **Goal 2**    To expand the reach and frequency for select markets.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase the number of gross impressions in select target markets/cities (in millions)	517	550	550

**TOA 2.3**                      **Subprogram Summary**  
**MARICOPA COUNTY TOURISM PROMOTION**  
 Margie A. Emmermann, Director  
 Phone: (602) 364-3717  
 A.R.S. § 41.306

**Mission:**  
*To strengthen and expand Maricopa County cooperative tourism marketing through developmental assistance and financial support of Maricopa County destination marketing organizations.*

**Description:**  
 Proposition 302 Maricopa County Grant is available only to destination marketing organizations within Maricopa County. The purpose of this program is to provide funding for tourism marketing activities such as advertising, public relations and travel industry marketing. The Proposition 302 Maricopa County Grant Program assists in the development of innovative and effective tourism promotion projects at the local level. These local tourism promotion activities, in cooperation with the national and regional advertising efforts of the Arizona Office of Tourism, are intended to assist in maintaining a strong tourism industry throughout Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,155.5	5,382.7	5,651.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,155.5</b>	<b>5,382.7</b>	<b>5,651.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1**    To distribute Proposition 302 money in a timely manner

DTA 0.0 **Agency Summary**  
 DEPARTMENT OF TRANSPORTATION  
 Victor Mendez, Director  
 Phone: (602) 712-7227

**Mission:**

To provide products and services for a safe, efficient, cost-effective transportation system that links Arizona to the global economy, promotes economic prosperity and demonstrates respect for Arizona's environment and quality of life.

**Description:**

The Arizona Department of Transportation was established in 1974. It is the state agency charged with planning, developing, maintaining and operating facilities for the efficient movement of people and products by surface and air throughout Arizona. The Department is also the statewide agency that registers motor vehicles and aircraft, licenses drivers, collects revenues, and investigates new transportation systems. It serves its customer base through geographically dispersed facilities. Most administrative activities are housed in the headquarters facilities in Phoenix. Field activities include ten district offices that oversee roadway construction and maintenance, twenty-two ports of entry that check commercial vehicles for compliance with size and weight laws, and sixty-seven Motor Vehicle Division Field Offices that provide title and registration and driver license services.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	51,635.7	205,073.2	206,140.7
➤ INTERMODAL TRANSPORTATION	2,710,619.7	3,117,904.6	3,140,214.9
➤ MOTOR VEHICLE	103,075.0	116,030.7	127,719.7
➤ AERONAUTICS	16,980.2	30,391.9	30,729.8
<b>Agency Total:</b>	<b>2,882,310.6</b>	<b>3,469,400.4</b>	<b>3,504,805.1</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	83.0	86.6	1,145.0
Other Appropriated Funds	433,326.8	467,227.5	501,040.2
Other Non Appropriated Funds	2,448,900.8	3,002,086.3	3,002,619.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,882,310.6</b>	<b>3,469,400.4</b>	<b>3,504,805.1</b>
<b>FTE Positions</b>	<b>4,727.5</b>	<b>4,768.0</b>	<b>4,983.0</b>

**Strategic Issues:**

**Issue 1 Maintenance**

Arizona's taxpayers have made a very significant investment in roads and highways. Protecting that investment is much more than just filling pot holes. What are the best strategies ADOT can develop for protecting that investment? And what are the best strategies that will provide the necessary human and financial resources to protect that investment?

**Issue 2 Customer Service**

Whether internal or external, ADOT must maintain a strong customer service focus. This will require a mix of strategies involving staff, the application of more sophisticated management techniques and alternative service delivery methods that employ more technology, including the internet.

**Issue 3 Program Delivery**

Each year the State Transportation Board adopts a Five-Year Construction Program. This Program is a result of a transportation assessment to determine how best to safely and efficiently move goods, services and

people throughout Arizona. The operating imperative is to deliver those projects on time, on budget and in quality condition.

**Issue 4 Regional Transportation System**

As Arizona's urban cores continue to experience phenomenal growth, the movement of goods, services and people will continue to be an important regional success factor. Keeping pace will require the full utilization of innovative financing, retention of engineering and management expertise, as well as partnering with interested parties. This is especially true for completion, on an accelerated timeline, of the 1985 voter approved Maricopa Regional Freeway System.

**Issue 5 Technology**

The agency is seeking strategies that can be developed to replace aging mainframe, legacy systems and processes. How can ADOT effectively make available the burgeoning amount of information for transportation decisions? How can technology be best utilized as a congestion mitigation and safety element? How can ADOT best utilize technology to provide on-line and other e-government services to its customer service activities?

**Issue 6 Congestion Management**

The Agency is researching what is the best strategy or mix of strategies to manage congestion on the state highway system.

DTA 1.0 **Program Summary**  
 ADMINISTRATION  
 Victor Mendez, Director  
 Phone: (602) 712-7227  
 A.R.S. Title 28

**Mission:**

To provide leadership and operational and financial support to help achieve the agency mission.

**Description:**

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. § 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation. The Department is charged with registering motor vehicles and aircraft, licensing drivers, collecting revenue, conducting multi-modal transportation planning, design and constructing transportation facilities, investigating new transportation systems and administering transportation safety programs.

**This Program Contains the following Subprograms:**

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,819.9	45,462.2	45,996.1
Other Non Appropriated Funds	7,815.8	159,611.0	160,144.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>51,635.7</b>	<b>205,073.2</b>	<b>206,140.7</b>
<b>FTE Positions</b>	<b>412.0</b>	<b>412.0</b>	<b>416.0</b>

**DTA 1.1 Subprogram Summary**  
 DIRECTOR'S OFFICE / TRANSPORTATION BOARD  
 John Bogert, Chief of Staff  
 Phone: (602) 712-7228  
 A.R.S. Title 28

**Mission:**

To serve the employees, suppliers and customers of the Arizona Department of Transportation by exemplifying leadership and a commitment to achieve the agency guiding vision. The Transportation Board's mission is to administer the functions outlined in A.R.S. § 28-106 with respect to development or modification of the five-year transportation facilities construction program, the awarding of all construction contracts for transportation facilities and monitoring the status of such projects.

**Description:**

The Director and staff exist to provide strategic direction and guidance to agency personnel in achieving the organizational mission in an atmosphere of continuous improvement.

The Transportation Board distributes monies from the aviation fund for public airport planning, design and construction; establishes a complete set of state highway routes; determines which routes shall be accepted into the system and which shall be improved; establishes or otherwise alters the status of any portion of a state route or highway or other transportation facility; and determines priority programming with respect to transportation facilities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	774.0	803.2	803.2
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>774.0</b>	<b>803.2</b>	<b>803.2</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Administrative expenses as percentage of operating budget	7.7	10.0	10.0

◆ **Goal 2** To develop a high performing and successful workforce.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Middle Managers attending mandatory supervisory training	82	95	95

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Agency turnover rate (percentage)	17.0	14.0	14.0

◆ **Goal 3** To optimize the use of all resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Injury Incidence Rate per 100 employees	3.82	0.00	0.00

**DTA 1.2 Subprogram Summary**  
 TRANSPORTATION SUPPORT SERVICES  
 John Bogert, Chief of Staff  
 Phone: (602) 712-7228  
 A.R.S. Title 28

**Mission:**

To provide effective and efficient support services to those who serve our customers and stakeholders.

**Description:**

Transportation Support Services provides many of the essential business services necessary for the Department to carry out its mission. It delivers these services to diverse customers located throughout the state. Service areas include: human resources, financial management, civil rights, audit, community relations, employee development, safety and health, procurement, information technology, facilities maintenance and planning and budgeting.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,045.9	44,659.0	45,192.9
Other Non Appropriated Funds	110.2	151,524.0	151,524.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>43,156.1</b>	<b>196,183.0</b>	<b>196,716.9</b>
<b>FTE Positions</b>	<b>406.0</b>	<b>406.0</b>	<b>410.0</b>

◆ **Goal 1** To achieve optimum service delivery.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Highway User Revenue Fund revenue forecast range (percent)	-1.2	+2.0/-1.0	+2.0/-1.0
Regional Area Revolving Fund revenue forecast range (percent)	-1.2	+2.0/-4.0	+2.0/-4.0

**DTA 1.3 Subprogram Summary**  
 ARIZONA HIGHWAYS MAGAZINE  
 Win Holden, Publisher  
 Phone: (602) 712-2023  
 A.R.S. §§ 28-1881 to 28-1884

**Mission:**

To encourage travel within Arizona by publishing magazines and products about the state and its people while achieving the highest level of quality in production and customer service.

**Description:**

The first issue of Arizona Highways was published in 1925. The current monthly circulation, including newsstand, averages 205,000 and includes subscribers from every state and 113 foreign countries. Sixty-three percent of the magazine's subscribers live outside Arizona, many of them receiving gift subscriptions from Arizonans. A one year subscription is \$24. Arizona Highways is an Enterprise Fund and generates revenue from two major sources:(1) subscription and newsstand sales of the magazine; and (2) related product sales. The magazine employs approximately 33 fulltime staff. The magazine is 48 full-color pages per issue. Most of the writing and photography included is provided by freelance professionals who are paid fees for one-time rights to publish their material. Arizona Highways operates its own computerized fulfillment system for receiving, processing, and shipping orders and two retail gift shops in Phoenix.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,705.6	8,087.0	8,620.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,705.6</b>	<b>8,087.0</b>	<b>8,620.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To remain financially self-sufficient.

<b>DTA 2.0</b>	<b>Program Summary</b>
	INTERMODAL TRANSPORTATION
	Sam Elters, State Engineer
	Phone: (602) 712-7391
	A.R.S. § 28-104

**Mission:**

To continually improve the safety, efficiency and quality of Arizona's highway system and its intermodal connectors.

**Description:**

The Intermodal Transportation Division (ITD) serves as the state's public entity to construct and maintain a quality highway system.

**This Program Contains the following Subprograms:**

- ▶ Development and Administration
- ▶ Maintenance
- ▶ Construction
- ▶ Intermodal Transportation Planning
- ▶ Vehicles and Heavy Equipment

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	83.0	86.6	1,145.0
Other Appropriated Funds	284,450.7	307,317.4	328,569.3
Other Non Appropriated Funds	2,426,086.0	2,810,500.6	2,810,500.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,710,619.7</b>	<b>3,117,904.6</b>	<b>3,140,214.9</b>
<b>FTE Positions</b>	<b>2,540.0</b>	<b>2,572.0</b>	<b>2,668.0</b>

<b>DTA 2.1</b>	<b>Subprogram Summary</b>
	DEVELOPMENT AND ADMINISTRATION
	Sam Elters, State Engineer
	Phone: (602) 712-7391
	A.R.S. § 28-104

**Mission:**

To provide the leadership and support to all entities of ITD to improve the safety, efficiency and quality of the state highway system and its intermodal connectors.

**Description:**

The ITD – Development and Administration Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Administrative Operating Fund/ Budget. The ITD Core Team provides the key leadership for ITD. This Team consists of the State Engineer, Deputy State Engineers, Chief Administrative Officer. They encourage all employees to exceed customer expectations through emphasis on delivering quality products and services on time and within budget. Their responsibilities include daily liaison with customers, partners and other stakeholders. Open communication exists with the leaders and project teams in the various Engineering Districts and Development Groups to identify and resolve the short term needs and plan for the long-term needs/accomplishments of the Division. This team is responsible for the project development and operations of the state highway infrastructure, including promotion of environmental stewardship and employee and highway user safety.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	68,815.9	74,028.5	77,899.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>68,815.9</b>	<b>74,028.5</b>	<b>77,899.9</b>
<b>FTE Positions</b>	<b>682.0</b>	<b>707.0</b>	<b>741.0</b>

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of dollars awarded vs. planned	100	100	100

◆ **Goal 2** To develop and retain a high performing, successful workforce.

◆ **Goal 3** To optimize the use of all resources.

◆ **Goal 4** To improve public and political support necessary to meet Arizona's transportation needs.



**DTA 2.2 Subprogram Summary**  
**MAINTENANCE**  
 Sam Elters, State Engineer  
 Phone: (602) 712-7391  
 A.R.S. § 28-104

**DTA 2.3 Subprogram Summary**  
**CONSTRUCTION**  
 Sam Elters, State Engineer  
 Phone: (602) 712-7391  
 A.R.S. § 28-104

**Mission:**

To maximize the life expectancy, operational efficiency, appearance, and safety of the state highway system.

**Description:**

The ITD – Maintenance Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Maintenance Fund/ Budget. This Budget Subprogram is a multi-million dollar operation involving over seventy organizational units distributed throughout the State, working in nine maintenance-engineering districts and a central maintenance office. Funding is provided for asset management on and along approximately 27,800 maintenance travel lane miles of highway. This subprogram includes the highway system's operation components.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	116,441.2	129,253.8	145,007.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>116,441.2</b>	<b>129,253.8</b>	<b>145,007.5</b>
<b>FTE Positions</b>	<b>925.0</b>	<b>932.0</b>	<b>977.0</b>

◆ **Goal 1** To improve the movement of people and products throughout Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total maintenance lane miles (calendar year basis)	27,811	28,120	28,473

◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

◆ **Goal 3** To develop and retain a high performing successful workforce. Note: There are no objectives for this goal.

◆ **Goal 4** To optimize the use of all resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of state system meeting minimum LOS standards Note, expected implementation is FY 09	0	0	TBD

**Mission:**

To provide leadership and support in construction administration to continually improve the safety, efficiency, and quality of Arizona's highway system.

**Description:**

The ITD – Construction Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Construction Fund/ Budget. This subprogram is responsible for the administration of a statewide annual construction program of over \$950 million.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	58,186.6	61,470.2	61,470.2
Other Non Appropriated Funds	2,416,362.2	2,800,132.1	2,800,132.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,474,548.8</b>	<b>2,861,602.3</b>	<b>2,861,602.3</b>
<b>FTE Positions</b>	<b>640.0</b>	<b>640.0</b>	<b>640.0</b>

◆ **Goal 1** To improve the movement of people and products throughout Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total lane (travel) miles (calendar year basis)	18,675	18,900	19,185

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of highway construction projects completed on schedule	96.5	97	97

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Maricopa Regional Freeway center line miles (calendar year basis)	96	100	100

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Phoenix District Travel Lane miles open Note: this measure is on a calendar year basis.	2,560	2,592	2,765

◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent difference of final contract cost from original bid	10.01	10	10

◆ **Goal 3** To develop and retain a high performing successful workforce. Note: There are no objectives for this goal.

◆ **Goal 4** To optimize the use of all resources.

DTA 2.4 **Subprogram Summary**  
 INTERMODAL TRANSPORTATION PLANNING  
 Dale Buskirk, Director  
 Phone: (602) 712-7431  
 A.R.S. § 28-104

**Mission:**

*To provide the highest quality multimodal transportation research, plans, and programs for Arizona.*

**Description:**

The Transportation Planning Division (TPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multi-modal, performance-based transportation planning and programming efforts at the state, regional and local level. TPD also performs research, supports a robust and advanced geo-referenced infrastructure, initiates common processes for the collection, analysis and distribution of fundamental transportation data and manages both the ADOT product evaluation program and the ADOT library. The Division helps to identify the important present and future transportation issues facing Arizona and assists, through research and planning, in the development of the supporting strategies needed to optimize investment to preserve and expand the state's transportation system.

The Division staff is organized into the following organizational units: Administrative Support, the Arizona Transportation Research Center (ATRC), Data Bureau, Priority Programming/Air Quality, and State and Regional Planning. Responsibilities include long-range multi-modal planning, development of asset infrastructure investment strategies, preparation of regional transportation profile studies, administration of state and federal air quality mandates, delivery of research services and the collection, analysis and dissemination of transportation data. Stakeholders include individuals, public and private entities, local and tribal governments, regional planning organizations and other interest groups.

There are three issues that are critical to the future success of the Division which need to be addressed from a strategic perspective. They are:

1. Program projects for the Five-Year Construction Program from MoveAZ. Conduct Regional Transportation Plans to support update of Move AZ.

One of the Division's primary responsibilities has been the implementation of the Arizona Long-Range Multi-Modal Transportation Plan (MoveAZ). The purpose of the plan is to develop a system that allows for the efficient use of transportation resources, facilities and services over the next 20 years. It provides the framework by which state, regional and local plans are coordinated in order to provide strategic direction for sound transportation investment decisions. It serves as the blueprint for investing in the state's transportation system and assists the agency in setting priorities for funding projects and programs. With the adoption of MoveAZ, a programming process utilizing performance factors in the Five-Year Construction Program has begun. Full implementation will require a number of programming cycles. To ensure that MoveAZ is updated in five years, Regional Transportation Profiles have been initiated. These Profiles will provide the data necessary for the plan update. All Profiles are currently under contract. During the Programming and Planning process, TPD will conduct Consultation meetings with Local Elected Officials. These meetings will ensure that Local Elected Officials are kept informed on ADOT's direction and have an opportunity to provide meaningful input. This process is in accordance with Federal Regulations. The division must implement its strategic plan through an internal structure that articulates vision and direction, identifies goals and objectives, and promotes guidelines for sub-grantees in the administration of Federal funding programs.

Another major TPD responsibility is to provide planning assistance to local communities promoting Small Area Transportation Studies and to provide technical assistance to regional planning agencies. These activities are critical to a solid Long Range, Multi-Modal Transportation Plan that is beneficial to the entire state.

2. Maintenance of the Data Bureau

Data represents a critical strategic resource which is the fuel for a wide range of important activities that sustain and support the Department's activities. TPD is responsible for collecting, processing, analyzing and disseminating a variety of transportation related data pertaining to all public roadways with emphasis on the Arizona state highway system. Data items include pavement condition, traffic volume, system capacity, geo-spatial information and asset inventories. Transportation data are used to support Federal funding apportionments, facilitate the design and construction of transportation projects, promote public safety and mitigate air quality issues. It is published and made available to the Federal Highway Administration (FHWA), local and planning organizations and the traveling public.

3. Manage Research and Product Evaluation Programs

The Arizona Transportation Research Center manages ADOT's research and product evaluation (PRIDE) programs. The focus of these programs is to support better planning, design, construction, operation, maintenance and funding of the State's transportation system.

Note: Public Transportation is ADOT's newest Division. The following paragraphs describe its program mission and description followed by its Goal and related objectives.

Sub-Program: Public Transportation Division  
 Contact: Jim Dickey, Director  
 Phone: 712 8137

Mission: Identify public transportation needs, and administer programs and resources to provide safe and reliable mobility options for Arizona's communities.

Description: The Public Transportation Division (PTD) works with program managers, customers, and stakeholders collaboratively to identify, develop, implement, and operate Public Transportation Programs that are funded primarily through Federal and local resources. PTD also performs statewide Public Transportation research and planning to facilitate program feasibility and implementation, in support of Federal program funding for both rural and urban categories. PTD provides data analysis for programs that are funded with FTA resources and provides analysis of impacts of public transportation programs on important transportation corridors in cooperation with the Transportation Planning Division (TPD). PTD performs its designated role in State Safety Oversight (SSO) for light rail programs throughout the state. PTD also manages program direction for Arizona Rides, under Governor's Executive order.

The Division is organized into the following units: Rural Transportation Program Management; Elderly and Disabled Program Management; Statewide Transit Planning; Light Rail Safety Oversight; and Special Projects/Administration. Stakeholders include municipalities and counties, council's of governments and metropolitan planning organizations, tribal governments, individuals and private entities, and a variety of interest groups.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	83.0	86.6	1,145.0
Other Appropriated Funds	3,227.6	3,417.1	4,784.7
Other Non Appropriated Funds	9,723.8	10,368.5	10,368.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,034.4</b>	<b>13,872.2</b>	<b>16,298.2</b>
<b>FTE Positions</b>	<b>46.0</b>	<b>46.0</b>	<b>63.0</b>

- ◆ **Goal 1** To develop and implement the regional transportation profiles.

- ◆ **Goal 2** To provide Transportation related data, in a timely manner, to ADOT users and its stakeholders.
- ◆ **Goal 3** To manage Research and Product Evaluation Programs.
- ◆ **Goal 4** To Develop and implement a Public Transportation plan through a combination of Federal and local resources.
- ◆ **Goal 5** To provide technical assistance to implement AzRides program in rural Arizona

DTA 3.0 **Program Summary**  
 MOTOR VEHICLE  
 Stacy K. Stanton, Division Director  
 Phone: (602) 712-8152  
 A.R.S. Title 28

**Mission:**

*To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.*

**Description:**

The Motor Vehicle Division (MVD) is responsible for transportation-related activities, including: issuance of licenses and vehicle credentials; revenue collection and management; transportation law compliance; and legislative support.

MVD operates field offices and ports of entry statewide. MVD also oversees the Competitive Government Partnership program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other governmental entities, motor carrier and vehicle dealer industries, the news media, and the general public.

**This Program Contains the following Subprograms:**

- ▶ Motor Vehicle Support Services
- ▶ Customer Services
- ▶ Motor Vehicle Enforcement Services

DTA 2.5 **Subprogram Summary**  
 VEHICLES AND HEAVY EQUIPMENT  
 John H. Nichols, Physical and Plant Administrator  
 Phone: (602) 712-7795  
 A.R.S. § 28-7006

**Mission:**

*To purchase, maintain, repair and dispose of light and heavy duty vehicle and fleet equipment for ADOT and perform contract services for selected state agencies and county/municipal governments.*

**Description:**

It is the responsibility of Equipment Services to: provide and maintain the equipment fleet for ADOT users; maintain equipment fleets for other agencies and county/municipalities governments under contract; collect revenue to finance capital replacement and operational expenses; provide management and financial information through an equipment management system; provide fuel resources statewide in compliance with federal/ state EPA regulations; and, maintain state port of entry scales.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	37,779.4	39,147.8	39,407.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>37,779.4</b>	<b>39,147.8</b>	<b>39,407.0</b>
FTE Positions	247.0	247.0	247.0

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	102,874.7	111,806.0	123,495.0
Other Non Appropriated Funds	200.3	4,224.7	4,224.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>103,075.0</b>	<b>116,030.7</b>	<b>127,719.7</b>
FTE Positions	1,742.5	1,751.0	1,864.0

- ◆ **Goal 1** To optimize the use of all Equipment Services resources.
- ◆ **Goal 2** To Maintain a safe and supportive work environment where all team members are encouraged to achieve their maximum potential.

DTA 3.1 **Subprogram Summary**  
 MOTOR VEHICLE SUPPORT SERVICES  
 Stacy K. Stanton, Division Director  
 Phone: (602) 712-8152  
 A.R.S. Title 28

DTA 3.2 **Subprogram Summary**  
 CUSTOMER SERVICES  
 Stacey K. Stanton, Division Director  
 Phone: (602) 712-8152  
 A.R.S. Title 28

**Mission:**

*To lead and support the Motor Vehicle Division in its provision of services.*

**Description:**

The Motor Vehicle Support Services (MVSS) Program is comprised of three major components, including:

- Director's Office
- Executive Hearing Office
- Executive Services Group

The Director's Office (DO) provides leadership and assistance in legislative, government, public information and community relations; constituent services; information systems support, and organizational development.

The Executive Hearing Office (EHO) conducts administrative hearings arising from the licensing and enforcement authority of ADOT (A.R.S. Title 28). Hearings involve DUI-related offenses, driver license suspension and revocation actions, motor vehicle title and registration, motor vehicle manufacturers and franchises, motor carrier safety, motor carrier tax, aviation assessments and cases regulating outdoor advertising along Arizona highways. Administrative Law Judges of the EHO also appear before law enforcement agencies and other professional groups to explain Arizona's civil DUI and driver license enforcement actions.

The Executive Services Group (ESG) provides management support throughout the Division in the areas of strategic planning and budgeting, statistical information and reporting, human resources, procurement, facility planning and management, purchasing, warehouse supply and distribution, grants and contracts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,927.7	20,139.1	20,144.9
Other Non Appropriated Funds	0.3	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18,928.0</b>	<b>20,139.1</b>	<b>20,144.9</b>
<b>FTE Positions</b>	<b>158.0</b>	<b>159.0</b>	<b>159.0</b>

- ◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.  
 Note: Motor Vehicle Support Services has no objective/s for this goal.

**Mission:**

*To provide exemplary motor vehicle and driver license customer services and improve motor vehicle related products, services, and revenue collection through effective application of private and public sector resources.*

**Description:**

This Customer Service Program is comprised of four major components, including:

- Customer Service
- Motor Carrier and Tax Services
- Competitive Government Partnerships
- Division Operational Support Services

The Customer Service Program (CSP) consists of 62 statewide service locations, the Title Production Unit, Driver License Central Production and the Abandoned Vehicle Unit. Services are rendered to all population segments in need of State Identification Cards, Driver Licenses and ownership documents to private citizens, government entities, commercial companies and financial institutions. Responsibilities include; documentation review for compliance with state statute and federal guidelines, fraud detection, fee collection and reconciliation, vehicle inspections, driver license skill testing, registration reinstatements and permit issuance. CSP also provides; mandatory insurance verification, Voter Registration services, the Organ Donation Program, Selective Service information collection and distribution, citizen advisement and collection of delinquencies and restitution liens on behalf of state and local courts, Departments of Economic Security and Revenue, County Assessor's/Treasurer's office and other agencies.

Competitive Government Partnerships (CGP) is responsible for establishing business relationships with public and private sector partners to enhance delivery of MVD services. The program focuses on developing new and convenient ways for Arizona citizens and businesses to do business with MVD through authorized third party providers and e-government services. In addition, CGP licenses and provides oversight to motor vehicle dealers, traffic survival schools, professional driving schools, high school driver education programs and motorcycle training schools. CGP also administers electronic delivery of motor vehicle records to authorized commercial and government agencies and coordinates criminal record checks on private sector applicants.

Division Operational Support Services (DOSS) assists division-wide initiatives by developing and writing policies and rules, operating five public information call centers and one technical support call center for field offices. Records management is handled through six distinct units; microfilm and document imaging; data entry of citations and court abstracts; DUI, criminal and fraudulent records; certification of records, including the photo lab and film research. Mandatory Insurance and Financial Responsibility, and the Ignition Interlock Device Unit are now two distinct DOSS units. Division technical training required for employee competency is identified, coordinated and provided through DOSS as well as external training for third parties including; courts, private companies and other government entities. DOSS also investigates and processes DUI-related license reinstatements and provides expert testimony in court proceedings. Finally, on behalf of the Division, DOSS coordinates federal interaction and handling of commercial driver licenses through the Commercial Driver License Information System (CDLIS) and supports help desk activities related to the Problem Driver Pointer System (PDPS) and the National Motor Vehicle Title Information System (NMVTIS).

Motor Carrier and Tax Services (MCTS) is a diversified program that is responsible for; fuel tax collection, accounting for and distributing Highway

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User Revenue Fund (HURF) and other related revenues, identification of fuel tax evasion activities, bad debt collections for the Division, oversight of the medical review function to process medical eligibility for commercial and noncommercial drivers, commercial driver licensing skill and knowledge testing, interstate motor carrier registration, fleet registrations, the International Fuel Tax Agreement (IFTA), International Registration Plan administration and Vendor and Supplier licensing. Additionally, MCTS works with other agencies and the federal government regarding motor carrier safety programs, such as the Commercial Vehicle Information System Network (CVISN), the Performance and Registration Information Systems Management (PRISM) and the Motor Carrier Management Information System (MCMIS). Thirdly, MCTS is responsible for implementation of the North American Free Trade Agreement (NAFTA) as it applies to the licensing and registration of Mexican motor carriers.

**Subprogram Summary**

DTA 3.3  
 MOTOR VEHICLE ENFORCEMENT SERVICES

Ric Athey, Assistant Division Director  
 Phone: (602) 712-8735  
 A.R.S. Title 28

**Mission:**

*To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.*

**Description:**

The Motor Vehicle Enforcement Services (MVES) Program utilizes certified peace officers in the enforcement of transportation-related laws and regulations. Through the fixed port of entry system and mobile enforcement, commercial vehicles are checked for compliance with size, weight, and safety laws, including laws relating to the transportation of hazardous materials. In addition, MVES inspects vehicles for authorized ownership and monitors and recovers stolen vehicles and vehicle components.

The Special Border Projects Unit, an adjunct of MVES, coordinates with other governmental and private sector entities in procuring funding and in the development of border facilities in order to prepare for the full implementation of NAFTA commercial vehicle access accords, which will strengthen international trade. While promoting border crossing efficiencies, the overall aim is to assist regulatory agencies in ensuring that commercial vehicles and operators comply with safety, security, licensing, environmental, and other prescribed standards as a condition of travel on Arizona and federal highways.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	67,588.5	73,430.4	81,971.1
Other Non Appropriated Funds	0.0	44.0	44.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>67,588.5</b>	<b>73,474.4</b>	<b>82,015.1</b>
<b>FTE Positions</b>	<b>1,287.5</b>	<b>1,291.0</b>	<b>1,371.0</b>

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws. Note: Motor Customer Services has no objective/s for this goal.

◆ **Goal 2** To improve customer service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of all vehicle registration renewals completed through alternate methods	79.1	80.0	79.6

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average Level II telephone wait time (minutes)	17.1	15.2	15.2

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total number of third party transactions	3,711,128	4,450,000	4,660,500

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average customer wait time (ticket to counter) in field offices.	17.4	15	15

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of office customers rating service as good or excellent (FY 2006 survey was being revised)	82	83	83

◆ **Goal 3** To promote safety and security in the workplace. Note: Customer Services has no objective/s for this goal.

◆ **Goal 4** To develop and retain a high-performing, successful workforce. Note: Customer Services has no objective/s for this goal.

◆ **Goal 5** To increase the use of electronic service delivery.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total Internet transactions and activities (in thousands)	7,100	7,600	8,340

◆ **Goal 6** To promote the efficient generation, collection, and management of revenues to meet public needs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,358.5	18,236.5	21,379.0
Other Non Appropriated Funds	200.0	4,180.7	4,180.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,558.5</b>	<b>22,417.2</b>	<b>25,559.7</b>
<b>FTE Positions</b>	<b>297.0</b>	<b>301.0</b>	<b>334.0</b>

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of commercial vehicles processed through Mobile Enforcement Units (MEUs)	15,995	16,500	17,800

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of commercial vehicles processing activities at Fixed Port of Entries (in thousands)	N/A	6,300	7,000

◆ **Goal 2** To improve customer service. Note: There are no objectives for this goal.

◆ **Goal 3** To promote safety and security in the work place. Note: There are no objectives for this goal.

◆ **Goal 4** To develop and retain a high-performing, successful workforce. Note: There are no objectives for this goal.

◆ **Goal 5** To Increase the use of electronic service delivery. Note: There are no objectives for this goal.

◆ **Goal 6** To promote the efficient generation, collection, and management of revenues to meet the public needs.

DTA 4.0  Barclay Dick, Division Director Phone: (602) 294-9144 A.R.S. § 28-332	<b>Program Summary</b>  AERONAUTICS
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**Mission:**

*To encourage and advance the safe and orderly development of aviation within the State.*

**Description:**

The Aeronautics Division is responsible for the development of a balanced, integrated and effective aviation system designed to meet both the present and future needs of the citizens of Arizona. It fulfills this responsibility by registering aircraft, licensing airplane dealers, developing and administering the five year airport development program, promoting aviation services through community outreach and education and making recommendations with respect to legislative and policy issues.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,181.5	2,641.9	2,979.8
Other Non Appropriated Funds	14,798.7	27,750.0	27,750.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>16,980.2</b>	<b>30,391.9</b>	<b>30,729.8</b>
<b>FTE Positions</b>	<b>33.0</b>	<b>33.0</b>	<b>35.0</b>

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our aviation services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days to process an aircraft registration application	2	2	1

  

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent projects completed on schedule	85	90	90

◆ **Goal 2** To maintain airport infrastructure leading to the improved movement of people and products throughout Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of airport infrastructure meeting established service level standards	94	90	90

◆ **Goal 3** To improve public and political support by further development and expansion of the aviation outreach program.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Aviation Outreach Program completed annually	100	95	95

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

TRA 0.0	<b>Agency Summary</b>
	STATE TREASURER
	Dean Martin, State Treasurer
	Phone: (602) 604-7800
	A.R.S. § 41-171

**Mission:**

*To protect taxpayer money by serving as the State's Bank and fiduciary agent, providing investment management, financial information and services.*

**Description:**

The primary responsibilities of the elected State Treasurer are to receive and keep custody over all monies belonging to the State that are not required to be kept by some other entity; to pay warrants of the Department of Administration; and to keep an account of all monies received and disbursed. The Office also invests state monies and operates the local government investment pool (LGIP) for public entities throughout the State.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	5,404.5	5,616.7	6,533.9
Other Appropriated Funds	0.0	33.8	33.8
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,404.5</b>	<b>5,650.5</b>	<b>6,567.7</b>
<b>FTE Positions</b>	<b>33.4</b>	<b>34.4</b>	<b>40.4</b>

**Strategic Issues:**

**Issue 1 Changes in Receipting / Disbursing Practices**

The State Treasurer serves as the Chief Financial Officer for the State of Arizona, overseeing approximately \$12.2 billion in assets under management. The Treasurer is responsible for the prudent custody and management of those dollars. Changes in the Arizona Revised Statutes and the evolution of banking practices have caused significant changes in the composition of receipts by this Office, and in payments made by State agencies. As examples, (1) The federal government is requiring that all of its payments for programs be made via electronic funds transfers (EFT). This results in significant increases in wire activity, resulting in increased staff time researching and matching EFT receipts and agency accounting documents; (2) The ADOA General Accounting Office allows vendor payments using EFT. Distributions to recipients may be reduced as EFT payments through AFIS increase; (3) More State agencies are accepting credit cards and debit cards. State policies in this area have been and will continue to be developed.

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8).	7.06	7.0	7.0

◆ **Goal 2** To disburse funds as required by law in a manner that ensures accuracy and timeliness, while maintaining adequate internal controls and auditable records.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.2	7.0	7.0
Customer satisfaction rating for distribution recipients (scale 1-8).	7.01	7.0	7.0

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of distributions sent successfully and accurately.	100	98	98
Percent of outgoing wires sent successfully and accurately.	100	99	99
Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of distributions sent on time.	97.7	98	98
Percent of outgoing wires sent on time.	100	99	99

◆ **Goal 3** To operate, in real-time, an investment tracking portfolio management system that allows greater flexibility and enhances management as well as trade/position reporting. The desired result is increased rates of return when compared to our benchmarks.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of non-compliant trades.	0	5	5
Average days to correct non-compliant trades.	0	1	1

ULA 0.0	<b>Agency Summary</b>
COMMISSION ON UNIFORM STATE LAWS	
James M. Bush, Commissioner	
Phone: (602) 241-9600	
A.R.S. § 41-1306	

**Mission:**

*To establish and maintain uniformity in state laws.*

**Description:**

The Arizona Commission on Uniform State Laws is part of the National Conference of Commissioners on Uniform State Laws. The Conference studies and reviews the laws of the states to determine which areas of law should be uniform between the states. The commissioners work in committees with commissioners from other states in drafting legislation where uniformity is desirable. The Commission recommends the uniform laws promulgated by the National Conference and deemed appropriate for Arizona to the Governor and Legislature.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	51.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>51.1</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>

**Strategic Issues:**

**Issue 1** *To close the agency 'Commission On Uniform State Laws'.*

◆ **Goal 1** To represent Arizona's interest in uniform state laws.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of committees staffed	9	n/a	n/a
Uniform laws introduced in Arizona	3	n/a	n/a
Uniform laws enacted in Arizona	3	n/a	n/a
Acts approved and adopted by conference	5	n/a	n/a



**BRA 0.0 Agency Summary**  
**BOARD OF REGENTS**  
 Joel Sideman, Executive Director  
 Phone: (602) 229-2524  
 A.R.S. § 15-1621

**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's citizens outside the university; and to maximize the benefits derived from the State's investment in education.

**Description:**

The Arizona Board of Regents is the governing body for Arizona's three state universities. Consistent with its constitutional authorities, the Board makes planning and policy decisions regarding the state universities. The Board hires the university presidents and the executive director for the Board, to whom the Board assigns the responsibility of management. The Board acts as the legal entity responsible for the universities and accounts to the legislative and executive branches of government for the resources appropriated to the universities and the Board.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ GOVERNANCE	82,244.7	92,373.9	93,346.3
➤ STUDENT ASSISTANCE	26,755.2	38,959.2	41,435.4
<b>Agency Total:</b>	<b>108,999.9</b>	<b>131,333.1</b>	<b>134,781.7</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	29,551.4	41,196.0	44,080.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	78,525.2	88,851.4	89,450.5
Federal Funds	923.3	1,285.7	1,251.2
<b>Program total</b>	<b>108,999.9</b>	<b>131,333.1</b>	<b>134,781.7</b>
<b>FTE Positions</b>	<b>60.1</b>	<b>59.6</b>	<b>59.6</b>

**Strategic Issues:**

**Issue 1 Increase Student Participation in University Education**

Includes access to university level education for Arizona citizens, including traditionally underrepresented students and non-traditional students, by: a) monitoring the numbers of Arizona residents admitted and graduated, b) supporting programs for increasing the number of qualified high school graduates, the percentage of qualified students admitted, and the percentage of students graduated, recognizing the role of national and international students in enriching the learning environment, and c) ensuring that enrollment management plans are an integral part of each university's strategic plan.

**Issue 2 Enhance the Quality of Student Education**

Includes continued emphasis on learner-centered education at undergraduate, graduate and professional school levels, demonstrating that academic programs are relevant and successful, providing programs for time- and place-bound non-traditional students throughout the state, and customizing instruction to recognize individual student learning styles.

**Issue 3 Increase Affordable Education for Students**

Includes maintaining or reducing the net price of education through financial aid for needy undergraduate Arizona residents without requiring excessive additional student loans.

**Issue 4 Provide an Educated, Competitive Workforce**

Includes providing programs to help meet the needs of the Arizona

workforce.

**Issue 5 Enhance Research and Impact Economic Development**

Includes encouraging scholarly research and creative expression at a globally competitive level, focusing basic and applied research resources on areas that support economic development, building partnerships with business, government and education entities to support research and improved technology transfer.

**Issue 6 Optimize University Resource Acquisition and Work Environment**

Includes increasing funding consistent with the Vision and Mission to enhance competitive human, operating and capital resources with a particular emphasis upon competitive compensation to develop highly motivated faculty and staff, and maintaining a physical workplace environment; capitalizing on new and emerging technologies conducive to the highest level of teaching, research and public service.

**BRA 1.0 Program Summary**  
**GOVERNANCE**  
 Art Ashton, Asst Exec Director  
 Phone: (602) 229-2524  
 A.R.S. § 15-1621

**Mission:**

To assist the Board and the universities in setting policy and establishing planning criteria for the Arizona University System and in overseeing and evaluating programmatic and fiscal areas.

**Description:**

The governance function of the Board serves the universities and the public in the following major programmatic areas: strategic planning activities, financial policy and oversight, including the review and analysis of tuition and university budgets; capital development process management; administration of financial assistance programs; human resource policy oversight; oversight of Arizona Universities Network (AZUN) activities; coordination and recommendations on academic and student service requirements and standards; internal audits of the universities; oversight of Information Technology projects; review of public outreach strategies for the Board; and, participation in public meetings.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	4,642.8	4,808.2	5,147.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	77,601.9	87,565.7	88,199.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>82,244.7</b>	<b>92,373.9</b>	<b>93,346.3</b>
<b>FTE Positions</b>	<b>58.9</b>	<b>58.9</b>	<b>58.9</b>

◆ **Goal 1** To assist the Board in accomplishing its annual Action Plan Strategic Issues.

The Board of Regents has launched a system level strategic planning activity that will result in the adaptation of new strategic issues, goals and performance measures in FY 2008 and FY 2009.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of Action Plan Objectives substantially completed	40	0	0
Percent of action plan objectives substantially completed	100	0	0

◆ **Goal 2** To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of media/individual/group briefings conducted	125	150	150

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Number of stakeholder briefings conducted	105	100	100	Number of Improving Teacher Quality (ITQ) grants awarded (depend on funding)	6	10	10
<b>◆ Goal 3</b> To perform Internal Audits of the universities.				Number of students awarded financial aid through the Arizona Financial Aid Trust	6,393	7,000	7,000

<b>Performance Measures</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Audits scheduled	7	10	15
Audits performed on universities	7	10	15
Specific audit recommendations reported to Board	33	40	40

**◆ Goal 4** To allocate and monitor Proposition 301 TRIF funds

<b>Performance Measures</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Number of projects funded	36	26	25
Performance measures monitored	293	299	300

BRA 2.0	<b>Program Summary</b>
	STUDENT ASSISTANCE
	Gale Tebeau, Asst. Exec. Director
	Phone: (602) 229-2522
	A.R.S. §§ 15-1642, 15-1742, 15-1746

**Mission:**

*To provide financial assistance to students and to strengthen the teaching skills of teachers in elementary and secondary mathematics and science education.*

**Description:**

The Arizona Board of Regents directly administers two financial assistance programs: (1) Western Interstate Commission on Higher Education (WICHE)--for students who choose careers in Osteopathy, Dentistry, Veterinary Medicine, Occupational Therapy, Optometry, and Physicians Assistants; and (2) Improving Teacher Quality Grants - for projects whose aim is to support the development of highly qualified principals and K-12 teachers in the content areas of language arts-English, science, mathematics, social studies, and technology in the content areas. Also, two student assistance programs are appropriated to the ABOR but are administered by the universities: 1) Arizona Financial Aid Trust-- immediate aid to students who are underrepresented in the population of the university or students who demonstrate a clear need for financial aid and creates an endowment for future aid; and (2) Arizona Teacher Incentive Program--loans to students in teaching training programs in deaf and blind education at the University of Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
General Funds	24,908.6	36,387.8	38,933.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	923.3	1,285.7	1,251.2
Federal Funds	923.3	1,285.7	1,251.2
<b>Program total</b>	<b>26,755.2</b>	<b>38,959.2</b>	<b>41,435.4</b>
<b>FTE Positions</b>	<b>1.3</b>	<b>0.7</b>	<b>0.7</b>

**◆ Goal 1** To continue extending access to a university education by providing and administering various financial assistance programs.

<b>Performance Measures</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Total number of Western Interstate Commission for Higher Education awards	182	203	221
Number of first year Western Interstate Commission for Higher Education awards	68	68	68
Number of first year WICHE applications meeting eligibility requirements	241	200	200
Number of first year WICHE applications processed	260	210	210
Percent of recipients returning to practice in Arizona	79	75	75

ASA 0.0	<b>Agency Summary</b>
	ASU - TEMPE
Dr. Michael Crow, President	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**

*To provide outstanding programs of undergraduate and graduate education, cutting-edge research, and public service for the citizens of the State of Arizona with special emphasis on the Phoenix metropolitan area.*

**Description:**

ASU at the Tempe campus is a major public research university offering programs from the baccalaureate through the doctorate for over 50,000 full time and part time students. The Tempe campus 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.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ACADEMIC AFFAIRS	708,888.0	778,183.0	832,521.5
➤ RESEARCH AND ECONOMIC AFFAIRS	73,599.9	78,687.9	80,676.4
➤ STUDENT AFFAIRS	208,452.1	222,089.1	229,760.6
➤ ADMINISTRATION AND FINANCE	112,137.3	151,110.2	199,179.0
➤ INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	72,127.7	76,000.7	77,691.6
<b>Agency Total:</b>	<b>1,175,205.0</b>	<b>1,306,070.9</b>	<b>1,419,829.1</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	354,043.3	416,764.8	504,295.7
Other Appropriated Funds	208,656.4	233,624.0	233,624.0
Other Non Appropriated Funds	474,946.7	507,256.4	521,143.4
Federal Funds	137,558.6	148,425.7	160,766.0
<b>Program total</b>	<b>1,175,205.0</b>	<b>1,306,070.9</b>	<b>1,419,829.1</b>
<b>FTE Positions</b>	<b>10,661.6</b>	<b>11,153.4</b>	<b>11,674.8</b>

**Strategic Issues:**

**Issue 1 How to improve the quality of the undergraduate and graduate educational experience**

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development

of new knowledge.

An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2006. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

ASU is requesting \$15 million in FY09 to support student success. The funding will be used to continue the development of a tracking system that will monitor student progress toward graduation and to hire additional faculty to ensure that sufficient critical coursework is offered based on student progress and demand. The requested funding will begin to mitigate the years of unfunded enrollment growth that has eroded the university's ability to provide resources that keep pace with the rate of enrollment growth. Support for enrollment growth between FY96 and FY08 totals only 30 percent of the formula-derived request, resulting in inadequate resources to maintain and improve student support.

**Issue 2 How to provide access to education for a growing student population given limited financial resources**

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 15 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The Downtown Phoenix campus, with its unique cluster of colleges and schools focusing on the public mission of ASU, is projected to accommodate about 8,000 students by the completion of Phases I and II in Fall 2008. In addition, both the West and the Polytechnic campuses are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. For example, the state has provided funding that will pay for the debt service for a \$103 million building program at the Polytechnic campus. ASU is well on the way to building the infrastructure needed to meet these goals, but continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses ([www.asu.edu/cdp](http://www.asu.edu/cdp)).

**Issue 3 How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources**

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries in recent years, ASU has made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased

from the 16th percentile in Fall 2003 to the 41th percentile in Fall 2006, the average salary falls short of the median by \$3,900.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of nearly 13 percent, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will reach \$53 million by the end of FY08.

**Issue 4 How to enhance and improve social embeddedness**

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

**Issue 5 How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley**

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301 and the Research Infrastructure Bill for research bonding authority provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. ASU and the University of Arizona have signed a memorandum of agreement with the

Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix houses joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU and a program in biomedical informatics.

**Issue 6 How to ensure the necessary facilities and capacity to accommodate growth**

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 700,000 square feet, as well as classroom laboratory deficiencies of nearly 140,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

The lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. In the past ten years, ASU has received only 13.8% of the needed funds set by the State's building renewal formula, with no funding in six of the ten years. The lack of state investment has resulted in an accumulated maintenance backlog of over \$200 million for state-owned buildings, a cost that will continue to grow.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

ASA 1.0  Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601	<b>Program Summary</b>  ACADEMIC AFFAIRS
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**Mission:**

*To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.*

**Description:**

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.

**This Program Contains the following Subprograms:**

- ▶ College of Design
- ▶ W. P. Carey School of Business
- ▶ Mary Lou Fulton College of Education
- ▶ Ira A. Fulton School of Engineering
- ▶ University College
- ▶ Katherine K. Herberger College of Arts
- ▶ Graduate College
- ▶ The Barrett Honors College
- ▶ Sandra Day O'Connor College of Law
- ▶ College of Liberal Arts and Sciences
- ▶ College of Nursing and Healthcare Innovation
- ▶ College of Public Programs
- ▶ Walter Cronkite School of Journalism and Mass Communication
- ▶ Other Instructional Support
- ▶ University Libraries and Museums
- ▶ Academic Computing
- ▶ Admin. Information Technology/ Telecommunications
- ▶ Academic Affairs Administrative Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	259,556.9	286,427.8	327,755.4
Other Appropriated Funds	208,656.4	233,624.0	233,624.0
Other Non Appropriated Funds	141,885.6	151,537.8	155,686.4
Federal Funds	98,789.1	106,593.4	115,455.7
<b>Program total</b>	<b>708,888.0</b>	<b>778,183.0</b>	<b>832,521.5</b>
<b>FTE Positions</b>	<b>7,437.0</b>	<b>7,554.9</b>	<b>7,918.9</b>

**ASA 1.1 Subprogram Summary**

**COLLEGE OF DESIGN**

Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**Description:**

The College of Design prepares students for professional careers in the disciplines of architecture, interior design, graphic design, industrial design, landscape architecture, housing and urban development, and urban 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 Phoenix Urban Research Lab (PURL), the Community Design Studio, and the Herberger Center for Design Research. The College promotes a general understanding of the environment by offering courses to non-majors and the community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,040.9	5,030.2	5,714.7
Other Appropriated Funds	6,322.1	7,896.5	7,896.5
Other Non Appropriated Funds	808.3	863.3	886.9
Federal Funds	716.6	773.3	837.6
<b>Program total</b>	<b>12,887.9</b>	<b>14,563.3</b>	<b>15,335.7</b>
<b>FTE Positions</b>	<b>166.4</b>	<b>170.6</b>	<b>178.7</b>

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	99.2	100	100
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	82.5	90	90

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Studio projects that enable students to engage real-world issues in design or urban planning	52	55	55
Programs and symposia on subjects that help educate the public on design issues	50	50	50

**ASA 1.2 Subprogram Summary**

**W. P. CAREY SCHOOL OF BUSINESS**

Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To become a "top of mind" business school known for positively impacting the practice, science and art of management on a national and international level with a strong commitment to Arizona and the Southwest.*

**Description:**

With nearly 200 total faculty and 8,000 students, we have a built a reputation for excellence in a number of disciplinary areas. The strong rankings of our undergraduate and MBA program attract students and enhance ASU's reputation. Five of our eight departments are ranking in the top 20 in the country.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	22,460.1	19,751.8	22,464.5
Other Appropriated Funds	28,168.5	31,006.6	31,006.7
Other Non Appropriated Funds	18,035.7	19,262.7	19,790.0
Federal Funds	908.3	980.1	1,061.5
<b>Program total</b>	<b>69,572.6</b>	<b>71,001.2</b>	<b>74,322.7</b>
<b>FTE Positions</b>	<b>614.5</b>	<b>602.3</b>	<b>629.9</b>

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree	99	98	98

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recipients participating in research related or capstone (case study) experience  
 Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory

◆ **Goal 2** To recruit, retain, and graduate a highly qualified and diverse student body.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of minority undergraduate students	21.7	21	21
Percentage of minority graduate students	9.7	9.7	9.7

◆ **Goal 3** To increase the number and extent of its partnerships with the business community.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Membership in the Dean's Council of 100 and the Economic Club	202	265	300

ASA 1.3 **Subprogram Summary**  
 MARY LOU FULTON COLLEGE OF EDUCATION  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To 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.

**Description:**

The Mary Lou Fulton 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 assists practitioners through a variety of educational services, including sponsored conferences, seminars, workshops, and projects.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	9,449.7	8,582.4	13,757.2
Other Appropriated Funds	11,851.5	13,472.8	13,472.8
Other Non Appropriated Funds	5,869.1	6,268.4	6,440.0
Federal Funds	10,222.3	11,029.8	11,946.9
<b>Program total</b>	<b>37,392.6</b>	<b>39,353.4</b>	<b>45,616.9</b>
FTE Positions	410.4	394.1	411.8

◆ **Goal 1** To improve the quality of undergraduate education through providing training of pre-service teachers in more diverse settings.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of graduating elementary education majors serving internships in economically, culturally AND linguistically diverse settings	100	100	100
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	93	94	94

◆ **Goal 2** To increase the enrollments of racial/ethnic groups (African Americans, Asian Americans, Hispanics and American Indians) as well as of international students.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of undergraduate	25.5	25.2	26

students from targeted groups enrolled in Fall semester  
 Percentage of graduate students from targeted groups enrolled in Fall semester

◆ **Goal 3** To offer more courses off-campus to better serve the needs of Arizona students and educators.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Sections of courses taught off-campus during year	459	460	470

◆ **Goal 4** To increase externally funded grant and contract activities in the College.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Externally funded grant and contract dollars awarded (in thousands)	7,931	8,730	8,882
Externally funded grant and contract dollars expended (in thousands)	7,505	8,255	8,405

ASA 1.4 **Subprogram Summary**  
 IRA A. FULTON SCHOOL OF ENGINEERING  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide our students with a high-quality education, ensuring graduates a foundation for success in their future roles within a multicultural, technology-rich, global work place. To support the research, education, and technology leadership needs of U.S. industry, business, and government throughout the world. To provide extensive opportunities for technology transfer and entrepreneurial pursuits to its students and faculty to the benefit of ASU, Arizona, and the U.S.

**Description:**

The School provides students with a range of educational opportunities by which they may achieve competence in the major branches of engineering, in computer science, and in construction. Formal instruction is supplemented by individual mentoring in which selected undergraduate and graduate students are trained to pursue independent research activity. The School also supports the research activities of its faculty as well as non-credit courses intended to enable life-long learning and professional development.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	24,175.0	22,005.4	41,814.5
Other Appropriated Funds	30,319.1	34,544.4	34,544.4
Other Non Appropriated Funds	33,004.4	35,249.6	36,214.6
Federal Funds	20,467.2	22,084.1	23,920.3
<b>Program total</b>	<b>107,965.7</b>	<b>113,883.5</b>	<b>136,493.8</b>
FTE Positions	1,084.3	989.1	1,094.7

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	88	88	88
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	87	91	92

◆ **Goal 2** To enhance research productivity by developing a stable external funding base.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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Externally funded expenditures for research, education, and service (in millions of dollars)      50      55      61

◆ **Goal 3** To enhance the working relationship with industry through partnering in research and education.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Externally funded expenditures from industry (in millions of dollars)	8.9	9.7	10.6
Courses offered by TV/Video/Web	176	225	245

ASA 1.5	<b>Subprogram Summary</b>
	UNIVERSITY COLLEGE
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**

*To provide every student the opportunity for success through university-wide services, continuing education, and contemporary, responsive course offerings and degree programs.*

**Description:**

The Arizona Board of Regents authorized the creation of University College in November 2004 as a university-wide college. It is the point of entry for all ASU students who have not selected a major. In addition, the college works with Maricopa Community College District through the Alliance Program to help create a smooth transition for students transferring to ASU from the community colleges.

University College offers the Bachelor of Interdisciplinary Studies degree program through its School of Interdisciplinary Studies. It also provides access to ASU through extended and continuing education programs through the School of Extended Education. In addition, University College will offer a full range of classes so that students enrolled in any college on the Downtown Phoenix Campus have the option of taking all the classes needed to complete their degrees downtown.

Note: The accompanying goals and performance measures are preliminary and subject to change as University College further develops its instructional, academic, and student support programming in the coming years.

Funding and FTE Summary:	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
(Thousands)			
General Funds	5,387.4	2,890.1	3,281.7
Other Appropriated Funds	6,756.6	4,537.0	4,537.0
Other Non Appropriated Funds	6,356.9	6,789.3	6,975.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>18,500.9</b>	<b>14,216.4</b>	<b>14,793.9</b>
<b>FTE Positions</b>	<b>253.5</b>	<b>169.9</b>	<b>177.6</b>

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total SEE credit course registrations (duplicated enrollments)	67,471	75,000	84,000
Professional/Continuing Education & Global & Community Outreach enrollments	9,451	0	0
Degree/certificate (credit) programs offered evenings/weekends and off-campus	46	50	50
Off-campus credit courses offered during the Fall semester (includes technology-delivered courses)	941	1,200	1,400

◆ **Goal 2** To plan, develop, and implement expanded use of

interactive technologies to support and enhance the delivery mission of the University.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Technology-delivered courses	716	850	925
Staff technical assistance to faculty (in hours)	7,712	8,200	8,500

◆ **Goal 3** To have the following performance measures developed as a result of the Program Authorization Review (PAR) of the College of Extended Education.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
21st day fall semester FTE students in off-campus courses that are counted for appropriations purposes	7,194	10,100	13,800
FTE students in all forms of off-campus credit courses for the Fall semester	7,340	10,400	14,000
Enrollments (course registrations) in all forms of off-campus credit courses for the Fall semester (includes technology-delivered courses)	30,166	41,000	55,000
Degree programs in which all credit may be earned at an off-campus location	21	18	15
Degree programs in which partial credit may be earned at an off-campus location	10	3	3
Off-campus sites and centers at which credit courses are offered (Maricopa County and other)	164	150	150
Off-campus sites and centers at which credit courses are offered in Maricopa County	144	135	135

◆ **Goal 4** To provide a high quality interdisciplinary studies degree through the School of Interdisciplinary Studies.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of majors in the Bachelor of Interdisciplinary Studies (BIS) degree program	2,360	2,400	2,500
Student credit hours earned in the BIS degree program	4,330	4,440	4,580

◆ **Goal 5** To offer a broad range of general studies courses and electives at the Downtown Phoenix campus.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of exploratory headcount students served at the Downtown Phoenix campus	105	200	300
Number of general studies courses and electives offered at the Downtown Phoenix campus	100	125	150

◆ **Goal 6** 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 university life.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Academic Success at the University course sections offered (UNI course prefix)	127	130	130

◆ **Goal 7** To provide support services which assist students in achieving academic success and in planning programs of study within their chosen degree curricula.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of student tutorials conducted by the Writing Center	4,666	5,000	5,500
Number of students participating in the Campus Match program for incoming freshmen to quickly build a sense of community	2,759	2,800	2,850
Number of participants in the Summer Bridge program for incoming freshmen to ease transition to college life	159	170	200
Number of degree program audits run by students and staff	663,883	750,000	800,000

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◆ **Goal 8** To provide students with excellent educational opportunities throughout the calendar year.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Winter session enrollments	2,642	3,300	3,500

**ASA 1.6** **Subprogram Summary**  
**KATHERINE K. HERBERGER COLLEGE OF ARTS**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To enrich the lives of students and the larger community through programs that encourage artistic innovation and collaboration.*

**Description:**

One of the largest such colleges in the country, the Katherine K. Herberger College of Fine Arts includes 1,800 undergraduate students, 500 graduate students, and 300 faculty and staff, who are organized into the Schools of Art, Music, and Theatre and Film, and the Department of Dance, the ASU Art Museum, and the Arts, Media, and Engineering Program. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,278.4	10,399.7	11,824.9
Other Appropriated Funds	14,144.9	16,325.6	16,325.6
Other Non Appropriated Funds	4,506.2	4,812.8	4,944.6
Federal Funds	110.2	118.8	128.7
<b>Program total</b>	<b>30,039.7</b>	<b>31,656.9</b>	<b>33,223.8</b>
<b>FTE Positions</b>	<b>387.8</b>	<b>392.7</b>	<b>411.2</b>

◆ **Goal 1** To expand the quality of the Herberger College experience.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	99	99	99
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	88.5	90	90

◆ **Goal 2** To achieve the potential of a college of fine arts as part of a national research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sponsored projects expenditures (in thousands)	720	750	800
Financial support for faculty research (in thousands)	685	700	750

◆ **Goal 3** To expand the resource base of the college.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Endowment values (in millions)	26	30	35
Annual increase in Mainstage ticket revenues (percent change)	8	10	10

◆ **Goal 4** To shape the arts and culture in the Valley.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of participants in the Herberger College for Kids and the College at Large programs (new programs)	2,800	3,100	3,500

**ASA 1.7** **Subprogram Summary**  
**GRADUATE COLLEGE**

Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**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 graduate education by preparing graduates for faculty roles and assures adherence to rigorous academic policies and practices through program evaluations and monitoring of educational processes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,181.0	1,096.3	1,252.0
Other Appropriated Funds	1,481.2	1,721.0	1,721.0
Other Non Appropriated Funds	729.6	779.2	800.6
Federal Funds	579.4	625.1	677.1
<b>Program total</b>	<b>3,971.2</b>	<b>4,221.6</b>	<b>4,450.7</b>
<b>FTE Positions</b>	<b>51.2</b>	<b>52.4</b>	<b>54.8</b>

◆ **Goal 1** To support and enhance graduate programs central to the mission of the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students enrolled in interdisciplinary degree programs	604	650	675

◆ **Goal 2** To improve the quality and increase the diversity of students in graduate programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Minority graduate enrollment as percentage of total enrollment	14.3	15.0	15.5

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Doctorate degrees granted	400	425	450
Masters degrees granted	2,768	2,800	2,900
First professional degrees granted	193	200	200



ASA 1.8  
**Subprogram Summary**  
 THE BARRETT HONORS COLLEGE  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

ASA 1.9  
**Subprogram Summary**  
 SANDRA DAY O'CONNOR COLLEGE OF LAW  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To 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.

**Description:**

The Barrett Honors College (BHC) 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 program that can transfer to the greater University. BHC promotes academic achievement, guides students to relevant internships, mentors applicants for fellowships, and assists students with graduate school applications.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,350.0	1,322.1	1,507.5
Other Appropriated Funds	1,693.2	2,075.4	2,075.4
Other Non Appropriated Funds	138.9	148.4	152.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,182.1</b>	<b>3,545.9</b>	<b>3,735.3</b>
<b>FTE Positions</b>	<b>38.8</b>	<b>46.4</b>	<b>48.6</b>

◆ **Goal 1** To enhance the number and diversity of the most highly qualified high school graduates entering Arizona State University and the Barrett Honors College.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Honors undergraduate headcount students	2,691	2,700	2,700
National Merit, Flinn, and other scholars enrolled at ASU	3,045	3,383	3,759

◆ **Goal 2** To increase honors graduation rates for students entering BHC.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
BHC degree recipients (i.e., with honors)	312	350	350
Courses offered for honors credit	1,978	2,250	2,250
Students completing honors courses	3,418	3,500	3,500

**Mission:**

To attract and retain an outstanding and diverse student body, to acquaint students with basic principles of law and related disciplines, and to provide them with the skills necessary to function successfully as lawyers; to produce and publish pathbreaking scholarship; to provide useful service to the legal profession and the public; and, to respond to the driving needs to provide practitioners equipped for advancing technologies and expanding legal arenas.

**Description:**

The Sandra Day O'Connor College of Law provides a three-year, full-time, comprehensive program of study leading to the Juris Doctor degree. Law faculty are expert in a wide variety of law-related fields, in which they teach, produce scholarship, and provide community service. Sandra Day O'Connor College of Law graduates generally become practicing attorneys and often become community leaders. We offer three degrees outside the traditional law degree, two LL.M degrees for advanced practitioners (Master of Laws programs) in Biotechnology and Genomics and Tribal Policy, Law, and Government, as well as a Master of Legal Studies degree (a one-year law school immersion program that enables degree customization while immersed in a law school culture).

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	6,731.7	6,270.3	7,129.5
Other Appropriated Funds	8,442.6	9,843.3	9,843.3
Other Non Appropriated Funds	629.0	671.7	690.2
Federal Funds	170.6	184.1	199.4
<b>Program total</b>	<b>15,973.9</b>	<b>16,969.4</b>	<b>17,862.4</b>
<b>FTE Positions</b>	<b>160.6</b>	<b>162.3</b>	<b>170.1</b>

◆ **Goal 1** To maintain and enhance an excellent and appropriate instructional program.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percentage of student credit hours (SCH) taught by faculty with J.D.'s or Ph.D.'s	100	100	100
Percentage of courses in which students rate their professor's overall teaching ability as good or excellent	100	100	100
Number of different upper-level law school courses or seminars offered this past academic year	139	140	142

◆ **Goal 2** To increase community partnerships and to improve and enhance the College's service to the community.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of externships, internships, and other field experiences contributing to community partnerships	390	395	399
Clients, cases or members of the public served through clinical programs	3,329	3,335	3,340
Percentage of the graduating class with Pro Bono Distinction by performing 50 or more hours of pro bono service during law school	28	30	30
Number of hours of legal or law-related services provided free to the community through the programs	73,500	74,000	75,000
Percentage of graduating students who participated in hands-on public interest work	92	93	93

ASA 1.10 **Subprogram Summary**  
 COLLEGE OF LIBERAL ARTS AND SCIENCES  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

ASA 1.11 **Subprogram Summary**  
 COLLEGE OF NURSING AND HEALTHCARE INNOVATION  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide a liberal arts education for students and a foundation for professional education. To foster the discovery of new knowledge through research and creative activity by faculty and students.

**Description:**

The College of Liberal Arts and Sciences is the academic "heart" of the University and is ASU's largest and most diverse college. The College consists of 59 schools, departments, research centers and institutes and offers 98 undergraduate and graduate degrees in the humanities, social sciences, and natural sciences. Closely allied to the instructional mission is research activity, which brings timeliness and professional authority to teaching programs. Research skills attract external grants that support advanced learning opportunities for all students. Faculty are active in the external community, sharing their expertise through workshops and lectures both on campus and to local organizations and schools. As of July 1, 2007 a new school was established, the School of International Letters and Cultures which unites research in languages, literatures, and cultures other than English. Trans-disciplinary schools contribute to the innovation and effectiveness of both teaching and research.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	62,532.5	55,215.7	62,788.1
Other Appropriated Funds	78,425.5	86,678.4	86,678.4
Other Non Appropriated Funds	47,272.5	50,488.4	51,870.6
Federal Funds	53,698.3	57,940.5	62,757.7
<b>Program total</b>	<b>241,928.8</b>	<b>250,323.0</b>	<b>264,094.8</b>
<b>FTE Positions</b>	<b>2,805.4</b>	<b>2,845.6</b>	<b>2,974.6</b>

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	87	87	87
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	93	94	94

◆ **Goal 2** To sustain and enhance academic excellence in research and creative activities in order to provide a quality learning environment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Research proposals submitted for external funding	855	910	975
Research funding expenditures (in millions of dollars)	87	94	98

**Mission:**

To educate professional nurses and selected interdisciplinary healthcare professionals at the baccalaureate, graduate, doctoral and post-doctoral levels to provide the highest quality of healthcare and effectively respond to changing healthcare needs of the society; to conduct research that positively impacts healthcare and patient outcomes across the lifespan and strengthens the knowledge base of the discipline; provide high quality healthcare to diverse populations in a variety of settings through a range of nursing activities; and provide national/international leadership in evidence-based practice.

**Description:**

The College of Nursing and Healthcare Innovation prepares undergraduate students for delivery of evidence-based practice, licensure, life long learning and careers as generalists in the nursing profession. Graduate degrees prepare nurses in advanced practice nursing specialties and healthcare leaders in innovation grounded in evidence-based practice. Credit and non-credit offerings are provided for continuing education and advancement for practicing nurses in the community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,010.2	5,213.0	5,933.1
Other Appropriated Funds	6,283.5	8,183.5	8,183.4
Other Non Appropriated Funds	3,205.1	3,423.1	3,516.8
Federal Funds	845.9	912.7	988.6
<b>Program total</b>	<b>15,344.7</b>	<b>17,732.3</b>	<b>18,621.9</b>
<b>FTE Positions</b>	<b>173.1</b>	<b>196.3</b>	<b>205.4</b>

◆ **Goal 1** To prepare professional nurses in evidence-based practice in a complex and changing healthcare environment to meet the needs of a diverse population through innovative and flexible programs that are responsive to the student population.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	100	100	100
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	92	94	95

◆ **Goal 2** To prepare evidence-based practice nurses and selected interdisciplinary healthcare leaders for advanced practice and leadership roles, who will care for diverse populations in a complex and changing healthcare environment through innovative and flexible graduate programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate students from under-represented minority groups	7	10	15
Percentage of graduate students obtaining national certification in advanced practice role	100	100	100

ASA 1.12 **Subprogram Summary**  
 COLLEGE OF PUBLIC PROGRAMS  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

ASA 1.13 **Subprogram Summary**  
 WALTER CRONKITE SCHOOL OF JOURNALISM AND MASS COMMUNICATION  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To establish COPP as a model for rigorous, research intensive, knowledge-based social and economic advancement of others in a hyper growth megapolitan region. As part of the New American University, COPP will pursue research that benefits the public good and contributes to the economic, social and cultural vitality and healthy well-being of the community, welcoming students and faculty committed to these goals.

**Description:**

The College of Public Programs is home of the School of Public Affairs, the School of Social Work, and the School of Community Resources and Development. The faculty offers Bachelors degrees in Urban and Metropolitan Studies, Social Work, Recreation Management, Tourism Development and Management, Non profit Leadership and Management. Masters degrees are offered in Public Policy, Public Administration and Social Work, Recreation and Non-profit Studies. Doctoral degrees are offered in Public Administration and Social Work. Certifications and interdisciplinary concentrations are offered in Public Administration and Public Management, Leadership and Ethics, Social Welfare, Recreation Management, Tourism Development and Management, Non-profit Administration, American Humanics and Non-profit Leadership and Management. The college also houses the Morrison Institute of Public Policy, the Center for Urban Innovation, Executive Education in Public Affairs, the Southwest Interdisciplinary Research Center, the Center for Community Development and Civil Rights and the Center for Nonprofit Leadership and Management. The College of Public Programs moved downtown August 2006.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,741.8	8,958.3	10,182.5
Other Appropriated Funds	12,217.7	14,062.9	14,062.9
Other Non Appropriated Funds	3,443.4	3,677.6	3,778.4
Federal Funds	7,380.1	7,963.1	8,625.1
<b>Program total</b>	<b>32,783.0</b>	<b>34,661.9</b>	<b>36,648.9</b>
<b>FTE Positions</b>	<b>296.1</b>	<b>372.9</b>	<b>390.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of graduating seniors who are satisfied or very satisfied with their advising in their major field of study	69	85	85
Percentage of graduating seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	84	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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sponsored project research expenditures (in millions)	5.2	5.5	6.0

**Mission:**

To prepare students for careers in journalism and related fields; to examine mass communication through research and teaching, thereby preparing informed life-long consumers of the mass media; and to develop new approaches to practicing journalism in a university setting, providing ample opportunities for students and faculty to serve audiences beyond the classroom.

**Description:**

The Cronkite School in a nationally recognized professional program that prepares students for careers as news reporters, editors, producers, correspondents, anchors, media managers and public relation specialists. Our students go on to work in newspapers, television stations, magazines, radio stations, newsletters, public relations firms, corporate and government PR departments and online news outlets.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,033.2	2,087.3	2,373.3
Other Appropriated Funds	2,550.0	3,276.6	3,276.6
Other Non Appropriated Funds	476.0	508.4	522.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,059.2</b>	<b>5,872.3</b>	<b>6,172.2</b>
<b>FTE Positions</b>	<b>60.1</b>	<b>77.3</b>	<b>80.9</b>

◆ **Goal 1** To improve the quality of undergraduate education by providing enriched educational opportunities to undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of undergraduate degree recipients participating in internships or capstone experiences	99	99	99
Percentage of seniors who rate their academic major experience at ASU as satisfactory or very satisfactory	90	95	95

◆ **Goal 2** To recruit, retain and graduate a highly qualified and diverse student population.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of minority students	21	23	24
Percentage of minority graduate students	13	13	14

◆ **Goal 3** To provide access to education for a growing student population given their limited financial resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total amount of scholarships awarded	142,334	145,000	150,000
Number of awards to journalism students	99	70	75

**ASA 1.14 Subprogram Summary**  
**OTHER INSTRUCTIONAL SUPPORT**  
 Melinda Gebel, Directo  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**ASA 1.15 Subprogram Summary**  
**UNIVERSITY LIBRARIES AND MUSEUMS**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide centralized instructional programming and services for both students and faculty which enhance and complement academic activities offered through the colleges.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,443.1	33,084.4	33,107.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,363.3	2,524.0	2,593.1
Federal Funds	25.8	27.9	30.2
<b>Program total</b>	<b>11,832.2</b>	<b>35,636.3</b>	<b>35,730.7</b>
<b>FTE Positions</b>	<b>246.5</b>	<b>191.7</b>	<b>192.6</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Academic Success at the University course sections offered (UNI course prefix)	127	130	130

- ◆ **Goal 2** To provide support services which assist students in achieving academic success and plan programs of study within their chosen degree curricula.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Tests administered by the University testing services	8,347	8,500	8,500
Number of student tutorials conducted by the Writing Center	4,666	5,000	5,500
Number of participants in Summer Bridge program for incoming freshmen to ease transition.	159	170	200
Number of degree program course audits run by students and staff.	663,883	750,000	800,000
Number of students participating in the Campus Match program for incoming freshmen to quickly build a sense of community	2,759	2,800	2,850

- ◆ **Goal 3** To provide students with excellent educational opportunities throughout the calendar year.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Summer sessions headcount students	28,089	28,750	28,250
Winter session enrollments	2,642	3,300	3,500

**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.

**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 the 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	22,300.9	23,056.7	23,091.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	936.9	1,000.6	1,028.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>23,237.8</b>	<b>24,057.3</b>	<b>24,119.4</b>
<b>FTE Positions</b>	<b>285.8</b>	<b>290.5</b>	<b>290.8</b>

- ◆ **Goal 1** To maintain the number of books and periodical subscriptions owned by the university libraries, and increase access to these items.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Library volumes housed (all libraries; in thousands)	3,688	3,767	3,846
Periodical subscriptions	27,273	27,500	27,500
Items checked out (in thousands)	822	789	758
Virtual/remote reference transactions (new measure)	12,555	14,000	15,000
Reference transactions	91,245	81,000	70,000
Online access sessions (in millions)	20.8	22.9	25.2

- ◆ **Goal 2** To increase attendance at university art museums and provide quality art exhibitions to the public and for scholarly and educational purposes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Annual attendance at university art collections	45,400	45,000	46,500
Lecturers and special events	309	320	350
Academic programs served	6	6	6

ASA 1.16	<b>Subprogram Summary</b>
	ACADEMIC COMPUTING
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**

To support the instructional, research, and service missions of the University community by providing appropriate computer technologies, support services, training, planning, and consultation.

**Description:**

The academic services provided by University Technology Office (UTO) include assistance in the development and effective use of technology to support the teaching and learning process, training and support for instructional uses of technology, coordination of centralized computing sites, and technology support for the ASU Polytechnic Campus. Additional services include consultation and support for research and creative activities, including visualization, computer simulation and modeling, and support for instructional internet applications and services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,287.2	20,293.9	20,328.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	536.7	573.3	588.9
Federal Funds	29.2	31.5	34.1
<b>Program total</b>	<b>13,853.1</b>	<b>20,898.7</b>	<b>20,951.4</b>
<b>FTE Positions</b>	<b>231.4</b>	<b>217.3</b>	<b>217.5</b>

- ◆ **Goal 1** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
E-mail computer accounts	160,014	165,014	170,014
Super/mainframe/computer server connected devices	40,000	40,000	40,000

- ◆ **Goal 2** To improve access to University provided computer programs and Internet services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Centrally provided workstations (IT only)	1,501	1,500	1,500
Percentage of classrooms with mediation	61	65	98
WWW server activity: total hits per day on asu.edu and public.asu.edu only (in thousands)	4,629	5,000	6,000

ASA 1.17	<b>Subprogram Summary</b>
	ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**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.

**Description:**

The administrative services provided by University Technology Office include: assistance in the development and effective use of technology to support University distributed computing, client server applications, centralized decision management support systems (such as accounting, human resources, electronic messaging, and student information systems); support for University portal and e-commerce applications; consultation; and support for the University 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	12,212.8	9,976.5	9,988.0
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>12,212.8</b>	<b>9,976.5</b>	<b>9,988.0</b>
<b>FTE Positions</b>	<b>53.8</b>	<b>51.9</b>	<b>51.9</b>

- ◆ **Goal 1** To maintain support for all administrative computing systems and ensure that staff have ready access to information.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Storage capacity of the Data Warehouse (in gigabytes)	486	500	500
Users of Data Warehouse	2,3770	2,500	2,500
Distributed file storage capacity (in terabytes)	350	400	450

- ◆ **Goal 2** To maintain support for all telecommunications systems throughout the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
State funded telephone lines	19,564	20,125	20,900
Centrally supported Ethernet connections	56,200	60,000	62,000
Internet bandwidth (mbps)	483	550	600

ASA 1.18 **Subprogram Summary**  
 ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide effective and efficient managerial and administrative support assisting the Executive Vice President and Provost with basic institutional decisions regarding instruction, research, and service, student affairs, research and strategic initiatives, and administrative services.

**Description:**

Academic Affairs Administrative Support includes the Office of the Executive Vice President and Provost of the University, Institutional Analysis, and the Office of Planning and Budget.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	35,941.0	51,193.7	51,216.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,573.6	14,497.0	14,893.8
Federal Funds	3,635.2	3,922.4	4,248.5
<b>Program total</b>	<b>53,149.8</b>	<b>69,613.1</b>	<b>70,359.0</b>
<b>FTE Positions</b>	<b>117.3</b>	<b>331.6</b>	<b>337.8</b>

◆ **Goal 1** To improve undergraduate education.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average years taken by freshman students to complete a baccalaureate degree program	4.7	4.7	4.6
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	94	95	96
Percent of graduating seniors who rate their overall university experience as good or excellent	95	95	96
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	69	69	69
Number of Bachelors degrees granted	7,847	8,090	8,340
Percentage of positive response for Student Faculty Interaction (Learner-centered Education)	92	93	94
Average salary of all ranked faculty as a percentile of salaries at peer institutions	46	50	50

ASA 2.0 **Program Summary**  
 RESEARCH AND ECONOMIC AFFAIRS  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.

**Description:**

The Research and Economic Affairs 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.

**This Program Contains the following Subprograms:**

- ▶ Research Activities
- ▶ Regulatory Compliance
- ▶ Research Area

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,469.8	6,988.5	7,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	66,897.5	71,448.4	73,404.6
Federal Funds	232.6	251.0	271.8
<b>Program total</b>	<b>73,599.9</b>	<b>78,687.9</b>	<b>80,676.4</b>
<b>FTE Positions</b>	<b>663.6</b>	<b>674.0</b>	<b>738.8</b>

ASA 2.1 **Subprogram Summary**  
 RESEARCH ACTIVITIES  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

**Description:**

Research Activities include the International Institute for Sustainability and all university-sponsored research excluding state funds directly allocated to academic areas or organized research centers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,372.6	4,690.7	4,702.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,352.3	20,668.8	21,234.7
Federal Funds	229.3	247.4	267.9
<b>Program total</b>	<b>22,954.2</b>	<b>25,606.9</b>	<b>26,204.8</b>
<b>FTE Positions</b>	<b>225.8</b>	<b>231.1</b>	<b>279.0</b>

◆ **Goal 1** To increase the number of externally supported organized research projects awarded to the university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Externally supported organized research grant and contract proposals submitted 1,707 1932 2,183

<p><b>ASA 2.2</b></p> <p align="center"><b>Subprogram Summary</b></p> <p align="center">REGULATORY COMPLIANCE</p> <p>Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601</p>
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**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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	738.6	780.5	780.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,346.9	1,438.5	1,477.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,085.5</b>	<b>2,219.0</b>	<b>2,258.4</b>
<b>FTE Positions</b>	<b>20.8</b>	<b>25.2</b>	<b>25.7</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Citations or findings of non-compliance from Federal Regulatory agencies	1	0	0

<p><b>ASA 2.3</b></p> <p align="center"><b>Subprogram Summary</b></p> <p align="center">RESEARCH AREA</p> <p>Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601</p>
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**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.*

**Description:**  
The Research Area provides the infrastructure which the Vice President for Research and Economic Affairs requires to foster quality and excellence in all University research programs. Activities include dissemination of information concerning funding opportunities, assistance in proposal preparation, and grant and contract fiscal administration. This area also produces University research publications and is the liaison between the University and the external community.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,358.6	1,517.3	1,517.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	46,198.3	49,341.1	50,692.0
Federal Funds	3.3	3.6	3.9
<b>Program total</b>	<b>48,560.2</b>	<b>50,862.0</b>	<b>52,213.2</b>
<b>FTE Positions</b>	<b>417.0</b>	<b>417.8</b>	<b>434.1</b>

◆ **Goal 1** To maintain and enhance the university's status as a major research institution.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Grant and contract proposals submitted	2,125	2,293	2,453
Grant and contract awards received	1,716	1,736	1,753
External dollars received for research and creative activity (in millions of dollars)	192	199	206
Percentage of faculty and academic professionals receiving extramural support for research and creative activity	35	30	33

◆ **Goal 2** To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate students supported by sponsored funds	1,362	1,399	1,436
Graduate students supported by sponsored funds	1,661	1,583	1,625

<p><b>ASA 3.0</b></p> <p align="center"><b>Program Summary</b></p> <p align="center">STUDENT AFFAIRS</p> <p>Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601</p>
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**Mission:**  
*To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.*

**Description:**  
Student Affairs is comprised of a variety of units, including Dean of Students, Residential Life, Student Development/Memorial Union, Student Health Center, Wellness and Health Promotion, Learning Support Services, Educational Development, Multicultural Student Services, Student Life, Counseling and Consultation, Career Services, Recreational Sports, Student Media, and the Arizona Prevention Resource Center. Student Affairs also includes Admissions, Registration, Financial Aid, and Undergraduate Initiatives.

**This Program Contains the following Subprograms:**

- ▶ Student Life, Health and Wellness
- ▶ Enrollment Services
- ▶ Student Affairs Administrative Support

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	27,068.5	27,945.1	27,991.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	142,988.2	152,715.4	156,896.3
Federal Funds	38,395.4	41,428.6	44,873.1
<b>Program total</b>	<b>208,452.1</b>	<b>222,089.1</b>	<b>229,760.6</b>
<b>FTE Positions</b>	<b>887.4</b>	<b>798.7</b>	<b>819.8</b>

**ASA 3.1 Subprogram Summary**  
**STUDENT LIFE, HEALTH AND WELLNESS**  
 Melinda Gebel, Director, Institutional Analysis  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**  
 To offer a wide variety of services that create and nurture a strong sense of community and enhance the campus environment.

**Description:**  
 Units provide programs and services that ease students' transition to the University, involve them in campus life, and enhance their academic and personal growth.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,006.1	10,634.9	10,658.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,920.1	24,479.4	25,149.5
Federal Funds	1,489.4	1,607.0	1,740.7
<b>Program total</b>	<b>34,415.6</b>	<b>36,721.3</b>	<b>37,548.2</b>
<b>FTE Positions</b>	<b>456.5</b>	<b>395.8</b>	<b>413.0</b>

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality medical health services at the Campus Health Service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students receiving health care at the Campus Health Service	44,928	47,174	49,533

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Registered campus clubs and organizations	579	585	600
Student participation in advising services, workshops, career events, job fairs, on-campus interviews and special events offered by Career Services to assist students seeking employment and/or career guidance	51,717	53,269	54,867
Career Services Web site visits (in thousands)	474	488	503
New students and alumni registered with Career Services	6,947	7,155	7,370
Organizations recruiting on campus	1,930	1,988	2,048

◆ **Goal 3** To maintain quality services for disabled students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Disabled students served	1,490	1,589	1,589
Hours of interpreting provided for the hearing impaired	16,576	16,500	16,500

**ASA 3.2 Subprogram Summary**  
**ENROLLMENT SERVICES**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**  
 To offer services in support of enrollment management, including admissions, registration, and student financial assistance.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	11,180.8	10,878.4	10,889.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	111,811.4	119,417.7	122,687.0
Federal Funds	36,906.0	39,821.6	43,132.4
<b>Program total</b>	<b>159,898.2</b>	<b>170,117.7</b>	<b>176,709.3</b>
<b>FTE Positions</b>	<b>242.0</b>	<b>220.3</b>	<b>221.3</b>

◆ **Goal 1** To recruit and enroll academically eligible undergraduate students and ensure that they receive adequate orientation prior to entering ASU.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate admissions applications	41,200	45,000	49,000
Undergraduates admitted	31,000	35,000	37,000
Students participating in orientation	8,700	9,000	9,300
Web registration transactions, all university (in thousands)	1,815	1,850	1,900
Percent of entering students in the top 25 percent of their high school graduating class	55	56	56
Hits to ASU Interactive, all university (Registrar-related, e.g., address change, web transcripts, grades (in thousands))	7,975	8,100	8,300

◆ **Goal 2** To make student financial assistance readily available for eligible students based on need, merit, or other determining factors.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students receiving financial assistance	40,915	41,400	41,900
Dollar volume for all financial assistance programs (dollars in thousands)	398,3130	413,400	429,100

**ASA 3.3 Subprogram Summary**  
**STUDENT AFFAIRS ADMINISTRATIVE SUPPORT**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**  
 To foster the academic and personal growth of students by providing integrated services to meet their needs.

**Description:**  
 Student Affairs units develop and implement programs that meet the changing needs of students and are critical to academic success.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,881.6	6,431.8	6,443.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,256.7	8,818.3	9,059.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,138.3</b>	<b>15,250.1</b>	<b>15,503.1</b>
<b>FTE Positions</b>	<b>188.9</b>	<b>182.6</b>	<b>185.5</b>

◆ **Goal 1** To provide services which promote the development of student competencies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students assisted by the Learning Resources Center programs and services	6,696	7,350	8,100

◆ **Goal 2** To improve the educational experiences of first-year students by increasing participation in the Freshman Year Experience.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students participating in the Freshman Year Experience (FYE)	4,798	5,400	5,400

<b>ASA 4.0</b>	<b>Program Summary</b>
	<b>ADMINISTRATION AND FINANCE</b>
	Melinda Gebel, Director
	Phone: (480) 965-2318
	A.R.S. § 15-1601

**Mission:**

*To provide customer-focused, planned, responsive, and effective administrative and financial support services for students, faculty, staff, and the University community to advance ASU's mission.*

**Description:**

Administration and Finance includes central activities concerned with provision of essential support services for the entire university. Administration and Finance activities include fiscal operations, human resources programs and services, purchasing, stores, property management, property control, surplus property and recycling, environmental health and safety, security, printing, parking services, and the operation and maintenance of University Services.

**This Program Contains the following Subprograms:**

- ▶ Business/Financial Services and Human Resources
- ▶ Plant and Safety Services
- ▶ Administrative Services Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	45,227.9	79,648.9	125,759.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	66,884.0	71,434.0	73,389.6
Federal Funds	25.4	27.3	29.6
<b>Program total</b>	<b>112,137.3</b>	<b>151,110.2</b>	<b>199,179.0</b>
<b>FTE Positions</b>	<b>1,065.1</b>	<b>1,447.7</b>	<b>1,499.2</b>

<b>ASA 4.1</b>	<b>Subprogram Summary</b>
	<b>BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES</b>
	Melinda Gebel, Director
	Phone: (480) 965-2318
	A.R.S. § 15-1601

**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 human resources programs and services.*

**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, property control, real estate, campus card program, internal audit and management services, financial services, student aid disbursement, cashiering and accounts receivable services, learning and performance programs, leadership development, employee recognition, and human resources management.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,677.5	14,936.9	14,971.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	58,022.4	61,969.6	63,666.1
Federal Funds	25.4	27.3	29.6
<b>Program total</b>	<b>71,725.3</b>	<b>76,933.8</b>	<b>78,667.3</b>
<b>FTE Positions</b>	<b>286.6</b>	<b>710.3</b>	<b>730.8</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Accounting documents processed (in thousands)	1,190	1,250	1,300
Administration as a percentage of total cost	1.75	1.82	1.60

◆ **Goal 2** To provide efficient services to University customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of purchase requests processed within 5 working days	83.4	84	84
Elapsed days from travel claim receipt to payment	1.0	2.0	2.0
Average minutes waiting time to pay tuition during peak periods	2	2	2

◆ **Goal 3** To provide comprehensive human resources services and programs to the university community in areas such as employment, compensation, classification, benefits, training, management development, payroll, employee relations, and other human resources activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Participants in human resources training programs	14,074	8,500	9,000
Job applications processed	40,882	42,000	44,000
Positions filled	1,896	2,000	2,200
Percent of agency staff turnover (classified staff only)	12.9	12.9	12.9

ASA 4.2 **Subprogram Summary**  
 PLANT AND SAFETY SERVICES  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide customer focused, high quality facilities and services to support the mission of the University.

**Description:**

University Services provides the following support services: building maintenance, capital programs management, architectural services, university real estate services, building and infrastructure engineering, facilities management, custodial services, grounds maintenance, building condition surveys, campus physical planning, space management and planning, fleet administration, capital design/construction management, administrative services, and university facilities records management.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	30,324.3	46,180.9	92,245.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,812.0	9,411.4	9,669.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>39,136.3</b>	<b>55,592.3</b>	<b>101,914.7</b>
<b>FTE Positions</b>	<b>755.7</b>	<b>638.3</b>	<b>669.3</b>

◆ **Goal 1** To provide customers-focused, high quality facilities and services to support the University's mission.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Land surface owned and operated by the ASU at the Tempe campus	690	680	680
State supported university building space within campus boundaries (gross square feet in thousands)	7,191	7,192	7,192
Maintenance work order man-hours on buildings/ tunnels/structures	173,660	175,000	175,000

◆ **Goal 2** To provide public safety services designed to enhance a safe and secure environment by assisting, serving, and protecting the university, in partnership with students, faculty, staff, and visitors.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Fire and safety training classes	3,990	4,000	5,000
Community-based police assignments	70	70	72
ParkSmart (web) parking registration for students	14,404	13,275	13,275

ASA 4.3 **Subprogram Summary**  
 ADMINISTRATIVE SERVICES SUPPORT  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide customer-focused, planned, responsive, and effective administrative and financial support services for students, faculty, staff, and the University community to advance ASU's mission.

**Description:**

This subprogram consists of the Office of the Executive Vice President and CFO for Business and Finance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,226.1	18,531.1	18,542.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	49.6	53.0	54.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,275.7</b>	<b>18,584.1</b>	<b>18,597.0</b>
<b>FTE Positions</b>	<b>22.7</b>	<b>99.1</b>	<b>99.1</b>

◆ **Goal 1** To improve customer satisfaction with services provided to the University community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Customer satisfaction surveys conducted	11	10	10

ASA 5.0 **Program Summary**  
 INSTITUTIONAL LEADERSHIP AND ADVANCEMENT  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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 oversight of the University's intercollegiate athletic 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 Public Affairs serves the multiple campuses of the University. Its programs are designed to enhance ASU's reputation and promote its role as an economic engine for the state of Arizona. Its programs also strengthen the University by building relationships with diverse constituencies, including minority communities, to promote common values and goals as well as to develop approaches to common challenges.

**This Program Contains the following Subprograms:**

- ▶ KAET - Television
- ▶ Development
- ▶ Community Outreach
- ▶ Intercollegiate Athletics
- ▶ Executive Management
- ▶ Public Affairs

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	15,720.2	15,754.5	15,789.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	56,291.4	60,120.8	61,766.5
Federal Funds	116.1	125.4	135.8
<b>Program total</b>	<b>72,127.7</b>	<b>76,000.7</b>	<b>77,691.6</b>
<b>FTE Positions</b>	<b>608.6</b>	<b>678.1</b>	<b>698.1</b>

ASA 5.1 **Subprogram Summary**  
 KAET - TELEVISION  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	273.6	303.7	303.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,147.9	8,702.2	8,940.3
Federal Funds	29.5	31.8	34.5
<b>Program total</b>	<b>8,451.0</b>	<b>9,037.7</b>	<b>9,278.6</b>
<b>FTE Positions</b>	<b>64.8</b>	<b>75.9</b>	<b>78.8</b>

◆ **Goal 1** To increase the number of persons viewing KAET-TV on a weekly basis.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Persons viewing KAET-TV on a weekly basis (in thousands)	2,221	2,225	2,230

◆ **Goal 2** To improve services provided to the community, especially in rural areas.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Teachers served through educational support programming	54,177	58,840	61,782
Students served through educational support programming	1,029,363	1,122,786	1,173,858

ASA 5.2 **Subprogram Summary**  
 DEVELOPMENT  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.

**Description:**

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,523.5	8,035.4	8,255.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,523.5</b>	<b>8,035.4</b>	<b>8,255.3</b>
<b>FTE Positions</b>	<b>38.3</b>	<b>67.3</b>	<b>70.0</b>

◆ **Goal 1** To increase the number of ASU Alumni Association members and maintain the level of telephone solicitations for monetary contributions to the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Dues paying Alumni Association members	17,691	19,362	21,406

ASA 5.3 **Subprogram Summary**  
 COMMUNITY OUTREACH  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To offer services that provide and promote community contact in the areas of quality cultural and popular sports programs, and economic development.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,586.1	1,685.9	1,697.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,812.0	5,139.3	5,280.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,398.1</b>	<b>6,825.2</b>	<b>6,977.5</b>
<b>FTE Positions</b>	<b>85.8</b>	<b>73.4</b>	<b>75.1</b>

◆ **Goal 1** To continue to stage excellent non-athletic events for various diverse constituents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Persons attending University sponsored cultural events (in thousands)	408	473	473

**ASA 5.4** **Subprogram Summary**  
**INTERCOLLEGIATE ATHLETICS**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,421.7	2,513.4	2,524.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26,502.2	28,305.1	29,080.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>28,923.9</b>	<b>30,818.5</b>	<b>31,604.9</b>
<b>FTE Positions</b>	<b>241.5</b>	<b>278.8</b>	<b>288.2</b>

- ◆ **Goal 1** To improve graduation rates of student athletes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of student athletes graduating in six years	70	70	72

- ◆ **Goal 2** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average GPA of student athletes (4.0 highest)	2.89	2.90	2.95

**ASA 5.5** **Subprogram Summary**  
**EXECUTIVE MANAGEMENT**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**Description:**

Executive Management includes central executive level activities concerned with overall long range planning for the University, administrative support for the entire University community, and University-wide fund raising activities. The Executive Management area includes the Office of the President, the Office of the General Counsel, and the Office of University Initiatives.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,660.7	9,470.1	9,481.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,200.1	2,349.8	2,414.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,860.8</b>	<b>11,819.9</b>	<b>11,895.8</b>
<b>FTE Positions</b>	<b>110.3</b>	<b>90.5</b>	<b>91.3</b>

- ◆ **Goal 1** To provide leadership in establishing strategic directions for the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of campus strategic plans completed by required date	100	100	100

**ASA 5.6** **Subprogram Summary**  
**PUBLIC AFFAIRS**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**Description:**

The Office of Public Affairs 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,778.1	1,781.4	1,781.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,105.7	7,589.0	7,796.8
Federal Funds	86.6	93.6	101.3
<b>Program total</b>	<b>8,970.4</b>	<b>9,464.0</b>	<b>9,679.5</b>
<b>FTE Positions</b>	<b>67.9</b>	<b>92.2</b>	<b>94.7</b>

- ◆ **Goal 1** To obtain private and corporate funds to provide the margin of excellence for the University in the 21st Century.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Endowed chairs and professorships	107	113	120

- ◆ **Goal 2** To continue to coordinate high quality special events for the University.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Individuals attending campus sneaker/special tours	585	170	185
Special events coordinated	159	180	180

AXA 0.0	<b>Agency Summary</b>
	ASU - POLYTECHNIC
Dr. Michael Crow, President	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**

*To emphasize professional and technological programs based in the liberal arts and sciences and engage in intellectual inquiry focused on addressing societal needs by offering undergraduate and graduate programs primarily in professional and technological fields and in selected areas of the liberal arts and sciences; engaging in forms of scholarship involved with discovering, integrating, applying, and transmitting knowledge to address the conditions and concerns of society; and working with community partners in accomplishing all aspects of this mission.*

**Description:**

ASU at the Polytechnic campus serves students and the metropolitan area through baccalaureate and graduate degree programs as well as through applied research and service. It offers a campus environment that places students at the center, embraces diversity and interdisciplinary inquiry, and strives to integrate the academic and social lives of students. All programs at the Polytechnic campus provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning. The Polytechnic campus also offers programs with outcomes directly relevant to the needs of society and the community, emphasizing collaboration and partnership to foster the educational, economic, and cultural development of local communities, the metropolitan area, the state, and the nation.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ACADEMIC PROGRAMS AND SERVICES	43,211.0	52,269.9	59,004.5
➤ ADMINISTRATIVE SERVICES	8,583.7	9,571.3	12,190.3
<b>Agency Total:</b>	<b>51,794.7</b>	<b>61,841.2</b>	<b>71,194.8</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	19,980.9	25,915.9	34,263.3
Other Appropriated Funds	18,548.4	23,338.4	23,841.1
Other Non Appropriated Funds	10,459.8	9,498.0	9,692.5
Federal Funds	2,805.6	3,088.9	3,397.9
<b>Program total</b>	<b>51,794.7</b>	<b>61,841.2</b>	<b>71,194.8</b>
<b>FTE Positions</b>	<b>616.7</b>	<b>658.2</b>	<b>732.7</b>

**Strategic Issues:**

**Issue 1 How to improve the quality of the undergraduate and graduate educational experience**

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services

and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge.

An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2006. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

ASU is requesting \$15 million in FY09 to support student success. The funding will be used to continue the development of a tracking system that will monitor student progress toward graduation and to hire additional faculty to ensure that sufficient critical coursework is offered based on student progress and demand. The requested funding will begin to mitigate the years of unfunded enrollment growth that has eroded the university's ability to provide resources that keep pace with the rate of enrollment growth. Support for enrollment growth between FY96 and FY08 totals only 30 percent of the formula-derived request, resulting in inadequate resources to maintain and improve student support.

**Issue 2 How to provide access to education for a growing student population given limited financial resources**

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 15 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The Downtown Phoenix campus, with its unique cluster of colleges and schools focusing on the public mission of ASU, is projected to accommodate about 8,000 students by the completion of Phases I and II in Fall 2008. In addition, both the West and the Polytechnic campuses are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. For example, the state has provided funding that will pay for the debt service for a \$103 million building program at the Polytechnic campus. ASU is well on the way to building the infrastructure needed to meet these goals, but continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses ([www.asu.edu/cdp](http://www.asu.edu/cdp)).

**Issue 3 How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources**

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the

funding provided by the state for salaries in recent years, ASU has made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased from the 16th percentile in Fall 2003 to the 41th percentile in Fall 2006, the average salary falls short of the median by \$3,900.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of nearly 13 percent, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will reach \$53 million by the end of FY08.

**Issue 4 How to enhance and improve social embeddedness**

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

**Issue 5 How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley**

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301

and the Research Infrastructure Bill for research bonding authority provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. ASU and the University of Arizona have signed a memorandum of agreement with the Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix houses joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU and a program in biomedical informatics.

**Issue 6 How to ensure the necessary facilities and capacity to accommodate growth**

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 700,000 square feet, as well as classroom laboratory deficiencies of nearly 140,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

The lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. In the past ten years, ASU has received only 13.8% of the needed funds set by the State's building renewal formula, with no funding in six of the ten years. The lack of state investment has resulted in an accumulated maintenance backlog of over \$200 million for state-owned buildings, a cost that will continue to grow.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

AXA 1.0  Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601	<b>Program Summary</b>  ACADEMIC PROGRAMS AND SERVICES
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**Mission:**

*To provide high quality and innovative academic programs and services that enable students to achieve academic success, and to provide services that are learner-centered and sustain students and faculty as they pursue their academic goals.*

**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.

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

**This Program Contains the following Subprograms:**

- ▶ Morrison School of Management and Agribusiness
- ▶ College of Technology and Innovation
- ▶ School of Applied Arts and Sciences
- ▶ School for Educational Innovation and Teacher Preparation
- ▶ Academic Services
- ▶ Information Technology
- ▶ Library Services
- ▶ Student Affairs
- ▶ Institutional Support Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,882.8	18,775.5	24,512.9
Other Appropriated Funds	16,548.4	21,338.4	21,841.1
Other Non Appropriated Funds	9,982.8	9,076.7	9,263.1
Federal Funds	2,797.0	3,079.3	3,387.4
<b>Program total</b>	<b>43,211.0</b>	<b>52,269.9</b>	<b>59,004.5</b>
FTE Positions	567.6	603.0	670.3

**AXA 1.1 Subprogram Summary**  
**MORRISON SCHOOL OF MANAGEMENT AND AGRIBUSINESS**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To educate the next generation of business professionals and leaders in agribusiness, entrepreneurship, finance, marketing, management and real estate for the State and region by providing a global, industry-specific education that emphasizes innovation, leadership and technology, in an experiential-based environment.

**Description:**

The Morrison School of Management and Agribusiness (MSMA) offers bachelor's and master's degree programs that are built on core business principles with defined concentration related to specific industries, such as agribusiness, real estate, golf, among others. Students completing the programs will enter business careers with substantive, practical experience developed through internships and projects. The school also provides the agribusiness concentration for the Ph.D in Business Administration, offered by the W. P. Carey School of Business. The faculty conduct applied research and service that responds to the needs of the business and agribusiness, in particular.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,135.9	1,008.5	1,886.1
Other Appropriated Funds	2,741.1	3,234.4	3,114.4
Other Non Appropriated Funds	1,134.3	1,002.0	1,021.3
Federal Funds	396.7	436.7	480.4
<b>Program total</b>	<b>5,408.0</b>	<b>5,681.6</b>	<b>6,502.2</b>
FTE Positions	51.1	66.8	76.3

- ◆ **Goal 1** To provide high quality undergraduate programs that prepare students for productive professional careers in business and agribusiness fields

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students enrolled in undergraduate majors each fall semester	770	960	1,060
Undergraduate degrees awarded each year	245	300	330

Percent of graduating seniors satisfied with their overall academic experience at ASU at the Polytechnic campus 93 97 97

- ◆ **Goal 2** To provide high quality graduate programs that prepare students for managerial and administrative positions in agribusiness and resource management organizations as well as for further advanced study

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students enrolled in the graduate degree program each fall semester	37	38	44
Graduate degrees awarded each year	1	19	22

- ◆ **Goal 3** To develop the national reputation of MSMA by strengthening research and service partnerships with business and agribusiness industries and organizations

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sponsored projects expenditures (in thousands)	769	1,300	1,400
Endowed chairs and professorships	2	2	3
Number of registered students who participated in a meaningful internship experience.	320	400	440

**AXA 1.2 Subprogram Summary**  
**COLLEGE OF TECHNOLOGY AND INNOVATION**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide high quality education that prepares professional scientists and technologists for careers in industry and government and for further advanced study; to conduct applied research that develops and enhances scientific and technological applications; and to provide professional service to the state, nation and world emphasizing economic development.

**Description:**

The College of Technology and Innovation offers bachelor's, master's and non-degree programs in scientific and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,896.0	2,530.7	4,737.9
Other Appropriated Funds	6,988.5	8,116.2	8,971.3
Other Non Appropriated Funds	2,988.1	2,639.7	2,690.4
Federal Funds	623.9	687.0	755.8
<b>Program total</b>	<b>13,496.5</b>	<b>13,973.6</b>	<b>17,155.4</b>
FTE Positions	126.2	156.4	178.5

- ◆ **Goal 1** To increase the opportunity for undergraduate student success as graduates of the College of Technology and Innovation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students enrolled in undergraduate majors each fall semester	883	970	1,060
Undergraduate degrees awarded each year	182	215	245
Percent of graduating seniors satisfied with their overall academic experience at ASU at the Polytechnic campus	90	91	92

- ◆ **Goal 2** To increase the range and quality of graduate programs in the College of Technology and Innovation.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Students enrolled in graduate programs each fall semester	431	470	500
Graduate degrees awarded	63	75	85

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Sponsored projects expenditures (in thousands)	4,012	4,212	4,422
Percent of graduating seniors with excellent or good internship experiences	86	90	90

**AXA 1.3 Subprogram Summary**  
**SCHOOL OF APPLIED ARTS AND SCIENCES**  
 Melinda Gebel, Director, Institutional Analysis  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To prepare students to be successful in their careers, in further education, and in their personal and civic lives; to provide undergraduate and graduate degree programs in arts and humanities, social and behavior sciences, health related fields, and natural and physical sciences and mathematics as well as providing a broad selection of courses in these areas to support students in all majors; to conduct use-inspired research and service in these areas to benefit the broader community outside of the university.*

**Description:**

The School of Applied Arts and Sciences serves ASU as the arts and sciences school at the Polytechnic campus providing graduate and undergraduate degree programs and courses in arts and humanities, social and behavior sciences, health related fields, and natural and physical sciences and mathematics. Consistent with the Polytechnic focus, all SAAS programs emphasize the applied aspects of these disciplines, including applied research that addresses pertinent issues of the community and larger society.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,168.0	2,439.9	4,572.0
Other Appropriated Funds	5,231.8	7,825.2	7,769.3
Other Non Appropriated Funds	2,364.4	2,088.7	2,128.8
Federal Funds	366.5	403.5	443.8
<b>Program total</b>	<b>10,130.7</b>	<b>12,757.3</b>	<b>14,913.9</b>
<b>FTE Positions</b>	<b>184.6</b>	<b>171.4</b>	<b>197.2</b>

◆ **Goal 1** To increase the supporting non-major curriculum for students in all programs at ASU Polytechnic campus, reducing planned dependence on CGCC courses by 2009

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Supporting courses that are offered each semester	114	230	276
Number of Poly students enrolling in CGCC courses by 2009	653	372	150
Percent of first-time students persisting after one year	74	77	80

◆ **Goal 2** To increase the inventory of majors, minors, and certificates that can be completed in the School of Applied Arts and Sciences

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Complete programs offered by SAAS	18	20	22
Students enrolled in SAAS degree programs	723	795	900
Degrees awarded each year	162	215	250

**Subprogram Summary**

**AXA 1.4**  
**SCHOOL FOR EDUCATIONAL INNOVATION AND TEACHER PREPARATION**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. 15-1601

**Mission:**

*To respond to the state's need for elementary and secondary teachers, specifically in content and geographic shortage areas. To prepare educational leaders for K-12 schools, and to provide for the professional development and continuing education of teachers and other educational professionals*

**Description:**

The School of Educational Innovation and Teacher Preparation offers bachelor's, post-baccalaureate and master's programs in elementary, early childhood, special, secondary, physical education and educational administration. Within these programs, the School emphasizes preparing teachers to work with English language learners, leadership in mathematics, science and technology education and community outreach.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	657.7	674.3	1,265.5
Other Appropriated Funds	1,587.0	2,162.6	1,986.1
Other Non Appropriated Funds	346.4	306.1	311.9
Federal Funds	302.4	333.0	366.3
<b>Program total</b>	<b>2,893.5</b>	<b>3,476.0</b>	<b>3,929.8</b>
<b>FTE Positions</b>	<b>53.4</b>	<b>56.3</b>	<b>65.2</b>

◆ **Goal 1** To provide high quality undergraduate programs that prepare students to be successful educational professionals.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Students enrolled in undergraduate majors each fall	395	450	505
Undergraduate degrees awarded each year	297	332	371
Percentage of graduating seniors satisfied with their overall academic experience at ASU at the Polytechnic campus	n/a	96	98

◆ **Goal 2** To provide high quality graduate programs that prepare school leaders and offer on-going professional development for existing practitioners.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Students enrolled in graduate degree programs each fall	250	250	300
Graduate degrees awarded each year	75	90	105



AXA 1.5 **Subprogram Summary**  
**ACADEMIC SERVICES**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide programs and services that enable and enhance the ability of faculty and students to be successful in pursuing their academic goals.

**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. Also, Academic Services contributes to the academic development of students through programs that stimulate the scholarly achievements of students.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,001.8	5,732.6	5,716.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	251.2	222.0	226.2
Federal Funds	1,099.7	1,210.7	1,332.0
<b>Program total</b>	<b>3,352.7</b>	<b>7,165.3</b>	<b>7,274.2</b>
<b>FTE Positions</b>	<b>57.4</b>	<b>42.9</b>	<b>43.3</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of faculty participating in one or more faculty development workshops	155	200	200
Faculty development workshops or programs offered	17	20	20

◆ **Goal 2** To provide opportunities for students to participate in and be recognized for their academic achievements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of graduating students participating in convocation ceremonies	93	95	96

◆ **Goal 3** To improve the success of students through learning support services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of students living in the Freshman Year Experience hall	145	200	225

AXA 1.6 **Subprogram Summary**  
**INFORMATION TECHNOLOGY**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide technological resources and services that support the instructional, research, and administrative needs of students, faculty, and staff.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,244.3	1,292.3	1,292.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	105.2	92.9	94.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,349.5</b>	<b>1,385.2</b>	<b>1,387.0</b>
<b>FTE Positions</b>	<b>22.4</b>	<b>23.2</b>	<b>23.2</b>

◆ **Goal 1** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Computer workstations available for use by students	664	680	790
Percent of campus desktops connected to the fiber optic backbone	100	100	100

◆ **Goal 2** To provide useful and timely service to the campus community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of faculty satisfied with IT services at ASU Polytechnic	n/a	95	98

AXA 1.7 **Subprogram Summary**  
**LIBRARY SERVICES**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

To provide library resources and services that support the teaching, learning, and research activities of faculty and students at ASU Polytechnic campus.

**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.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	823.4	851.0	842.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4.5	3.9	4.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>827.9</b>	<b>854.9</b>	<b>846.7</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>14.1</b>	<b>14.1</b>

◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of faculty who use Library Services	60	65	70

◆ **Goal 2** To provide access to library resources sufficient to support instruction, research, and the national leadership aspirations of the academic programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Workstations available for public use in library facilities	15	15	15
Number of hours the library is open each week	95	95	95

**AXA 1.8 Subprogram Summary**  
**STUDENT AFFAIRS**

Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To provide programs and services that support the educational and career aspirations of ASU Polytechnic campus students and that respond to the needs of a diverse and pluralistic student population.*

**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, residential life, food services, personal counseling, and student health services. Student Affairs also facilitates student activities and recreation, student governance processes, and other programs that support the life of students on campus.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,055.8	1,098.1	1,085.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,445.9	2,418.5	2,477.1
Federal Funds	7.8	8.4	9.1
<b>Program total</b>	<b>3,509.5</b>	<b>3,525.0</b>	<b>3,571.8</b>
<b>FTE Positions</b>	<b>26.8</b>	<b>28.3</b>	<b>28.7</b>

◆ **Goal 1** To provide the services that facilitate the enrollment of students at ASU Polytechnic.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of admitted students who register for classes	55	58	60

◆ **Goal 2** To provide student programs and services that enhance the quality of the campus culture and campus life.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Events and activities held for students each year	468	500	550

Student organizations registered at ASU Polytechnic each year	36	40	44
Number of ASU Polytechnic students living on campus	407	450	480

◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Participation in new student orientation	388	427	470
Students participating in student advisement/registration workshops	445	500	550
Students receiving financial aid services	7,335	7,555	7,782
Percent of first-time students persisting after one year	72	74	76

**AXA 1.9 Subprogram Summary**  
**INSTITUTIONAL SUPPORT SERVICES**

Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To provide leadership in the planning and development of the campus, in particular by increasing public awareness of ASU Polytechnic and by emphasizing opportunities for partnerships with other educational institutions, local industries, and communities.*

**Description:**

Institutional Support Services includes the 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,899.9	3,148.1	3,114.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	342.8	302.9	308.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,242.7</b>	<b>3,451.0</b>	<b>3,423.5</b>
<b>FTE Positions</b>	<b>31.7</b>	<b>43.6</b>	<b>43.7</b>

◆ **Goal 1** To increase the overall visibility and public awareness of the campus, its programs, and its contributions to the region.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Partnerships with business, industry, and community organizations	120	160	170
Percent of graduating students reporting participation in internships	57	59	65
Fall semester enrollment (headcount)	6,545	8,800	10,600

◆ **Goal 2** To increase the amount of private sector financial support for ASU Polytechnic programs and services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Dollars committed for student scholarships (in thousands)	1,890	1,910	1,990
Dollars committed for endowed faculty positions (in thousands)	5,100	5,500	5,600

◆ **Goal 3** To provide support mechanisms for ASU Polytechnic researchers in an effort to increase research and sponsored project activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Dollar value of proposals submitted (in millions)	39.9	42.5	44.6
Dollar value of proposals awarded (in millions)	7.6	8.0	8.4

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent	97	97	97
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	66	67	67
Number of degrees granted	849	900	972
Number of Bachelors degrees granted	710	753	813
Number of Masters degrees granted	139	147	159
Average number of years taken to graduate for student who began as freshmen	5.3	5.2	5.1
Administration as a percentage of total cost	5.57	6.54	5.55

AXA 2.0	<b>Program Summary</b>
	ADMINISTRATIVE SERVICES
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**  
*To provide a physical and organizational environment that supports the academic enterprise through high quality, efficient service to students, faculty, and staff.*

**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, and business services. 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.

**This Program Contains the following Subprograms:**

- ▶ Business and Human Resource Services
- ▶ Facilities and Safety Services
- ▶ Administrative Services Support

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	6,098.1	7,140.4	9,750.4
Other Appropriated Funds	2,000.0	2,000.0	2,000.0
Other Non Appropriated Funds	477.0	421.3	429.4
Federal Funds	8.6	9.6	10.5
<b>Program total</b>	<b>8,583.7</b>	<b>9,571.3</b>	<b>12,190.3</b>
<b>FTE Positions</b>	<b>49.1</b>	<b>55.3</b>	<b>62.5</b>

AXA 2.1	<b>Subprogram Summary</b>
	BUSINESS AND HUMAN RESOURCE SERVICES
Melinda Gebel, Director, Institutional Analysis	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**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.*

**Description:**  
Business and Human Resource Services include purchasing and contract administration, accounting, bookstore, copy services, mail services, vending, stores and receiving, banking and ATM services, cashiering services, financial support services, intercampus shuttle services, and human resource services.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	591.7	1,463.5	1,494.0
Other Appropriated Funds	2,000.0	2,000.0	2,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,591.7</b>	<b>3,463.5</b>	<b>3,494.0</b>
<b>FTE Positions</b>	<b>6.6</b>	<b>6.4</b>	<b>6.4</b>

◆ **Goal 1** To provide business services that help faculty, staff, and students to accomplish the mission and goals of the campus.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Business services provided fully on-site	13	13	13

◆ **Goal 2** To provide human resource services that help the campus community to accomplish the mission and goals of the campus.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Campus constituents satisfied with human resource services	n/a	95	98
Percent of agency staff turnover (classified staff only)	8.0	7.0	6.0

AXA 2.2	<b>Subprogram Summary</b>
	FACILITIES AND SAFETY SERVICES
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**  
*To provide a safe, functional, and pleasant physical environment that supports the programs and efforts of the academic community.*

**Description:**  
Facilities and Safety Services includes facilities development and facilities management services, parking and transit services, and public safety and risk management services.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,146.6	5,189.6	7,773.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	145.3	128.2	130.7
Federal Funds	8.6	9.6	10.5
<b>Program total</b>	<b>5,300.5</b>	<b>5,327.4</b>	<b>7,914.4</b>
<b>FTE Positions</b>	<b>33.2</b>	<b>38.4</b>	<b>45.5</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Net assignable square feet of space in use (in thousands)	357	465	465

◆ **Goal 2** To provide facilities management services that ensure the campus is well-maintained.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Campus constituents who are satisfied with the maintenance of campus grounds and facilities	n/a	95	98

◆ **Goal 3** To provide a safe and secure campus environment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Campus constituents who are satisfied with public safety services	n/a	95	98

AXA 2.3 **Subprogram Summary**  
 ADMINISTRATIVE SERVICES SUPPORT  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**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.*

**Description:**

Administrative Services Support provides for the administrative oversight of business and financial services, human resource services, facilities development and facilities management services, and public safety services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	359.8	487.3	483.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	331.7	293.1	298.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>691.5</b>	<b>780.4</b>	<b>781.9</b>
<b>FTE Positions</b>	<b>9.3</b>	<b>10.4</b>	<b>10.6</b>

◆ **Goal 1** To provide leadership in developing effective and efficient services that assist students, faculty, and staff in accomplishing the goals of the campus.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Campus constituents who are satisfied with administrative services	n/a	95	98

AWA 0.0 **Agency Summary**  
ASU - WEST

Dr. Michael Crow, President  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

*To become a comprehensive campus that balances the traditions of liberal arts education with responsiveness to the dynamics of workforce requirements. The West campus' colleges and schools are committed to teaching and research that are innovative, interdisciplinary, collaborative and problem-based.*

**Description:**

ASU at the West campus is located in Phoenix and serves more than 8,600 residential and commuter students of diverse ages, ethnicity, and experiences through baccalaureate programs, master's programs, doctoral programs and certificate programs. The West campus focuses on developing a learning community that addresses the needs of a diverse metropolitan environment. It does this by offering learner-centered academic programs that enhance learning through teaching, service and enrichment opportunities; promoting discovery and innovation; pursuing new knowledge; introducing insights and creative ideas through instruction; encouraging direct involvement in new fields of inquiry; investigating important community-based issues; and integrating with the community through service based on scholarship.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ACADEMIC AFFAIRS	57,573.8	64,758.2	68,636.3
➤ STUDENT AFFAIRS	12,691.2	13,573.3	13,735.6
➤ ADMINISTRATIVE SERVICES	15,582.4	15,952.7	15,952.8
➤ PUBLIC AFFAIRS	1,164.4	1,205.9	1,205.9
<b>Agency Total:</b>	<b>87,011.8</b>	<b>95,490.1</b>	<b>99,530.6</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	49,095.8	53,604.4	56,554.6
Other Appropriated Funds	21,922.0	24,657.4	25,058.6
Other Non Appropriated Funds	12,009.2	12,844.2	13,094.9
Federal Funds	3,984.8	4,384.1	4,822.5
<b>Program total</b>	<b>87,011.8</b>	<b>95,490.1</b>	<b>99,530.6</b>
<b>FTE Positions</b>	<b>906.2</b>	<b>915.2</b>	<b>952.5</b>

**Strategic Issues:**

**Issue 1 How to improve the quality of the undergraduate and graduate educational experience**

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry;

and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge.

An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2006. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

ASU is requesting \$15 million in FY09 to support student success. The funding will be used to continue the development of a tracking system that will monitor student progress toward graduation and to hire additional faculty to ensure that sufficient critical coursework is offered based on student progress and demand. The requested funding will begin to mitigate the years of unfunded enrollment growth that has eroded the university's ability to provide resources that keep pace with the rate of enrollment growth. Support for enrollment growth between FY96 and FY08 totals only 30 percent of the formula-derived request, resulting in inadequate resources to maintain and improve student support.

**Issue 2 How to provide access to education for a growing student population given limited financial resources**

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students. In addition to setting aside 15 percent of tuition revenues for need-based financial aid, ASU will also set aside 15 percent of program fees.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The Downtown Phoenix campus, with its unique cluster of colleges and schools focusing on the public mission of ASU, is projected to accommodate about 8,000 students by the completion of Phases I and II in Fall 2008. In addition, both the West and the Polytechnic campuses are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. For example, the state has provided funding that will pay for the debt service for a \$103 million building program at the Polytechnic campus. ASU is well on the way to building the infrastructure needed to meet these goals, but continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses ([www.asu.edu/cdp](http://www.asu.edu/cdp)).

**Issue 3 How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources**

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries in recent years, ASU has made

substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased from the 16th percentile in Fall 2003 to the 41th percentile in Fall 2006, the average salary falls short of the median by \$3,900.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of nearly 13 percent, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will reach \$53 million by the end of FY08.

**Issue 4 How to enhance and improve social embeddedness**

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

**Issue 5 How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley**

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301 and the Research Infrastructure Bill for research bonding authority provide

important resources to accelerate research efforts that address diversification in the Arizona economy and workforce. ASU and the University of Arizona have signed a memorandum of agreement with the Arizona Board of Regents to create the Phoenix Biomedical Campus of the Arizona University System. This campus in downtown Phoenix houses joint educational and research programs in biomedicine, featuring a medical school run by the University of Arizona and supported by ASU and a program in biomedical informatics.

**Issue 6 How to ensure the necessary facilities and capacity to accommodate growth**

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 700,000 square feet, as well as classroom laboratory deficiencies of nearly 140,000 square feet. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

The lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. In the past ten years, ASU has received only 13.8% of the needed funds set by the State's building renewal formula, with no funding in six of the ten years. The lack of state investment has resulted in an accumulated maintenance backlog of over \$200 million for state-owned buildings, a cost that will continue to grow.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

<p>AWA 1.0</p> <p>Melinda Gebel, Director</p> <p>Phone: (480) 965-2318</p> <p>A.R.S. § 15-1601</p>	<p><b>Program Summary</b></p> <p>ACADEMIC AFFAIRS</p>
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**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 greater Phoenix, the surrounding region, and the nation.*

**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 six different academic and academic support units: New College of Interdisciplinary Arts and Sciences, College of Teacher Education and Leadership, College of Human Services, School of Global Management and Leadership, Library, and Academic Affairs Administrative Support.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**This Program Contains the following Subprograms:**

- ▶ New College of Interdisciplinary Arts and Sciences
- ▶ College of Teacher Education and Leadership
- ▶ College of Human Services
- ▶ School of Global Management and Leadership
- ▶ Library
- ▶ Academic Affairs Administrative Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	27,047.8	30,788.4	33,738.6
Other Appropriated Funds	21,922.0	24,657.4	25,058.6
Other Non Appropriated Funds	5,013.0	5,361.5	5,493.1
Federal Funds	3,591.0	3,950.9	4,346.0
<b>Program total</b>	<b>57,573.8</b>	<b>64,758.2</b>	<b>68,636.3</b>
<b>FTE Positions</b>	<b>627.8</b>	<b>670.5</b>	<b>707.2</b>

**AWA 1.1 Subprogram Summary**  
**NEW COLLEGE OF INTERDISCIPLINARY ARTS AND SCIENCES**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To be a center for liberal learning and interdisciplinary research and teaching. New College will be known regionally, nationally and internationally for its emphases on integrative scholarship, problem-based learning, application of theory to practice, social concern and community engagement.*

**Description:**

The New College of Interdisciplinary Arts and Sciences is organized into major interdisciplinary departments and programs: Language, Cultures and History; Integrative Studies; Interdisciplinary Arts and Performance; Integrated Natural Sciences; Mathematical Sciences and Applied Computing; Social and Behavioral Sciences; Women's Studies; and, Ethnicity, Race and First Nations Studies. The faculties from these programs support 16 undergraduate degrees, 22 minor and certificate programs, and one graduate degree, and contribute both interdisciplinary and disciplinary courses to the general education and major programs of all ASU students.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,162.4	5,897.8	6,886.4
Other Appropriated Funds	7,114.3	7,726.5	8,127.7
Other Non Appropriated Funds	1,040.9	1,113.2	1,244.9
Federal Funds	294.1	323.6	355.9
<b>Program total</b>	<b>13,611.7</b>	<b>15,061.1</b>	<b>16,614.9</b>
<b>FTE Positions</b>	<b>169.3</b>	<b>190.1</b>	<b>229.3</b>

- ◆ **Goal 1** To increase the number of students enrolled in undergraduate programs designed to increase students' knowledge and the ability to apply new knowledge and critical and artistic perspectives in their careers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate student headcount	1,671	1,762	1,830
Undergraduate minority students enrolled	526	544	565

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate student headcount	48	46	50
Graduate minority students enrolled	10	14	20

**AWA 1.2 Subprogram Summary**  
**COLLEGE OF TEACHER EDUCATION AND LEADERSHIP**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**

*To prepare teachers and schools leaders. Our belief is that our students are at the center of our work and it is their students who are the ultimate recipients of what we do. Our alumni continue to be in the forefront of efforts to secure a top-quality education for students all over Arizona and have enhanced our reputation in the community. This results in our graduates having many opportunities for jobs in schools. Many districts prefer our students and offer them positions upon graduation. The college is always striving to be more effective and to find more innovative ways we prepare students to become teachers and school leaders. We do this through partnerships with Arizona schools where our students can observe and apply best practices of teaching.*

**Description:**

As a public institution, we have a strong commitment to be a positive force in addressing the needs of families and communities in this state. The college is always striving to be more effective and to find more innovative ways we prepare students to become teachers and school leaders. We do this through partnerships with Arizona schools where our students can observe and apply best practices of teaching. These collaborations include Peoria, Verrado, Avondale, and Osborne. We have designed a special innovative doctoral program for teachers and those holding administrative positions in schools and school districts who will research problems in their schools and then propose interventions. For people who are changing careers and want to teach in our elementary and secondary schools, we have a special intense program which will get them ready to teach in less than a year (MAC). Beginning for Fall 2007, we welcome 180 Teach for America corps members who will be placed in classrooms all over the West Valley and who, through our special partnership, will be in MAC programs which focus on preparing them to be effective teachers. We have a unique undergraduate program in early childhood and a graduate program in special education which focuses on working with infants and young children.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,004.0	3,683.1	4,300.5
Other Appropriated Funds	4,139.8	4,825.1	4,825.1
Other Non Appropriated Funds	2,402.8	2,569.9	2,569.9
Federal Funds	1,831.1	2,014.6	2,216.1
<b>Program total</b>	<b>11,377.7</b>	<b>13,092.7</b>	<b>13,911.6</b>
<b>FTE Positions</b>	<b>120.5</b>	<b>131.3</b>	<b>139.6</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate student headcount	1,143	1,069	1,110
Undergraduate minority students enrolled	329	299	310

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate student headcount	578	739	800

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Graduate minority students enrolled 121 149 160

**AWA 1.3 Subprogram Summary**  
**COLLEGE OF HUMAN SERVICES**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**  
 To create excellence through our interdisciplinary programs on instruction, research and service that: prepare students to assume positions of responsibility and leadership in public and private sector careers in the human services; achieve national prominence for use-inspired faculty research that addresses critical local issues in violence prevention, aging, youth development, and behavioral health policy; and engage the community in on going partnerships to promote community safety, lifelong learning, citizen empowerment, and a healthy community.

**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, Criminal Justice and Criminology, Recreation and Tourism Management, Social Work, Gerontology, and a hosted ASU at the Phoenix Downtown campus Nursing program. The College of Human Services offers graduate programs in Communication Studies, Criminal Justice, Recreation and Tourism Studies, Social Work, and Gerontology (a University-wide certificate program).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,290.9	4,310.2	5,032.7
Other Appropriated Funds	4,535.3	5,646.5	5,646.5
Other Non Appropriated Funds	735.9	787.0	787.0
Federal Funds	1,465.8	1,612.7	1,774.0
<b>Program total</b>	<b>10,027.9</b>	<b>12,356.4</b>	<b>13,240.2</b>
<b>FTE Positions</b>	<b>128.4</b>	<b>179.2</b>	<b>163.2</b>

**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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate student headcount	1,393	1,440	1,500
Undergraduate minority students enrolled	476	432	450

**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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate student headcount	226	215	225
Graduate minority students enrolled	53	56	60

**AWA 1.4 Subprogram Summary**  
**SCHOOL OF GLOBAL MANAGEMENT AND LEADERSHIP**  
 Melinda Gebel, Director  
 Phone: (480) 965-2318  
 A.R.S. § 15-1601

**Mission:**  
 To provide multiple learning experiences to students, the community, and the profession through a learning environment based on innovative programs, experiential learning, research, and collaboration with the community derived from faculty-based discovery, dissemination, and the application of research in order to extend knowledge and to develop excellence in global management and leadership education.

**Description:**  
 The School of Global Management & Leadership has undergraduate B.S. degrees in Leadership in International Management (LIM); Global Business Programs (with three concentrations- Leadership and Management, Marketing, and Finance), and Accounting. The School has a post-bac degree in Accounting and a post-bac degree in Professional Accountancy. Graduate degrees include Master's in Applied Leadership and Management and Master's in Accountancy and Applied Leadership. The MBA program is being phased out.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,289.1	3,709.2	4,330.9
Other Appropriated Funds	4,532.6	4,859.3	4,859.3
Other Non Appropriated Funds	739.1	790.5	790.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,560.8</b>	<b>9,359.0</b>	<b>9,980.7</b>
<b>FTE Positions</b>	<b>80.5</b>	<b>79.1</b>	<b>84.3</b>

**Goal 1** To increase the number of students enrolled in undergraduate programs that are responsive to the educational needs of working professionals.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate student headcount	1,414	1,529	1,590
Undergraduate minority students enrolled	497	513	535

**Goal 2** To increase the number of students enrolled in the graduate programs that are responsive to the corporate needs of the community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate student headcount	354	317	330
Graduate minority students enrolled	61	62	65



**AWA 1.5** **Subprogram Summary**  
LIBRARY  
Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

To serve as a center at ASU at the West campus for those who learn, those who teach and those who create, providing: access to information and scholarly resources; a knowledgeable, service-oriented, learner-centered staff; a place that encourages awareness, discovery and dialogue; and, support and guidance for building lifelong information competence and critical thinking skills.

**Description:**

The ASU at the West campus Library supports the information needs of 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	4,087.6	4,168.1	4,168.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8.7	9.3	9.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,096.3</b>	<b>4,177.4</b>	<b>4,177.4</b>
<b>FTE Positions</b>	<b>51.3</b>	<b>46.7</b>	<b>46.7</b>

◆ **Goal 1** To develop a cohesive and integrated tiered reference/research support service.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Library volumes	344,000	346,000	348,000
Library volumes purchased	6,305	7,000	7,500
Serial subscriptions	2,229	2,100	2,000
Electronic subscriptions	8,066	8,200	8,400
Microforms (in thousands)	1,397	1,200	1,000
Items checked out including renewals	115,688	96,700	93,000
Items borrowed from other ASU libraries	4,417	4,000	3,600
Items borrowed from libraries outside ASU	2,202	2,500	3,000

**AWA 1.6** **Subprogram Summary**  
ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT  
Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 48-37.9

**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 at the West campus.

**Description:**

Academic Affairs Administrative Support serves the instructional, research, and service activities of the campus. Specific activities include curriculum development and documentation, facilitating assessment of curricula, budgeting, institutional planning and research, faculty development in areas related to research and teaching, promoting faculty linkages to external funding, providing research opportunities for students, encouraging collaborative models of instruction, and administering campus-based internal grants.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,213.8	9,020.0	9,020.0
Other Appropriated Funds	1,600.0	1,600.0	1,600.0
Other Non Appropriated Funds	85.6	91.6	91.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,899.4</b>	<b>10,711.6</b>	<b>10,711.5</b>
<b>FTE Positions</b>	<b>77.8</b>	<b>44.1</b>	<b>44.1</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Externally funded research and creative activity awards (in thousands of dollars)	7,383	8,121	8,933
Students graduating with research-related courses	1,438	1,450	1,475
Percent of undergraduate students graduating with internships and field experiences	47	48	49
Percent of undergraduate students with a research related or capstone experience	92	93	94
Percent of graduating seniors who rate their overall university experience as good or excellent	95	96	97
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	56	60	62
Number of degrees granted	1,850	1,900	1,950
Number of Bachelors degrees granted	1,574	1,600	1,625
Number of Masters degrees granted	276	300	325
Fall semester enrollment (full-time equivalent)	6,529	6,965	7,450
Number of externally funded awards	55	60	65
Number of proposals submitted to external funding agencies	88	95	100

**AWA 2.0** **Program Summary**  
STUDENT AFFAIRS  
Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

To assess and respond to the enrollment, support, and development needs of students and to contribute to the learner-centered environment of ASU at the West campus.

**Description:**

Student Affairs offers comprehensive services for enrollment support and student development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,048.6	6,452.6	6,452.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,248.8	6,687.5	6,806.5
Federal Funds	393.8	433.2	476.5
<b>Program total</b>	<b>12,691.2</b>	<b>13,573.3</b>	<b>13,735.6</b>
<b>FTE Positions</b>	<b>78.0</b>	<b>72.9</b>	<b>73.0</b>

◆ **Goal 1** To recruit and enroll academically eligible undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
First-time undergraduate admissions	1,595	1,870	2,000

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applications			
First-time undergraduate students admitted	959	1,437	1,600
First-time undergraduate students enrolled	539	615	700

◆ **Goal 2** To make student financial assistance readily available for need-based and other targeted populations.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Scholarships (in thousands of dollars)	8,143	9,278	10,107
Grants (in thousands of dollars)	12,148	12,513	12,888
Loans (in thousands of dollars)	33,436	34,440	35,473
Employment (in thousands of dollars)	1,979	2,038	2,099

◆ **Goal 3** To retain students and help them graduate.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of first-time, full-time, degree-seeking undergraduate students persisting after one year	74	75	77
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	82	83	85
Undergraduate students who graduate annually	1,574	1,600	1,625
Graduate students who graduate annually	276	300	325

**AWA 3.0                      Program Summary**

**ADMINISTRATIVE SERVICES**

Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

*To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.*

**Description:**

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.

**This Program Contains the following Subprograms:**

- ▶ Business/Financial Services and Human Resources
- ▶ Plant and Safety Services
- ▶ Information Technology
- ▶ Administrative Services Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	14,894.8	15,217.3	15,217.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	687.6	735.4	735.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>15,582.4</b>	<b>15,952.7</b>	<b>15,952.8</b>
<b>FTE Positions</b>	<b>181.2</b>	<b>152.6</b>	<b>152.8</b>

**AWA 3.1                      Subprogram Summary**

**BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES**

Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

*To provide coordinated, customer-focused, cost-effective, and innovative services in the areas of financial and human resource services.*

**Description:**

Financial management and human resource management provide support services, including human resource functions (e.g., employment, benefits, payroll, records, compensation, and classification) and business functions (e.g., accounting services, procurement, property control, special events, scheduling, parking administration, mail, copy, fleet, and contracted services).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,071.9	2,149.3	2,149.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	662.7	708.8	708.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,734.6</b>	<b>2,858.1</b>	<b>2,858.1</b>
<b>FTE Positions</b>	<b>47.9</b>	<b>42.5</b>	<b>42.7</b>

◆ **Goal 1** To provide the campus community with administrative services that foster a responsive, friendly service orientation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
State operating budget departments	124	129	134
Active accounts	536	545	555
Administration as a percent of total cost	3.19	3.46	3.33

◆ **Goal 2** To provide comprehensive human resource services to the campus community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Participants in human resource training	243	303	309
Job applications processed	1,573	2,613	2,618
Positions filled	121	190	194
Percent of agency staff turnover (classified staff only)	15.0	14.0	13.0

**AWA 3.2                      Subprogram Summary**

**PLANT AND SAFETY SERVICES**

Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

*To provide for the planning, construction, and management of facilities and to provide a safe and secure environment where teaching and learning can take place.*

**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.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,660.0	6,777.5	6,777.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14.5	15.5	15.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,674.5</b>	<b>6,793.0</b>	<b>6,793.1</b>
<b>FTE Positions</b>	<b>92.3</b>	<b>83.1</b>	<b>83.1</b>

◆ **Goal 1** To provide a safe environment for students, staff, faculty, and visitors to ASU at the West Campus.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Crime reports	182	190	200
Moving vehicle citations	118	120	125
Citizen assists	4,000	4,000	4,000

<b>AWA 3.3</b>	<b>Subprogram Summary</b>		
	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>INFORMATION TECHNOLOGY</b>			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

**Mission:**

To facilitate and promote the use of informational and instructional technology for student development, faculty and curricular support, and effective business processes.

**Description:**

The University Technology Office on the West campus is the primary support organization for academic and administrative computing, including media, voice, video, and data communication.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,656.9	2,439.0	2,439.0
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>2,656.9</b>	<b>2,439.0</b>	<b>2,439.0</b>
<b>FTE Positions</b>	<b>38.6</b>	<b>24.1</b>	<b>24.1</b>

◆ **Goal 1** To improve technology equipment access, training, and support for faculty, staff, and students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ethernet connections available for students	4,582	4,582	4,582
Computer workstations available for student use	766	766	766
Percent of employees satisfied with in-office computer setup, consulting, and problem resolution	92	92	92
Percent of employees satisfied with computer training and education services	83	83	83
Number of mediated classrooms	70	70	70

<b>AWA 3.4</b>	<b>Subprogram Summary</b>		
	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>ADMINISTRATIVE SERVICES SUPPORT</b>			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

**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.

**Description:**

Administrative services support guides campus efforts to respond to academic needs through the implementation of continuous improvement initiatives among all campus administrative services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,506.0	3,851.5	3,851.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10.4	11.1	11.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,516.4</b>	<b>3,862.6</b>	<b>3,862.6</b>
<b>FTE Positions</b>	<b>2.5</b>	<b>2.8</b>	<b>2.8</b>

◆ **Goal 1** To improve support for students, faculty, and staff and the mission of the campus.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of users satisfied with services	90	90	90

<b>AWA 4.0</b>	<b>Program Summary</b>		
	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
<b>PUBLIC AFFAIRS</b>			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

**Mission:**

To build support for ASU at the West campus by developing long-term relationships with alumni, donors, elected officials, community leaders, the media, and communities at large, while demonstrating the highest ethical and professional standards.

**Description:**

Public Affairs is responsible for connecting ASU at the West campus with its constituencies and promoting and enhancing the campus image to internal (students, faculty and staff) and external (community) publics. Public Affairs manages alumni and community relations, development, marketing, public relations, public events and convocation, and volunteer services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,104.6	1,146.1	1,146.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	59.8	59.8	59.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,164.4</b>	<b>1,205.9</b>	<b>1,205.9</b>
<b>FTE Positions</b>	<b>19.2</b>	<b>19.2</b>	<b>19.5</b>

◆ **Goal 1** To inform the general public about academic programs and services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
ASU at the West campus alumni sold	747	931	902

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

members			
ASU at the West campus alumni at scheduled alumni events	1,216	1,200	1,300
Contacts with West Valley cities and elected officials	79	80	85
Formal contacts with other members of the community	7,262	7,400	7,600

◆ **Goal 2** To raise private funds to support ASU at the West campus academic programs and services.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Dollars raised from annual fund drive (in thousands of dollars)	280	291	303
Dollars raised from major gifts (in thousands of dollars)	1,749	1,819	1,892

NAA 0.0 **Agency Summary**  
 NORTHERN ARIZONA UNIVERSITY  
 Dr. John Haeger, President  
 Phone: (928) 523-3232  
 A.R.S. §§ 15-1601 et seq.

**Mission:**

*To provide an outstanding undergraduate residential education strengthened by research, graduate, and professional programs and sophisticated methods of distance delivery.*

**Description:**

Founded in 1899, Northern Arizona University has a rich history of delivering top-quality undergraduate education. Today that mission is enhanced by innovative graduate programs, research, distance learning, and service to communities throughout the state of Arizona. NAU is classified as a public higher research university with its main campus in Flagstaff. NAU-Yuma, recently designated as a Hispanic Serving Institution (HSI), by the Department of Education shares a campus with Arizona Western College in Yuma, Arizona. NAU-Distance Learning is located at 38 other campuses or sites throughout Arizona serving more than 7,000 students. Northern Arizona University recorded the largest enrollment in the institution's 108-year history, with a student population of 21,352, nearly 800 students over last fall's enrollment, with 5,783 graduate students and 15,569 undergraduate students. Winter and spring enrollment set records as well.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ UNDERGRADUATE PROGRAMS	79,729.1	93,586.5	106,269.6
➤ GRADUATE PROGRAMS	27,612.2	31,668.6	35,619.1
➤ STUDENT SUPPORT	145,267.6	142,989.2	144,872.9
➤ ACADEMIC SUPPORT SERVICES	20,897.2	21,342.0	23,117.9
➤ RESEARCH AND PUBLIC SERVICE	44,734.8	45,815.3	46,490.3
➤ INSTITUTIONAL ADVANCEMENT	2,122.9	1,884.5	1,884.5
➤ INSTITUTIONAL OPERATIONS	69,902.7	76,632.0	84,527.0
<b>Agency Total:</b>	<b>390,266.5</b>	<b>413,918.1</b>	<b>442,781.3</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	177,662.7	208,592.0	237,455.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	166,585.1	158,387.0	158,386.3
Federal Funds	46,018.7	46,939.1	46,939.1
<b>Program total</b>	<b>390,266.5</b>	<b>413,918.1</b>	<b>442,781.3</b>
<b>FTE Positions</b>	<b>3,509.9</b>	<b>3,689.2</b>	<b>3,897.5</b>

**Strategic Issues:**

**Issue 1 Faculty Salaries**

For many years our faculty salaries have been last among the three Arizona universities and at the bottom of our peer institutions nationwide, thus Faculty salaries are, and will remain a critical infrastructure issue for years to come.

**Issue 2 Buildings on the Flagstaff Campus**

Four years ago, the Arizona Board of Regents issued a report related to building conditions at each campus and Northern Arizona University had the

most outdated and, on occasion, dangerous facilities. Capital infrastructure needs will occupy our attention each and every year for at least the next five to seven years and this will only be compounded if some type of building renewal funding does not become a regular investment by the State.

**Issue 3 Health Care Education for Arizona**

The Arizona Board of Regents and the Legislature appropriated dollars this year allowing Northern Arizona University to launch its most significant academic program initiative in two decades. No university in Arizona currently offers a broad array of allied health professions for a growing state population.

**Issue 4 Serving Rural Arizona**

No issue has occupied the attention of the Arizona higher education community quite like the arguments pro and con related to the demand for higher education and the relative level of service in rural Arizona. Each time this issue surfaces, Northern Arizona University reiterates its broad coverage in terms of programs and sites in nearly every county.

**Issue 5 Economic Development, Workforce Education, and Research**

**Economic Development:** Because of the university's enormous intellectual assets, we can also partner with local government, the state, and regional businesses to accomplish economic development objectives beyond the reach of any one sector. This reality is particularly apparent in rural Arizona. For example, the High Country Conference Center and Drury Hotel complex on Northern Arizona University's campus will bring \$7,000,000 a year to the Flagstaff economy. TGEN North is now Flagstaff-based, joining university, TGEN, and the federal government resources. Other potential partnerships might include the construction of a community sports arena and performance center, new health care clinics to serve a broad regional population, and faculty housing.

**Workforce Education:** There is no more important role than preparing Arizona residents for the workforce. Nearly 75% of our undergraduate programs prepare students for careers in fields such as teaching, business, engineering, and nursing. But we also have to adapt quickly when the state's workforce needs change; so today, with the help of state appropriations, we are opening new areas of health care education and preparing many more teachers and professionals in science, mathematics, and engineering. The agenda is simple: more baccalaureate degrees in critical fields needed for economic growth.

**Research:** The University possesses a first-rate faculty that can respond to the need for solutions to regional and state problems. One example of a special area of expertise is our research related to the environment and the use of natural resources. Our faculty researchers continue to pioneer the solutions to fighting forest fires, returning fossil Creek to a productive water resource, and to developing paradigms for the unique problems of rural Arizona. Accordingly our requests to the state will ask for investment in organizations such as the Ecological Restoration Institute, the Institute for Tribal and Environmental Professionals, and the Rural Policy Institute so that research leads to sustained improvement in the quality of life. Equally compelling are the efforts to create a sustained biotech industry in northern Arizona through the efforts both of TGEN North and the work of Dr. Paul Keim.

NAA 1.0	<b>Program Summary</b>
UNDERGRADUATE PROGRAMS	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

**Mission:**

*To be a learning-centered university with a deep commitment to student success and high expectations for student achievement.*

**Description:**

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Northern Arizona University moves forward with a rich legacy of dedication to delivering top-quality undergraduate education, cutting-edge environmental and biological research, distance education that eliminates roadblocks to higher education, and a sustained devotion to service to Arizona communities. An undergraduate education that provides knowledge of the world and an ability to grapple with change, diversity and life itself is Northern Arizona University's underlying core strength. Faculty and staff members are committed to the residential campus concept and to the students, but also are prepared to deliver education throughout Arizona and world either online or in new campus structures, preferably in partnership with community colleges.

**This Program Contains the following Subprograms:**

- ▶ Overall Undergraduate Instruction
- ▶ Undergraduate Instruction - Mountain Campus
- ▶ Undergraduate Instruction - Statewide Academic Programs
- ▶ Undergraduate Academic Advising

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	73,591.1	88,022.9	100,706.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,138.0	5,563.6	5,563.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>79,729.1</b>	<b>93,586.5</b>	<b>106,269.6</b>
<b>FTE Positions</b>	<b>1,050.4</b>	<b>1,104.0</b>	<b>1,166.4</b>

NAA 1.1	<b>Subprogram Summary</b>
OVERALL UNDERGRADUATE INSTRUCTION	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

**Mission:**

*To provide undergraduate educational excellence.*

**Description:**

Northern Arizona University's primary mission is to provide students with an excellent undergraduate education. Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning. New program initiatives are designed to support an environment of learning and increase retention and graduation rates.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
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>

◆ **Goal 1** To increase academic excellence in programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	81	85	85
Number of Bachelor degrees granted	2,851	2,850	2,580
Percent of graduating seniors who rate their overall university experience as good or excellent	96	96	96
Average number of years taken to graduate for students who began as freshmen	4.5	4.5	4.5
Percentage first time full-time students graduating in 4 years or less.	31	30	30
Student/faculty ratio.	16:1	17:1	17:1
Percent of sophomores who rate their overall university experience as good or excellent.	97	98	98
Percent of sophomores who rate the quality of faculty instruction as above average.	87	88	88
Percent of seniors who rate the quality of faculty instruction as good or excellent.	92	92	92

NAA 1.2	<b>Subprogram Summary</b>
UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

**Mission:**

*To strengthen undergraduate educational excellence in a residential learning community.*

**Description:**

The Northern Arizona University difference is student-centered teaching and learning. Northern Arizona University focuses on the student by offering challenging programs taught by full-time faculty, personalized attention, and user-friendly support systems that help students build confidence and achieve success. Northern Arizona University is engaged in initiatives to become more efficient and effective in order to help support its "faculty-student interaction" lower division model of undergraduate instruction. These initiatives will enable NAU to enhance the quality of undergraduate education through investments in faculty salaries and resources and programs that support enrichment of lower division courses. In addition, the university made a commitment to guarantee its freshman students a "Finish in Four" graduation plan, providing students the advisement help and courses necessary to finish their degree within four years.

According to the 2005-2006 Collegiate Learning Assessment Institutional Report, NAU performed Above Expected measuring the "value added" comparing freshman and senior critical thinking, analytic reasoning, problem solving, and written communication scores.

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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	54,799.8	65,546.4	74,990.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,034.5	3,656.9	3,656.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>58,834.3</b>	<b>69,203.3</b>	<b>78,647.8</b>
<b>FTE Positions</b>	<b>778.5</b>	<b>818.2</b>	<b>864.4</b>

**Subprogram Summary**

NAA 1.3  
 UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To provide an outstanding undergraduate education and a responsive distance learning network delivering programs throughout Arizona.*

**Description:**

Providing educational opportunities at a distance meets a state need for access to convenient, affordable higher education for a rapidly growing diverse population.

Northern Arizona University has been providing higher education opportunities to students through distance learning for more than 30 years. As a result, students have access to high quality, flexible degree programs that meet the needs of today's busy students -- often in their own communities.

Distance learning is the fastest growing segment of learners in the U.S. and at Northern Arizona University. Serving students across the state, Distance Learning now accounts for one-third of the university's student population.

Northern Arizona University is committed to life-long learning that provides value to the personal and professional lives of all its stakeholders.

Distance Learning provides access to education and career preparation for students from all walks of life.

Distance Learning is "Everywhere Arizona Wants to Learn" and meets students where they are and takes them where they want to be.

Through Distance Learning, the university is helping Arizona meet, the workforce development needs of the state both in urban and rural areas. Evidence:

- Northern Arizona University is committed to lifelong learning that provides value to the personal and professional lives of all our stakeholders.
- Distance Learning provides access to education and career preparation for students from all walks of life.
- Northern Arizona University integrates contact and distance learning seamlessly.
- Distance Learning meets all students where they are and takes them where they want to go.
- Northern Arizona University currently offers more than 90 degree, certificate, and endorsement programs in person and/or on the web.
- The majority of Distance Learning students are learning in-person in classrooms across the state at 37 different locations.
- One-third of Northern Arizona University students are served through Distance Learning.
- NAU and South Mountain Community College broke ground Jan. 29 on a new building that will allow South Phoenix residents to earn a four-year degree from NAU.
- The U.S. Distance Learning Association honored NAU's Distance Learning with the 2007 21st Century Best Practice Distance Learning Award.

◆ **Goal 1** To integrate more completely undergraduates into research-related activities including senior thesis, integrated capstone, independent study, and research-related internships.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of undergraduate degree recipients in research-related or capstone experience	99	99	99
Percent of seniors that report participating in any research or creative projects with faculty.	35	35	35

◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of students enrolling in study abroad programs	2.1	2.0	2.0
Increase the number of historically underrepresented ethnic students	2,742	2,750	2,750
Increase the number of International students	387	385	385
Increase the number of Native American students.	938	940	940
Percent of seniors reporting that their NAU education contributed to their development in understanding a wide varieties of views and human development.	71	71	71

◆ **Goal 3** To increase enrollment services for undergraduate students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of campus visitors-students and guests.	3,908	4,000	4,000
Number of High School visitations completed.	195	200	200
Number of students attending "open house" sessions.	3,138	3,000	3,000

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	8,112.2	9,703.1	11,101.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,620.5	1,468.9	1,468.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,732.7</b>	<b>11,172.0</b>	<b>12,570.1</b>
<b>FTE Positions</b>	<b>121.5</b>	<b>127.7</b>	<b>134.9</b>

◆ **Goal 1** To provide a rich learning environment with exposure to diverse populations and cultures for all students.

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Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of ethnic minority students enrolled in statewide undergraduate programs.	36	35	35
Percent of Hispanic statewide undergraduate students at the Yuma campus.	66	66	66

◆ **Goal 2** To provide access to higher education learning experiences for qualified Arizona residents.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Arizona residents enrolled in undergraduate programs	2,947	2,950	2,950
Bachelor degrees granted to statewide students	775	750	750

◆ **Goal 3** To increase the amount of the "Winter Session" instruction.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of Winter Session students.	706	700	700
Number of Winter Session courses.	46	44	44

**Subprogram Summary**

NAA 1.4  
 UNDERGRADUATE ACADEMIC ADVISING  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To welcome students as they embark on their academic journey at Northern Arizona University and to provide direction and support along the way.*

**Description:**

The Gateway Student Success Center is the cornerstone for academic advising at Northern Arizona University. Academic advising services include: assisting undergraduates in planning their academic careers; helping students gain a clear understanding of Liberal Studies and major requirements; providing students with information about support services and campus resources; providing counsel and assistance to students on academic probation; helping undergraduates resolve issues pertaining to academic policies and procedures; and providing initial advisement for students considering a Bachelor of Arts in Liberal Studies (BAILS) degree.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	10,679.1	12,773.4	14,613.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	483.0	437.8	437.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>11,162.1</b>	<b>13,211.2</b>	<b>15,051.7</b>
<b>FTE Positions</b>	<b>150.4</b>	<b>158.1</b>	<b>167.0</b>

◆ **Goal 1** To provide quality advising for students.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of alumni satisfied with academic advising in major.	84	84	84
Percentage of graduating seniors very satisfied or satisfied with academic advising in major	75	75	75
Percent of sophomore students who are satisfied with academic advising	85	85	85
Percent of graduating seniors "very satisfied" or "satisfied" with academic advising at the lower division level.	72	73	73

◆ **Goal 2** To provide quality career advising.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of alumni satisfied with advising to meet career goals	82	84	84

Graduating senior satisfaction with advising to meet career goals	66	66	66
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◆ **Goal 3** To improve retention and timely graduation rates.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of students returning to second year (first time, full time freshmen).	72	72	72
Percent of students graduating (6-year for first time, full time freshmen.)	47	50	50
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	60	60	60
Percent of students graduating (4 year rate for upper division, full-time transfer students.)	69	70	70

**Program Summary**

NAA 2.0  
 GRADUATE PROGRAMS  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.*

**Description:**

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement students in the best pedagogical practices for student-driven inquiry. NAU current offers 47 master's degrees, 8 doctoral degrees, 1 professional degree, and 20 graduate certificates. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas. U. S. News & World Report ranked NAU's graduate physical therapy program among the best in the nation. NAU ranks in the top 20 of comparable research universities in a new national ranking of doctoral programs. The ranking measures faculty scholarly output, which includes the number of books and journal articles published, journal citations, awards, honors and grants received.

**This Program Contains the following Subprograms:**

- ▶ Overall Graduate Instruction
- ▶ Graduate Instruction - Mountain Campus
- ▶ Graduate Instruction - Statewide Academic Programs
- ▶ Graduate Academic Advising

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	22,922.2	27,417.4	31,367.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,690.0	4,251.2	4,251.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>27,612.2</b>	<b>31,668.6</b>	<b>35,619.1</b>
<b>FTE Positions</b>	<b>355.2</b>	<b>373.4</b>	<b>394.5</b>



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**NAA 2.1 Subprogram Summary**  
**OVERALL GRADUATE INSTRUCTION**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**  
*To strengthen graduate and professional education, economic development, and research.*

**Description:**  
 Northern Arizona University promotes the practice and integration of high-quality graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
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>

◆ **Goal 1** To enhance our graduate and professional programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate degrees awarded at the master's level	1,896	1,900	1,900
Graduate degrees awarded at the doctoral level	47	45	45
Graduate degrees awarded-first professional category	41	42	42

**NAA 2.2 Subprogram Summary**  
**GRADUATE INSTRUCTION - MOUNTAIN CAMPUS**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**  
*To advance knowledge through integrated, intentional research and scholarship.*

**Description:**  
 The Flagstaff campus is where you will find linked graduate education and scholarship – strong master's degree programming with a clear professional and applied focus, select doctoral programs and primarily applied research. NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs. Research and graduate education are inextricably linked to NAU's undergraduate mission because they allow Northern Arizona University to attract high quality faculty and students and to sustain a stimulating and productive intellectual environment.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	9,333.7	11,164.1	12,772.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	543.3	492.5	492.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,877.0</b>	<b>11,656.6</b>	<b>13,265.3</b>
<b>FTE Positions</b>	<b>138.2</b>	<b>145.2</b>	<b>153.4</b>

◆ **Goal 1** To offer programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate students enrolled in Master's level programs	2,039	2,040	2,040
Graduate students enrolled in Doctoral level programs	376	375	375
Graduate degrees granted to Mountain Campus students.	479	480	480

◆ **Goal 2** To improve educational opportunities for graduate students from underrepresented ethnic minority groups.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of graduate Hispanic students enrolled in a doctoral program.	8	8	8
Percent of graduate Hispanic students enrolled in a masters program.	6	7	7
Percent of graduate Native American students enrolled in a doctoral program.	4	4	4
Percent of graduate Native American students enrolled in a masters program.	8	8	8

**NAA 2.3 Subprogram Summary**  
**GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**  
*To advance knowledge through integrated, intentional research and scholarship.*

**Description:**  
 In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students at the graduate level throughout the state. Northern Arizona University will continue expanding its offerings of high demand post-baccalaureate degree and certificate programs, as well as selected graduate programs both in Flagstaff and in expanded sites such as in Phoenix, Tucson and other areas.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	10,272.7	12,287.2	14,057.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,040.5	3,662.4	3,662.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>14,313.2</b>	<b>15,949.6</b>	<b>17,720.0</b>
<b>FTE Positions</b>	<b>169.7</b>	<b>178.4</b>	<b>188.4</b>

◆ **Goal 1** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduate students enrolled in statewide Master's level programs	5,919	6,000	6,000
Graduate students enrolled in statewide Doctoral level programs.	130	130	130
Graduate degrees granted	1,361	1,350	1,350

◆ **Goal 2** To improve educational opportunities and financial assistance opportunities for graduate students from underrepresented ethnic minority groups.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of graduate ethnic minority students enrolled in master's programs	27	27	27
Percent of graduate ethnic minority students enrolled in doctoral programs	33	33	33

**NAA 2.4**                      **Subprogram Summary**  
**GRADUATE ACADEMIC ADVISING**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To provide academic and career support for Graduate Students.*

**Description:**

Graduate academic advising provides campus-wide support for all students in the achievement of their goals and objectives relating to teaching, research, and service.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,315.8	3,966.1	4,537.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	106.2	96.3	96.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,422.0</b>	<b>4,062.4</b>	<b>4,633.8</b>
<b>FTE Positions</b>	<b>47.4</b>	<b>49.8</b>	<b>52.6</b>

◆ **Goal 1** To provide appropriate advising to graduate students for their academic and career needs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Master's students completing degree in three years	70	71	71
One year retention rate for new Doctoral students.	84	86	86
One year retention rate for new Master students.	68	68	68

**NAA 3.0**                      **Program Summary**  
**STUDENT SUPPORT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for a engaged social responsiveness in a global environment.*

**Description:**

A variety of innovative programs have been designed to attract students and help them persist at NAU. Student services are primarily provided by the division of Enrollment Management and Student Affairs, which includes the following campus service programs and activities: Student Affairs Administration; Student Life; Residence Life; Unions and Student Activities; Student Health; Counseling and Testing; Disabilities Support Services; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Career Services; Multicultural Student Center; and Educational Support Programs.

**This Program Contains the following Subprograms:**

- ▶ Overall Student Support
- ▶ Learning Support For Students - Mountain Campus
- ▶ Learning Support For Students - Statewide Programs
- ▶ Minority Recruitment, Retention, and Graduation
- ▶ Athletics

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	12,170.7	13,388.9	14,991.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	119,293.6	115,520.9	115,520.3
Federal Funds	13,803.3	14,079.4	14,361.0
<b>Program total</b>	<b>145,267.6</b>	<b>142,989.2</b>	<b>144,872.9</b>
<b>FTE Positions</b>	<b>470.4</b>	<b>494.5</b>	<b>522.4</b>

**NAA 3.1 Subprogram Summary**  
**OVERALL STUDENT SUPPORT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To recruit and retain students through graduation.*

**Description:**

A variety of innovative programs have been designed to attract students and help them persist at NAU. Residence Life and Dining Services collaborated to streamline business processes by combining housing and dining contracts. Enrollment services provided campus visits for 3,908 students and guests; hosted 32 senior information sessions and high school guidance counselor workshops and 31 yield events in expanded primary and secondary markets in- and out-of-state; visited 195 high schools and community colleges; processed 12,395 applications; and hosted 17 on-campus Open Houses with 3,138 students and guests attending. Student Support Services provided 1,130 hours of tutoring, 540 hours of math lab assistance, 65 hours of Supplemental Instruction, and 44 hours of study skills instruction. Over 12,000 students participated in large-scale social events including Blue and Gold Vibe, the Lumberjack Luau, concerts by Jason Mraz, Tracy Lawrence, Tim Reynolds and 22 After Hours events featuring carnival nights, comedian, hypnotists, magicians and casino nights. Unions and Student Activities renovated space within the University Union to add a game room featuring billiards, video games and satellite television. Campus Recreation Services strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Orientation (formerly called Previews) is designed to assist students and their family members in the transition to university life. Orientation offers a family track that slowly separates the families from the students over the course of the orientation session. Participants receive information on topics such as academic requirements, computing on campus and social issues faced by university students today. For FY07, Orientation has been redesigned using student development theory and cognitive development theory to create an agenda that makes sense and builds on the information previously given.

- Faculty and staff collaborate to provide learning communities and other academic support services in the residence halls.
- More than 150 student clubs and organizations encourage involvement on and off campus.
- Outside magazine has rated Northern Arizona University in the top 10 college towns nationally.
- Consumer Digest ranked Northern Arizona University #40 on its 2004 list of best values for public colleges and universities.
- In Men's Journal's list of the 50 best cities to live in, Flagstaff ranked second, just after Boulder, Colorado.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
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>

◆ **Goal 1** To meet admissions and registration processing demands.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate students admitted	13,441	13,000	13,000
Graduate students admitted	5,385	5,300	5,300

◆ **Goal 2** To assist students in the transitions associated with the

university experience by providing orientation activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Orientation (Previews) participants Freshmen students	2,583	2,500	2,500
Orientation (Previews) participants Transfer students	772	775	775

**NAA 3.2 Subprogram Summary**  
**LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To recruit and retain students through graduation.*

**Description:**

Northern Arizona University seeks to promote academic and personal success. NAU will continue to develop and implement a variety of programming initiatives to enhance the undergraduate experience. These programming initiatives are designed to support an environment of learners and increase retention and graduation rates by concentrating in particular on the experience of first-year students.

- NAU opened a three-story, \$36 million science lab with 90,000 square feet of biology and chemistry research and teaching labs and state-of-the-art safety systems.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	7,748.4	9,267.9	10,603.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	112,017.4	106,667.5	106,667.0
Federal Funds	9,938.5	10,137.3	10,340.0
<b>Program total</b>	<b>129,704.3</b>	<b>126,072.7</b>	<b>127,610.3</b>
<b>FTE Positions</b>	<b>370.1</b>	<b>389.0</b>	<b>411.0</b>

◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on campus.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of new first time, full time students living in residence halls.	89	85	85
Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	36	35	35
Total number of students who were housed by Residence Life	6,775	6,000	6,500
Total number of students utilizing the Learning Assistance (tutoring) Center	2,915	2,100	2,500
Percent of new first time, full time students who live in Freshmen Connections housing.	81	80	80

◆ **Goal 2** To assist students in cultural, physical, and social development/wellness by providing services, activities, and events.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total use/participation: Recreation Center visits	205,598	207,000	207,000
Students use/participation: Fronkse Health Center visits	47,102	49,500	50,000
Students use/participation: Wall Aquatic Center	36,893	37,500	37,500
Students use/participation: Counseling Center visits	4,880	4,500	4,500
Students use/participation: Outdoor recreation	4,283	4,300	4,300
Students use/participation: Intramural participants	2,334	2,350	2,350

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Students use/participation: Multicultural Student Center participants	5,607	5,800	5,800
Number of Student Life registered organizations.	123	125	125
Total use of computer lab in Multicultural Student Center (MSC)	13,673	13,800	13,800

◆ **Goal 3** To support student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Students receiving financial aid by categories: Scholarships	4,663	4,600	4,600
Students receiving financial aid by categories: Waivers	784	800	800
Students receiving financial aid by categories: Grants	3,919	4,000	4,000
Students receiving financial aid by categories: Employment	3,149	3,100	3,200
Students receiving financial aid by categories: Loans	5,881	6,000	6,000

NAA 3.3 **Subprogram Summary**  
**LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To recruit and retain students through graduation.*

**Description:**

Northern Arizona University has a long history of providing access to students regardless of where they live or work in the State of Arizona. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship. In order to build upon and continue to strengthen NAU's core mission of providing a top-quality baccalaureate experience, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation in undergraduate research and a supportive advising and interactive experience. NAU instituted a college restructuring plan and created a new College of Health and Human Services to prepare for the expansion of its nursing and health professions programs. NAU will play a major role as part of the new academic medical complex in downtown Phoenix.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,550.9	1,855.0	2,122.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,675.4	3,499.9	3,499.8
Federal Funds	3,864.8	3,942.1	4,021.0
<b>Program total</b>	<b>9,091.1</b>	<b>9,297.0</b>	<b>9,643.1</b>
<b>FTE Positions</b>	<b>37.8</b>	<b>39.8</b>	<b>42.0</b>

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Students receiving financial aid by categories: Scholarships	411	450	450
Students receiving financial aid by categories: Waivers	178	200	200
Students receiving financial aid by categories: Grants	1,685	1,700	1,700
Students receiving financial aid by categories: Employment	50	55	55
Students receiving financial aid by categories: Loans	1,997	2,000	2,000

NAA 3.4 **Subprogram Summary**  
**MINORITY RECRUITMENT, RETENTION, AND GRADUATION**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To foster a culture of diversity, community, and citizenship.*

**Description:**

The demographics of the country are changing. Ethnic groups which have been in the minority are projected to become the majority within the first quarter of this century. Diversifying the student body contributes to a broader learning experience. In addition, the university has recognized the trends that are developing a global economy. Northern Arizona University has an important role to play in educating students to function effectively in an increasingly diverse and global society.

**Evidence:**

The rankings listed below (published in 2007 for the 2006 academic year) demonstrate that the university provides an educational environment in which diverse students can succeed in achieving their educational goals through to graduation.

- Ranks 2nd in the nation in granting bachelor's degrees in education to Native Americans (Diverse Issues in Higher Education)
- Ranks 5th in the nation in graduating Native Americans with bachelor's degrees (Hispanic Outlook in Higher Education magazine)
- Ranks 6th in the nation for granting bachelor's degrees in engineering to Native Americans (Diverse Issues in Higher Education)
- Ranks 8th in the nation for granting bachelor's degrees in education to minorities (Diverse Issues in Higher Education)
- Ranks 9th in the nation in granting bachelor's degrees in education to Latinos (Diverse Issues in Higher Education)
- Ranks 15th in the nation in graduating Latinos with master's degrees (Hispanic Outlook in Education)
- Ranks among the top 100 institutions for Latinos (Hispanic Outlook in Higher Education magazine)
- Northern Arizona University is home to the Institute for Native Americans, the Institute for Tribal Environmental Leaders, Native American Student Services, the Multicultural Student Center, the Center for International Education, the Applied Indigenous Studies program, the Tozan Kiln and Tea Garden.
- Northern Arizona University – Yuma has been designated a Hispanic-Serving Institution by the U.S. Department of Education. More than 50 percent of NAU-Yuma's total population is composed of Hispanic students.
- Northern Arizona University renewed agreement with Universidad Internacional in Cuernavaca, Mexico, to provide a language immersion program steeped in quality and culture.
- NAU-Yuma recently was designated a Hispanic-Serving Institution by the U.S. Department of Education.
- Hispanic Outlook ranks NAU 14th in the nation for graduating Latinos with master's degrees—up one spot over last year's report—and 62nd for undergraduates, which is up six spots over last year.
- Northern Arizona University ranks first in the nation in producing American Indian education master's degrees, according to Diverse Issues in Higher Education magazine.
- In fall 2006 NAU enrolled 113 more Native American students than in the previous fall semester.

**Funding and FTE**

Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	507.2	438.0	438.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	81.3	77.4	77.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>588.5</b>	<b>515.4</b>	<b>515.4</b>
<b>FTE Positions</b>	<b>12.2</b>	<b>12.8</b>	<b>13.5</b>

◆ **Goal 1** To increase the enrollment rates of Native American and

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Hispanic students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase the number of Native American students	1,711	1,650	1,650
Increase the number of Hispanic students	3,166	3,100	3,100

◆ **Goal 2** To increase the retention and graduation rates of underrepresented and ethnic minority groups.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of undergraduate degrees awarded to ethnic minority students	22	22	22
Increase the one-year retention rates of full-time ethnic minority students	67	68	68
Increase the six-year graduation rates of full-time ethnic minority students	39	39	39

◆ **Goal 3** To increase enrollment in the Applied Indigenous Studies courses and supporting courses.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase course enrollment in the Applied Indigenous Program.	295	285	285

◆ **Goal 1** To ensure the athletic programs are committed to academic success of the student-athletes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Six year graduation rates for student athletes.	54	55	55
Average GPA for male student athletes	2.74	2.90	2.90
Average GPA for female student athletes	3.30	3.25	3.25

◆ **Goal 2** To provide intercollegiate opportunities consistent with proportions in the general student body.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Student athletes	187	190	190
Women's teams	9	9	9
Men's teams	6	6	6
Female percentage of student athletes/ female percentage of student populations	52/60	52/60	52/60
Male percentage of student athletes/ male percentage of student populations	48/40	48/40	48/40

NAA 3.5                      **Subprogram Summary**

ATHLETICS

Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To advance learning, enliven campus life, develop leadership skills, and foster the personal growth of the student.*

**Description:**

All NAU student-athletes participate in a variety of academic programs to ensure their academic success and progress towards graduation. Beginning with orientation through the graduation reception, NAU is committed to academics and the individual student-athlete's success in the classroom.

- NAU claimed the Sterling Savings Bank Presidents Cup for the first time in the four-year existence of the trophy, which honors a combination of athletic and academic prowess.
- For the fourth straight year, the Northern Arizona women's basketball team earned a spot on the Women's Basketball Coaches Association (WBCA) 2006-2007 Academic Top 25 Team Honor Roll for NCAA Division I. The award recognizes teams throughout the nation that have the highest grade point averages (GPA) for the season based upon nominations submitted by WBCA-member coaches.
- The Big Sky Conference has announced the members of the 2007 spring All-Academic teams for men's and women's tennis and men's and women's outdoor track and field. Twenty-four student-athletes from Northern Arizona earned the honor by achieving at least a 3.2 cumulative grade-point-average and competing in at least half of their team's competitions. The women's outdoor track and field team led the pack with an impressive 12 honorees while the men's team had six. Women's tennis had four receive recognition while men's tennis had two student-athletes earn the honor.
- Athletics streamed audio and video live from all sports events in 2006-07. NAU is the only school in the Big Sky Conference to show all its sports.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,364.2	1,828.0	1,828.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,519.5	5,276.1	5,276.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>5,883.7</b>	<b>7,104.1</b>	<b>7,104.1</b>
<b>FTE Positions</b>	<b>50.3</b>	<b>52.9</b>	<b>55.9</b>

NAA 4.0	<b>Program Summary</b>
	ACADEMIC SUPPORT SERVICES
	Pat Haeuser, Vice President
	Phone: (928) 523-7777
	A.R.S. § 15-1601

**Mission:**

*To be a learning-centered university with a deep commitment to student success and high expectations for student achievement.*

**Description:**

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through five primary functions: (1) effective instructional design and pedagogy; (2) coordinating, assessing, and supporting academic programs to ensure close articulation of the offerings from various colleges and departments to ensure students fulfill general education and program learning expectations; (3) providing access to scholarly materials and other learning tools developed by the library; (4) providing for technology enhanced learning, and (5) internationalizing the campus.

Other key indicators are:

- The university made a commitment to guarantee its freshman students a "Finish in Four" graduation plan, providing students the advisement help and courses necessary to finish their degree within four years.
- U. S. News & World Report ranked NAU's undergraduate engineering program and its graduate physical therapy program among the best in the nation.
- NAU opened a three-story, \$36 million science lab with 90,000 square feet of biology and chemistry research and teaching labs and state-of-the-art safety systems.
- Athletics streamed audio and video live from all sports events in 2006-07. NAU is the only school in the Big Sky Conference to show all its sports.
- NAU claimed the Sterling Savings Bank Presidents Cup for the first time in the four-year existence of the trophy, which honors a combination of athletic and academic prowess.
- According to the 2005-2006 Collegiate Learning Assessment Institutional Report, NAU performed Above Expected measuring the "value added" comparing freshman and senior critical thinking, analytic reasoning, problem solving, and written communication scores.
- Northern Arizona University renewed agreement with Universidad Internacional in Cuernavaca, Mexico, to provide a language immersion program steeped in quality and culture.
- In fall 2006, 417 international students enrolled at Northern Arizona University—a 24 percent increase since the previous fall semester.
- NAU has strengthen its emphasis on global education by establishing a new position—Vice Provost for International Initiatives—responsible for creating and implementing institutional goals in support of internationalization and providing leadership for the Center of International Education.
- The number of NAU students participating in the Study Abroad program has increased by 7%—reaching 281—since the previous academic year.
- The School of Forestry hosted scientists and natural resource managers from 17 countries for the first International Seminar on Forest Administration and Management. This event fosters international collaboration on restoration ecology, biological diversity, and sustainable forestry.

**This Program Contains the following Subprograms:**

- ▶ Library
- ▶ Academic Computing
- ▶ Statewide Academic Programs
- ▶ Instructional Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	17,239.9	18,026.9	19,802.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,657.3	3,315.1	3,315.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>20,897.2</b>	<b>21,342.0</b>	<b>23,117.9</b>
<b>FTE Positions</b>	<b>267.1</b>	<b>280.8</b>	<b>296.6</b>

NAA 4.1	<b>Subprogram Summary</b>
	LIBRARY
	Pat Haeuser, Vice President
	Phone: (928) 523-7777
	A.R.S. § 15-1601

**Mission:**

*To support the curricular, research, and community service goals of Northern Arizona University and its constituents. The Library offers 24/7 academic program and course support, services, and access to information resources.*

**Description:**

The mission of the Cline Library is to support the curricular, research, and community service goals of Northern Arizona University and its constituents. A central learning resource, the Library offers services, instruction, and timely access to information resources and collections.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	6,935.3	5,701.6	5,701.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	75.2	68.2	68.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,010.5</b>	<b>5,769.8</b>	<b>5,769.8</b>
<b>FTE Positions</b>	<b>105.3</b>	<b>110.6</b>	<b>116.9</b>

- ◆ **Goal 1** To provide a physical and online environment that supports student and faculty learning, teaching, and research.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Library hours per week	97	97	97
Number of users in the library	768,345	750,000	780,000
Number of hours students utilize collaborative work (group study) room	12,486	13,000	13,000
Number of campus network logins from the library's public computers	465,552	550,000	600,000
Number of accesses to the library's web site	1,271,492	1,270,000	1,260,000
Number of accesses to the library's licensed online resources	279,720	260,000	250,000
Number of electronic journal titles available	34,194	38,000	40,000
Number of accesses to electronic books	12655	12,000	12,000
Number of Ask-a-Librarian email transactions	2,506	2,600	2,553
Average turnaround time for Ask-a-Librarian email transactions	3.3 hours	3 hours	3.15 hours
Number of courses supported with electronic reserve services	802	750	700
Average turnaround time in making electronic reserves readings available for courses	72 hours	72 hours	72 hours
Number of items provided for NAU students, faculty and staff via Document Delivery Services	43,386	44,000	44,500
Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services	5.5 days	5.5 days	5.5 days

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◆ **Goal 2** To select, digitize, and provide 24/7 access to Colorado Plateau resources located in the Library's Special Collections and Archives.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of items available to end users in the Colorado Plateau Digital Archives	72,856	76,000	90,000
Number of accesses to the Digital Archives (in millions)	2.2	2	2
Number of courses and research initiatives supported by digital archival materials	115	110	120
Average turnaround time for user orders for material from Digital Archives	72 hours	72 hours	72 hours

**NAA 4.2 Subprogram Summary**  
**ACADEMIC COMPUTING**

Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**

*To operate and maintain information technology and telecommunications services in support of the NAU mission and goals. Services include academic support, administrative systems support, student services, telecommunications, and faculty and staff support and training.*

**Description:**

Northern Arizona University's information technology infrastructure environment consists of a variety of information, computing, and telecommunication systems designed to meet the needs of a complex higher education institution. Most of these systems are centrally administered while some resources are decentralized and distributed across campus and the State of Arizona. Northern Arizona University has an electronic learning environment that meets the needs of on-campus and statewide students, faculty, and programs that support outstanding teaching and learning, research, and administrative systems. Northern Arizona University was one of 10 colleges nationwide that received a HP Technology for Teaching Leadership grant. NAU's package, which is valued at more than \$120,000 includes HP Tablet PCs, docking stations, digital cameras, printers and digital projectors for faculty, and 40 Tablet PCs for student use. NAU's Cline Library began offering wireless access and laptops to students.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,454.3	4,131.7	4,727.0
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>3,454.3</b>	<b>4,131.7</b>	<b>4,727.0</b>
<b>FTE Positions</b>	<b>48.9</b>	<b>51.4</b>	<b>54.3</b>

◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total student's personal computer registrations	8,954	9,500	10,500
Academic Computing Help Desk total phone calls.	28,221	29,000	30,000
Academic Computing Help desk in-person visits.	3,197	3,250	3,350
Total Mountain Campus central computer lab logins.	218,094	220,000	210,000
Total Course Management disk space, (in gigabytes).	401 Gb	580 Gb	707 Gb

**NAA 4.3 Subprogram Summary**

**STATEWIDE ACADEMIC PROGRAMS**

Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**

*To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.*

**Description:**

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing expanded access for students throughout the state. NAU is constantly developing hybrid programs that combine different models of delivery to meet the growing needs of undergraduate students via distance learning. The expansion of sites and partnerships emanates from Northern Arizona University's tradition of outstanding educational experience founded on access, engagement, quality, and value. A proven leader in providing access to higher education, Northern Arizona University's distance learning program offers students choices never before available – within their own communities and even in the comfort of their own homes. Other key accomplishments are:

- Northern Arizona University opened a stand-alone campus in northwest Tucson to better serve its growing population of students in southern Arizona.
- Northern Arizona University and the Maricopa County Community College District signed a memorandum of understanding allowing NAU to develop a physical presence on all 10 Maricopa campuses. This memorandum of understanding solidifies and formalizes many of the programs and offers NAU has been delivering in Maricopa County. Additionally, it will be the beginning of several planned programs in the county.
- Northern Arizona University and Paradise Valley Community College are offering students an opportunity to earn a four-year degree in business administration on the PVCC campus starting this fall.
- A new partnership between Northern Arizona University and Tucson Medical Center is aimed at increasing the supply of nurses throughout the state. Through NAU's Distance Learning program, students can earn their bachelor's degree in nursing by attending NAU classes online or via interactive TV. Students will complete their clinicals at a new TMC Clinical lab built especially for students and equipped by NAU.
- Enrollment in Northern Arizona University's 2006 Winter Session was up for the fifth consecutive year.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,779.8	6,913.2	7,909.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,012.2	917.5	917.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,792.0</b>	<b>7,830.7</b>	<b>8,826.8</b>
<b>FTE Positions</b>	<b>89.3</b>	<b>93.8</b>	<b>99.1</b>

◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Remote teaching sites with network access	35	35	35
IITV sites Statewide Connection Affiliates	4	4	4
IITV sites Statewide Classrooms	33	33	33

**NAA 4.4 Subprogram Summary**  
**INSTRUCTIONAL SUPPORT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**NAA 5.0 Program Summary**  
**RESEARCH AND PUBLIC SERVICE**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To provide the instructional support necessary to promote the practice and integration of high-quality undergraduate and graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge.*

**Description:**

Exceptional teachers, mentors, researchers, and leaders in their fields—the faculty are the core of Northern Arizona University. They challenge students to think at a higher level and engage in research and innovations that change world views; faculty open doors on the future. Providing an outstanding undergraduate experience requires faculty who are committed to teaching as is found through Northern Arizona University. On a recent survey, 99 percent of Northern Arizona University's undergraduate faculty members say they love teaching. Educational excellence is a product not only of Northern Arizona University's signature small class sizes, course focus, and faculty-student interaction, but also of the university's focus on cycles of improvement and learning.

- Faculty know students by name, they're not a number.
- Eighty-two percent of full-time faculty teach undergraduate courses.
- Relatively small classes foster close student/faculty interaction.
- Quality undergraduate engagement includes research and internship opportunities for undergraduates more commonly offered to graduate students.
- Faculty and staff collaborate to provide learning communities and other academic support services in the residence halls.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	1,070.5	1,280.4	1,464.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,569.9	2,329.4	2,329.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,640.4</b>	<b>3,609.8</b>	<b>3,794.3</b>
<b>FTE Positions</b>	<b>23.7</b>	<b>25.0</b>	<b>26.4</b>

◆ **Goal 1** To ensure faculty expertise and institutional support for technology.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Grants awarded for instruction.	67	70	70
Value of grants awarded for instruction (in millions).	6.2	6.5	6.5

◆ **Goal 2** To provide opportunities for faculty growth and professional development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of semester sabbaticals	28	21	25
Number of full year sabbaticals (fiscal)	22	21	22
Financial support for semester sabbaticals (in thousands of dollars)	1043.9	772.7	925

**Mission:**

*To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for a engaged social responsiveness in a global environment.*

**Description:**

Research and scholarly activities contribute to the economic development of the state and region, have an impact on what is taught in the classroom, and provide opportunities to involve students in the process. Over half of external funding at Northern Arizona University is focused on applied research and service, demonstrating its commitment to the public agenda of the state. Inventions and innovations go beyond research – they are service initiatives that reinforce an evolving society.

**Evidence:**

- Northern Arizona University's location on the Colorado Plateau offers unparalleled opportunities for environmental research – a hallmark at the university. Dedicated to environmental science, education, and research are the Ecological Restoration Institute, the School of Forestry, the Merriam-Powell Center for Environmental Research, the Center for Sustainable Environments, the Center for Environmental Science and Education...
- TGen (the Translational Genomics Research Institute) opened TGen North in Flagstaff to take the technology Northern Arizona University developed to identify certain agents of bioterrorism and transfer it to the public health arena to offer faster diagnoses of deadly diseases.
- Northern Arizona University is one of four national universities selected to host regional centers of the National Institute for Climatic Change Research. Northern Arizona University will be the center of the 13-state Western region, including Alaska and Hawaii, and will administer \$10 million in funding over the next five years.
- Northern Arizona University's College of Education directs Arizona's GEAR UP program—a dropout prevention and college-access program for students at economically disadvantaged schools. The program is funded by a federal grant matched by cash and in-kind contributions for a total of \$34 million.
- Northern Arizona University leads a group of about 50 scientists from three continents who are studying how individual genes of one organism may dictate the behavior of thousands of other organisms in a community. These genes, in fact, influence the evolution of an entire ecosystem. The project is funded by the National Science Foundation.
- Northern Arizona University is home to the only research institute in the country that designs and implements forest treatments on a landscape scale. The institute brings rigorous science to the design and implementation of forest restoration treatments, influencing forest health for generations to come.
- Northern Arizona University's Arizona Rural Policy Institute, which conducts research and policy analysis on a wide spectrum of issues, was awarded "University Center" status by the U.S. Economic Development Administration.
- Northern Arizona University ranks second among its peers in National Science Foundation research awards.
- In fiscal year 2006, the university's research activities spanned more than 50 departments and research centers, and generated more than \$58 million in new external grants and contracts.
- NAU President John Haeger was a charter signatory of the American College & University Presidents Climate Commitment, created as an avenue for university leaders to define and address the challenges of climate change.

**This Program Contains the following Subprograms:**

- ▶ Research
- ▶ Public Service
- ▶ Economic Development



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<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,550.7	6,639.1	7,595.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,968.7	6,316.5	6,316.5
Federal Funds	32,215.4	32,859.7	32,578.1
<b>Program total</b>	<b>44,734.8</b>	<b>45,815.3</b>	<b>46,490.3</b>
FTE Positions	484.5	509.2	538.0

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,010.5	2,404.7	2,751.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	625.5	567.0	567.0
Federal Funds	32,215.4	32,859.7	32,578.1
<b>Program total</b>	<b>34,851.4</b>	<b>35,831.4</b>	<b>35,896.3</b>
FTE Positions	373.3	392.4	414.5

**NAA 5.1 Subprogram Summary**  
**RESEARCH**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

◆ **Goal 1** To increase the amount of external support for research.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	7.6 M	8 M	8 M
The amount of federal and state grants awarded to NAU (in millions) minus scholarships and fellowships.	32	33	34

**Mission:**

*To advance knowledge through integrated, intentional research and scholarship.*

**Description:**

The university serves communities in the West where environment, resource management and recreation, human health, population diversity, and rural/regional issues are important. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University's research has an economic impact in Northern Arizona and provides undergraduate students an opportunity to apply and practice the knowledge and skills gained in a classroom. It involves the active engagement of undergraduate and graduate students in the best pedagogical practices for student-driven inquiry.

Key research accomplishments are noted:

- Northern Arizona University partnered with TGen North to boost efforts to diagnose diseases faster and strengthen the nation's defense against bioterrorism. The partnership holds promise of stimulating the local economy.
- Northern Arizona University is part of a consortium studying bioterrorism. Scientists from NAU are part of a seven-institution consortium that will develop information and plans to help save lives in case of a bioterrorist attack or an outbreak of infectious diseases.
- Northern Arizona University was chosen by the National Institute for Climatic Change Research to head the Western climate research center. As a "host university," NAU will be the center of the 13-state Western region and will administer \$10 million in funding over the next five years.
- A Northern Arizona University team of scientists received a patent for a technique that could help control the spread of tuberculosis, the second deadliest infectious disease among adults worldwide.
- A study by professors in NAU's College of Business Administration demonstrates that NAU has an economic impact of \$911 million on Arizona, including employment, employee compensation and personal income associated with NAU operations throughout the state. Total employment generated in Arizona by NAU and all its affiliated activities is more than 12,500, including direct employment and positions resulting from NAU operations.
- The Institute for Tribal Environmental Professionals at Northern Arizona University received a grant for \$7.65 million from the Environmental Protection Agency to work with tribes across the nation to manage air quality concerns.

**NAA 5.2 Subprogram Summary**  
**PUBLIC SERVICE**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To serve the needs of the public in Flagstaff and throughout the state by enriching the scholarly, creative and professional lives of these constituencies.*

**Description:**

Northern Arizona University's faculty members, organized in departments, schools, research centers and institutes, act as a catalyst for service programs with various federal, state and local governments, school districts, and the private sector. NAU also shares knowledge, technical resources, and cultural and educational opportunities with communities throughout Arizona and the Colorado Plateau. In addition to the public service activities which are part of the mission of individual academic units, several centers on campus exist specifically as public service units. These include the Arizona K-12 Center which acts as a resource for educators at all levels, the Institute for Human Development, the Center for American Indian Economic Development, the Institute for Future Work Force Development, the Institute for Native Americans, and the NAU Art Museum & Galleries. Currently, the Institute for Future Work Force Development provides services to 20+ school districts across Arizona, rural, urban and suburban. We impact at least 200,000 students in Arizona's K-12 education system. In addition to these specialized units, NAU serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,190.0	3,815.5	4,365.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,340.6	5,747.2	5,747.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>9,530.6</b>	<b>9,562.7</b>	<b>10,112.5</b>
FTE Positions	106.3	111.7	118.0

◆ **Goal 1** To be a partner in the cultural climate of Arizona and the Southwest region.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Department of Theater season performances.	30	32	32
Music concerts scheduled.	48	35	35

◆ **Goal 2** To enhance the quality of life in Arizona and the Southwest

region.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Participants: Institute for Future Workforce Development	34,500	30,000	30,000
Participants: Speech/Language/Audiology Clinic	2,700	2,700	2,700

NAA 5.3 **Subprogram Summary**  
**ECONOMIC DEVELOPMENT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To be a center of activity essential to the intellectual, cultural, and economic development of our region.*

**Description:**

NAU recognizes and accepts its obligation to serve the interest of the broader community and state. Northern Arizona University strives to involve faculty and students of NAU in programs designed to serve primarily the needs of constituents in rural Arizona. For example, the Arizona K-12 Center provides information, technical assistance, and professional development opportunities for educators based on best practices; disseminates information related to effective professional development, provides information services; supports the retention of quality teachers to meet Arizona's needs through induction activities; conducts research that examines educational practices in Arizona that will increase the effectiveness of teaching and learning in measurable ways; and evaluates best educational practices to determine their effectiveness in Arizona's K-12 schools in order to prepare students to meet or exceed all nine areas of the Arizona Academic Standards.

Northern Arizona University garnered the largest gift in its history with the announcement of a \$25 million gift for the W.A. Franke College of Business. The gift will be used for scholarships, faculty development, and program development. Franke notes, "When you get to know NAU and the residential experience it offers to students living on campus, you understand how NAU is different and is not a one-size-fits-all university. We hope this gift will take what NAU already has and strengthen it."

Gov. Janet Napolitano and other dignitaries broke ground on the High Country Conference Center at Flagstaff, a joint venture between NAU and the city of Flagstaff

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	350.2	418.9	479.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2.6	2.3	2.3
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>352.8</b>	<b>421.2</b>	<b>481.5</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.2</b>	<b>5.5</b>

◆ **Goal 1** To increase the workforce development pipeline.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total degrees and certificates granted.	5,037	5,000	5,000
Increase the number of participants served under The W.A. Franke College of Business, "Center for Business Outreach" program.	11,500	12,000	12,500
Increase the amount of external funding secured by The W. A. Franke College of Business, "Center for Business Outreach" program.	262,000	250,000	300,000

NAA 6.0 **Program Summary**  
**INSTITUTIONAL ADVANCEMENT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.*

**Description:**

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

**This Program Contains the following Subprograms:**

- ▶ Developmental Activities
- ▶ Alumni Relations

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	378.0	302.9	302.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,744.9	1,581.6	1,581.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>2,122.9</b>	<b>1,884.5</b>	<b>1,884.5</b>
<b>FTE Positions</b>	<b>41.2</b>	<b>43.3</b>	<b>45.8</b>

NAA 6.1 **Subprogram Summary**  
**DEVELOPMENTAL ACTIVITIES**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**

*To ensure financial stability and growth.*

**Description:**

Institutional Advancement works to increase endowed scholarships, professorships and educational programs at Northern Arizona University.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	378.0	302.9	302.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,359.7	1,232.4	1,232.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,737.7</b>	<b>1,535.3</b>	<b>1,535.3</b>
<b>FTE Positions</b>	<b>33.6</b>	<b>35.4</b>	<b>37.4</b>

◆ **Goal 1** To increase the number of donors to NAU.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Alumni donors	4,589	5,420	5,968
Faculty and staff donors	633	666	700
Parent donors	1,268	2,179	2,397
Other organizations donating to NAU	856	870	900
Other individuals.	6,952	7,647	8,412

◆ **Goal 2** To increase NAU's financial resources through private giving.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Contributions by individuals (in thousands)	7,500	8,625	9,918

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Contributions organizations (in thousands)	3,400	3,910	4,497
Total giving (in thousands)	10,900	12,500	14,375

◆ **Goal 3** To balance investment in the program with expected returns with a goal of averaging the cost of raising a dollar at .15.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Operations and salaries expense for each dollar raised	.26	.22	.20

**NAA 6.2 Subprogram Summary**  
ALUMNI RELATIONS

Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**

*To provide opportunities for alumni and friends to connect with each other and support NAU.*

**Description:**

Alumni relations provide a medium through which alumni can contribute to the welfare of the University in the areas of advocacy, counsel, student recruitment and fund raising. NAU fosters a spirit of commitment and loyalty between alumni and the University; acquaints alumni with the progress and needs of the University; and communicates the needs of the alumni back to the University.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	385.2	349.2	349.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>385.2</b>	<b>349.2</b>	<b>349.2</b>
FTE Positions	7.6	8.0	8.4

◆ **Goal 1** To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of LouieNews participants	13,283	16,600	20,750
Number of volunteer hours	299	329	462
Percent of alumni with known addresses	91	88	88

◆ **Goal 2** To coordinate and host alumni gatherings in areas where sufficient numbers of alumni and interest exists.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of events	49	30	30
Number alumni invited	25,688	26,716	22,784
Number alumni attended events	2,179	2,671	2,278

**NAA 7.0 Program Summary**  
INSTITUTIONAL OPERATIONS

Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**

*To exemplify an innovative, effective, and accountable learning community.*

**Description:**

To ensure fiscal vitality, the University will engage in activities and programs leading to stability and growth, and identify priorities to guide resource allocation.

**This Program Contains the following Subprograms:**

- ▶ Facilities Development and Management
- ▶ Resource Management
- ▶ General Oversight

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	45,810.1	54,793.9	62,689.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,092.6	21,838.1	21,838.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>69,902.7</b>	<b>76,632.0</b>	<b>84,527.0</b>
FTE Positions	841.1	884.0	933.9

**NAA 7.1 Subprogram Summary**  
FACILITIES DEVELOPMENT AND MANAGEMENT

Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**

*To ensure financial stability and growth.*

**Description:**

NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

As a part of the master plan for wise use of campus space, NAU opened the Riordan/Knoles parking garage, with a bridge to Ardrey Auditorium.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	23,840.8	28,516.4	32,625.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,468.4	10,395.1	10,395.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,309.2</b>	<b>38,911.5</b>	<b>43,020.3</b>
FTE Positions	460.2	483.7	511.0

◆ **Goal 1** To improve the physical living, working, and learning environment.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
State appropriations for building renewal (in millions.)	9.2	9.8	9.8
Increase the amount of funding for capital renewal (in millions.)	42	44	44
Operation and maintenance of plant, (in millions.)	16.3	16	16

**NAA 7.2 Subprogram Summary**  
**RESOURCE MANAGEMENT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**NAA 7.3 Subprogram Summary**  
**GENERAL OVERSIGHT**  
 Pat Haeuser, Vice President  
 Phone: (928) 523-7777  
 A.R.S. § 15-1601

**Mission:**  
*To exemplify an innovative, effective, and accountable learning community.*

**Description:**  
 NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	18,736.0	22,410.2	25,639.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,569.2	11,393.1	11,393.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>31,305.2</b>	<b>33,803.3</b>	<b>37,032.2</b>
<b>FTE Positions</b>	<b>335.1</b>	<b>352.3</b>	<b>372.1</b>

◆ **Goal 1** To enhance the safety and the learning/working environment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts	2,615	2,640	2,640
People served by the Office of Employee Assistance and Wellness	4,432	3,422	3,500
Programs offered by the Office of Employee Assistance and Wellness	81	75	75
Presentations given by the NAU police	60	80	80

◆ **Goal 2** To optimize use of financial resources through sound financial management practices.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	42.75	43.18	43.61
Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	35.64	36.35	37.08
Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	5.47	8.20	9.5
Financial ratios: Available Assets/ General Liabilities (in percent)	2.98	3.10	3.22
Internal audits conducted	5	12	9

**Mission:**  
*To exemplify an innovative, effective, and accountable learning community.*

**Description:**  
 NAU works to provide a safe and healthy campus environment and to protect all University resources. This requires the development and implementation of health and safety programs and policies, provision of cost-effective central services, and improvement of buildings and other University spaces.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,233.3	3,867.3	4,424.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	55.0	49.9	49.9
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,288.3</b>	<b>3,917.2</b>	<b>4,474.5</b>
<b>FTE Positions</b>	<b>45.8</b>	<b>48.1</b>	<b>50.8</b>

◆ **Goal 1** To demonstrate responsible management of finances and resources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Institutional Operations as a percent of State Operating Budget for NAU	17.91	18.51	19.09
General oversight as a percent of state Operating Budget for NAU	.84	.95	1.01
Administration as a percent of total cost	2.46	2.34	2.06
Percent of agency staff turnover	15	14	14

UAA 0.0 **Agency Summary**  
 UNIVERSITY OF ARIZONA - MAIN CAMPUS  
 Dr. Robert N. Shelton, President  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To discover, educate, serve, and inspire.*

**Description:**

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a Land Grant, Doctoral/Research University-Extensive institution ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 37,036 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture and mining and serves the State through its cooperative extension services, technology transfer, economic development assistance, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of the product of these activities and achievements of regional, national, and international significance into everyday life.

**Agency Summary:**

(\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ACADEMIC PROGRAMS	608,204.0	639,686.0	685,483.7
➤ ORGANIZED RESEARCH	121,883.6	126,446.3	131,469.7
➤ COMMUNITY OUTREACH	72,243.4	72,890.9	73,889.7
➤ STUDENT AFFAIRS AND CAMPUS LIFE	207,260.4	202,726.7	206,747.1
➤ INSTITUTIONAL SERVICES	212,373.6	243,377.7	259,873.8
<b>Agency Total:</b>	<b>1,221,965.0</b>	<b>1,285,127.6</b>	<b>1,357,464.0</b>

**Funding and FTE Summary:**

(Thousands)

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	433,411.6	490,928.9	548,668.7
Other Non Appropriated Funds	564,796.4	572,729.4	582,426.5
Federal Funds	223,757.0	221,469.3	226,368.8
<b>Program total</b>	<b>1,221,965.0</b>	<b>1,285,127.6</b>	<b>1,357,464.0</b>
FTE Positions	5,591.9	5,667.9	5,936.1

**Strategic Issues:**

**Issue 1 Build a World-Class and Diverse Academic Community a the Forefront of Discovery.**

A world-class, diverse faculty aided by preeminent graduate assistants and an engaged academic community are essential to an agenda of focused excellence in research, scholarship and creative expression. Moreover, competitive compensation for faculty, graduate assistants and staff; building maintenance and renewal; and information technology investments and upgrades, as well as other structural components of the University, are necessary to offer students quality learning and research experiences. Success in this agenda will position the University to promote a vita State economy and provide its citizens with an outstanding quality of life.

**Issue 2 Increase Student Engagement, Achievement, Retention and Graduation Rates.**

Determining optimal mission-based student demographics (e.g. resident, non-resident or undergraduate, graduate), as well as assuring a mix of

curricular options within budgetary constraints, is critical to high quality education. This must be achieved with in the context of providing for students' needs and continued access.

**Issue 3 Extend the concept of a Land-Grant University to Position The University of Arizona, Across All Colleges, as a Model for Linking Scholarship and Creativity to Societal and Community Needs.**

The University of Arizona is committed to improving the quality of life by addressing cultural, social, environmental, health, and economic concerns in both urban and rural areas throughout the State and the nation. Collaborations with community groups, governments, and for profit or non-profit entities that promote economic development, social and physical well-being, as well as contribute positively to the individuals and communities served by the University of Arizona are the proper focus of outreach programs.

**Issue 4 Achieve a Strong Financial Foundation**

To address all its strategic priorities, the University must strive to establish a stable financial base sufficient to effectively plan and succeed in its mission, vision, and goals for the people of Arizona. Establishing a stable and predictable financial base requires working within a financial framework that recognizes University support and growth depends on an ever increasing proportion of gift, grant, contract, and tuition dollars versus State dollars. The University must continue its successful pursuit of securing alternative funding and routinely considering tuition increases. Regular, incremental tuition increases may be the only means available to allow the University to consistently preserve and boost the quality of its instructional programs. As tuition increases, students of limited financial means must continue to be assured the availability of need and merit-based financial aid.

**Issue 5 Increase Recognition as a Research University Committed to an Outstanding Educational Experience and Connected to its Community its Community and the World.**

Basic and applied academic research are central to The University of Arizona's mission to expand and transfer knowledge and are key to the economic development. The integration of research endeavors through interdisciplinary collaboration, as well as partnerships with industries and community entities, are essential for the scientific technological, and social advancement of the State and region.

UAA 1.0

**Program Summary**

ACADEMIC PROGRAMS

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

**Mission:**

*To provide top-quality educational programs at the undergraduate, graduate, and professional levels that will attract, educate, and graduate an excellent and diverse student body.*

**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.

**This Program Contains the following Subprograms:**

- ▶ Overall Academic Affairs
- ▶ College of Agriculture and Life Sciences
- ▶ College of Architecture and Landscape Architecture
- ▶ Eller College of Management
- ▶ College of Education
- ▶ College of Engineering
- ▶ College of Fine Arts
- ▶ College of Humanities
- ▶ James E. Rogers College of Law
- ▶ College of Science
- ▶ College of Social and Behavioral Sciences
- ▶ Graduate College -- Academic Interdisciplinary Programs
- ▶ Continuing Education and Academic Outreach
- ▶ Other Academic Programs
- ▶ University of Arizona South
- ▶ University Libraries
- ▶ Academic Computing
- ▶ Academic Support
- ▶ Academic Affairs Administration
- ▶ College of Optical Sciences

◆ **Goal 1** To improve student persistence and graduation rates over time.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Freshmen returning for the second year (percent)	80	80	81
Full-time lower-division transfer five-year graduation rates (percent)	53	55	55
Full-time upper-division transfer four-year graduation rates (percent)	65	67	67

◆ **Goal 2** To keep steady, and perhaps reduce over time, the average length of time and number of academic credits required to complete academic degrees.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions and Arizona private institutions (The typical degree program is approximately 120 hours or somewhat more for certain degrees with unusual requirements, such as in engineering and architecture) (percent)	97	97	97
Seniors with fewer than 160 earned credit hours, excluding transferable hours from out-of-state institutions, Arizona private institutions, and Arizona community colleges (percent)	99	99	99

◆ **Goal 3** To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Graduating seniors who rate their overall experience as good or excellent (percent)	95	95	95
Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)	75	75	75
Total number of degrees granted	7,777	7,800	7,850
Bachelors degrees granted	5,564	5,600	5,650
Masters degrees granted	1,399	1,360	1,360
First Professional degrees granted	354	300	325
Doctorate degrees granted	460	400	400
Average number of years taken to graduate for students who began as freshmen	4.6	4.6	4.6
Administration as a percent of total cost	1.9	1.7	1.8
Agency staff turnover (percent)	14.9	14.5	14.5
Gifts, grants, and contracts (millions)	450	454	462

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	288,949.6	318,012.2	359,965.8
Other Non Appropriated Funds	163,890.2	167,741.2	168,290.2
Federal Funds	155,364.2	153,932.6	157,227.7
<b>Program total</b>	<b>608,204.0</b>	<b>639,686.0</b>	<b>685,483.7</b>
<b>FTE Positions</b>	<b>3,331.7</b>	<b>3,380.0</b>	<b>3,576.5</b>

**Subprogram Summary**

UAA 1.1  
 OVERALL ACADEMIC AFFAIRS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**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.*

**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 Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 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>

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**UAA 1.2 Subprogram Summary**  
**COLLEGE OF AGRICULTURE AND LIFE SCIENCES**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To provide 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.*

**Description:**

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within the six focus 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,791.8	15,038.0	19,635.9
Other Non Appropriated Funds	2,824.6	4,875.1	4,921.9
Federal Funds	596.2	592.6	605.5
<b>Program total</b>	<b>16,212.6</b>	<b>20,505.7</b>	<b>25,163.3</b>
<b>FTE Positions</b>	<b>226.7</b>	<b>230.9</b>	<b>242.4</b>

◆ **Goal 1** To increase the percent of undergraduate instruction taught by regular faculty (ranked).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Student credit hours taught by ranked faculty: Lower division (percent)	92	95	95
Student credit hours taught by ranked faculty: Upper division (percent)	93	95	95
Lower division student credit hours taught by other than teaching assistants (percent)	98	98	98

◆ **Goal 2** To improve the mentoring system for new freshmen and transfer students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Freshman students mentored by ranked faculty member (percent)	88	90	90
Transfer students mentored by ranked faculty member (percent)	95	100	100
Freshmen declaring a major at end of first year (percent)	95	95	95
Freshmen responding good/very good on satisfaction survey (percent)	88	90	90

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	3.9	4.5	4.5
Majors/FTE faculty (T/TE)	17.5	17	17
External funding obtained/FTE Faculty (T/TE)	248,127	240,000	240,000

SCH/Faculty FTE (T/TE) 385 350 350

◆ **Goal 4** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	522	555	555
Number of degrees granted- Ph.D and 1st Professional	39	35	35

**UAA 1.3 Subprogram Summary**  
**COLLEGE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To prepare students for productive and meaningful professional careers in the fields of architecture and Landscape Architecture; to create, verify, and apply knowledge through scholarship, research, and creative activity; and to provide outreach/service to the University, the professions, and the communities of which it is a part.*

**Description:**

The college is comprised of two professional programs focused on the development and application of theoretical and practical knowledge necessary for the effective evolution of human settlements. The College offers an accredited five-year program leading to the professional degree Bachelor of Architecture as well as a post-professional master's program (M.Arch). An accredited graduate program in landscape architecture (MLA) is also offered. The Roy P. Drachman Institute is a research and public service unit of the College and conducts projects of relevance to Arizona communities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,334.7	4,479.1	5,516.7
Other Non Appropriated Funds	1,003.1	985.3	1,001.9
Federal Funds	357.6	355.4	363.2
<b>Program total</b>	<b>5,695.4</b>	<b>5,819.8</b>	<b>6,881.8</b>
<b>FTE Positions</b>	<b>44.2</b>	<b>45.0</b>	<b>47.3</b>

◆ **Goal 1** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	3.8	3.5	3.5
Default Performance Measure Majors/FTE faculty (T/TE)	20	24	24
External funding obtained/FTE Faculty (T/TE)	48,721	60,000	60,000
SCH/Faculty FTE (T/TE)	431	400	400

◆ **Goal 2** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS+MA/MS	75	65	70

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

UAA 1.4 **Subprogram Summary**  
 ELLER COLLEGE OF MANAGEMENT  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To manifest our vision through an integrative approach permeating our core endeavors. These endeavors are to discover, educate, serve, and inspire*

**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 Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	26,104.1	27,946.5	30,245.6
Other Non Appropriated Funds	8,004.5	7,862.1	7,994.5
Federal Funds	1,969.7	1,957.7	2,000.4
<b>Program total</b>	<b>36,078.3</b>	<b>37,766.3</b>	<b>40,240.5</b>
<b>FTE Positions</b>	<b>222.3</b>	<b>226.5</b>	<b>237.8</b>

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Student credit hours per permanent faculty member	832	825	825
Freshman students admitted/matriculated	2850/1210	2700/1200	2800/1200
Degrees awarded: BS	898	950	925
Degrees awarded: Master's	267	250	275
Degrees awarded: Ph.D	21	20	20
Graduate student applicants/admitted-Master of Business Admin	354/182	400/225	400/220
Graduate students enrolled in Master of Business Admin	259	275	275
Graduate student applicants/admitted-Ph.D.-Management	184/22	180/20	180/20
Graduate students enrolled in Ph.D.-Management	98	100	100

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Ratio of Tier 1 publications per faculty member	.71	.75	.75
Master of Public Administration students in internships (percent)	100	100	100
Master of Business Administration class placed in internships (percent)	98	100	100

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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Degrees/FTE faculty (T/TE)	13	14	14
Majors/FTE faculty (T/TE)	58	60	60
External funding obtained/FTE Faculty (T/TE)	30,041	40,000	45,000
SCH/Faculty FTE (T/TE)	1,036	1,000	1,020

◆ **Goal 4** To graduate as many well qualified students as possible.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of degrees granted BA/BS and MA/MS	1,165	1,200	1,200
Number of degrees granted- Ph.D and 1st Professional	31	25	25

UAA 1.5 **Subprogram Summary**  
 COLLEGE OF EDUCATION  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To prepare students as leaders for careers and certifications as Pre-K-12 teachers, school and rehabilitation counselors, school psychologists, and administrators. To prepare community college instructors and administrators; university professors in teaching, research, and administration; and researchers and managers for careers in state, federal, private, and international agencies, centers, and laboratories.*

**Description:**

To advance the research and the practice of pre-school to college education, and to demonstrate the relationships between research and practice. To provide leadership in the conduct, advancement, research, and evaluation of the process of education, education policy, and in educational organizations at local, state, national, and international levels.

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,261.8	10,806.4	12,740.8
Other Non Appropriated Funds	2,890.5	3,126.0	3,173.8
Federal Funds	4,892.4	4,862.7	4,968.9
<b>Program total</b>	<b>18,044.7</b>	<b>18,795.1</b>	<b>20,883.5</b>
<b>FTE Positions</b>	<b>129.8</b>	<b>132.3</b>	<b>138.9</b>

◆ **Goal 1** To prepare persons for professional roles in education and education-related fields.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Certifications/degrees conferred: Professional Preparation Program (PPP) (The PPP includes undergraduate, post-baccalaureate, and certification students)	583	550	550
Degrees conferred: Graduate students	217	225	225
Placement of PPP completers as teachers in Arizona (percent)	80	85	85

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Graduate students supported through grant funds	41	48	50
Grant funds/tenured and tenure-track faculty (in thousands)	100:1	107:1	110:1

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
College partnerships with school	55	60	60



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

districts and social service agencies

◆ **Goal 4** To recruit and maintain a diverse tenure-eligible faculty, effective in providing students with the high quality education enhancing research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (COE)	11.4	12	12
Majors/FTE (COE)	41	45	45
External funding obtained/FTE Faculty (COE)	103,987	112,000	115,000
SCH/Faculty FTE (COE)	605	600	600

◆ **Goal 5** To prepare well qualified graduate students to conduct research in education related fields and for careers as educators.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Research methods courses(in units)	.55	.55	.57
Number of degrees granted- Ph.D and 1st Professional	33	35	38

UAA 1.6 **Subprogram Summary**  
**COLLEGE OF ENGINEERING**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To 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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	24,782.5	25,437.6	33,235.5
Other Non Appropriated Funds	15,202.7	17,610.0	15,747.7
Federal Funds	16,664.7	16,563.5	16,925.2
<b>Program total</b>	<b>56,649.9</b>	<b>59,611.1</b>	<b>65,908.4</b>
<b>FTE Positions</b>	<b>278.0</b>	<b>283.2</b>	<b>297.3</b>

◆ **Goal 1** To provide a distinguished engineering education that will attract and graduate an excellent and diverse student body.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average SAT scores for entering Freshman	1,204	1,210	1,215
Equivalent years to baccalaureate	4.7	4.6	4.6
Admitted undergraduate students who matriculate	570	588	600

◆ **Goal 2** To lead in research that advances the nation's strategic engineering and environmental technologies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Scholarly publications per faculty	6.7	5	5.5

member

External grant awards per faculty member (in thousands of dollars)	202	220	230
Supported graduate students per faculty member	3.2	3.1	3.1

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	5.0	5.5	5.5
Majors/FTE faculty (T/TE)	23	25	25
External funding obtained/FTE faculty (T/TE)	229,204	250,000	260,000
SCH/Faculty FTE (T/TE)	327	250	350

◆ **Goal 4** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	614	640	610
Students with research/capstone experience	507	530	500
Number of degrees granted-Ph.D and 1st professional	59	55	55

UAA 1.7 **Subprogram Summary**  
**COLLEGE OF FINE ARTS**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To prepare students to create, to teach, to participate in, to understand, and to value the arts; sustain excellence in teaching, creative expression, and research in the arts, knowledge, and inspiration about arts for Arizona and the nation; integrate the arts into the everyday life of Arizona citizens; promote the arts as a means to understand a diverse and pluralistic world; and articulate the value of artistic intelligence as a mode of thinking and discovery in order to prepare students for a life in the Arts.*

**Description:**

The College of Fine Arts (CFA) educates the thinkers and practitioners who will define the emerging standards for the arts. The University provides a rich environment for training, research, and experimentation in the arts directed by a faculty of practicing professionals and scholars. These artists and scholars teach aesthetic concepts and utilize innovative studio methods, as well as training and resources based on formal traditions and cultural heritage as a means to interpret and create in our contemporary society through creative expression. The academic commitment of fine arts is to audiences as well as artists, outreach to the community as well as to the campus, culture as well as curriculum, and to the dissemination of artistic values or knowledge as well as to the creation of fine arts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,841.6	16,458.4	17,363.8
Other Non Appropriated Funds	3,211.7	3,154.6	3,207.7
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>19,053.3</b>	<b>19,613.0</b>	<b>20,571.5</b>
<b>FTE Positions</b>	<b>232.5</b>	<b>236.9</b>	<b>248.6</b>

◆ **Goal 1** To provide the State of Arizona and the nation with highly qualified artists, teachers, and scholars, well educated in the arts.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
CFA students in UA Honors Program (percent)	15.1	17	17

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

CFA undergraduates with GPA greater than 3.50 (percent)	16	18	18
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◆ **Goal 2** To provide creative scholarship that addresses the educational and cultural needs of the State of Arizona and the nation.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
External funding for creative scholarship acquired by the faculty of the College (in thousands of dollars)	301	350	375
Regional, national, and international research and creative activity prizes, honors, and awards received by students and faculty	150	170	176

◆ **Goal 3** To provide outreach programs in the visual and performing arts to meet the needs of people and communities of the State.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Performing and visual arts performances/exhibitions by faculty and students (in thousands)	260	220	280
Attendance at faculty and student performances/ exhibits (in thousands)	48	49	50
Tucson-area school districts served by College outreach efforts (percent)	100	100	100

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Majors/FTE faculty (T/TE)	18	20	20
SCH/Faculty FTE (T/TE)	500	500	525

**Subprogram Summary**

UAA 1.8

COLLEGE OF HUMANITIES

Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**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.*

**Description:**

The College of Humanities 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, classical archaeology, and public programs offered by the Poetry Center and the Humanities Seminars.

**Funding and FTE**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	26,030.8	26,815.9	28,140.0
Other Non Appropriated Funds	4,499.6	4,419.6	4,494.0
Federal Funds	821.2	816.2	834.0
<b>Program total</b>	<b>31,351.6</b>	<b>32,051.7</b>	<b>33,468.0</b>
<b>FTE Positions</b>	<b>341.1</b>	<b>347.5</b>	<b>364.8</b>

◆ **Goal 1** To provide instruction regarding diverse culture and cultural values.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
EF Scholarships per College faculty	33/150	33/150	33/150

member			
OP Average College course section enrollment per semester (excludes Composition and basic foreign language sections)	35	36	36

◆ **Goal 2** To integrate the results of scholarship and creative activity with the educational experience.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Ratio of University teaching awards to FTE faculty: College	8/150	8/150	8/150
Internal/external grant support per FTE faculty: College (in dollars)	500	500	500
Regional, national, and international research and creative activity awards, honors, and prizes received by: College-faculty	8	9	9

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Degrees/FTE faculty (T/TE)	3.2	3.5	3.2
Majors/FTE faculty (T/TE)	11	11	11
External funding obtained/FTE Faculty (T/TE)	3,000	3,000	3,000
SCH/Faculty (T/TE)	900	1,200	1,200

◆ **Goal 4** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of degrees granted BA/BS and MA/MS	443	450	450
Students with research/capstone experience	TBD	TBD	TBD
Number of degrees granted-Ph.D and 1st Professional	17	20	20

**Subprogram Summary**

UAA 1.9

JAMES E. ROGERS COLLEGE OF LAW

Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To 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.*

**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**

<b>Summary:</b> (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,284.1	11,456.7	12,536.0
Other Non Appropriated Funds	5,033.6	4,944.1	5,027.4
Federal Funds	215.7	214.4	219.1
<b>Program total</b>	<b>15,533.4</b>	<b>16,615.2</b>	<b>17,782.5</b>
<b>FTE Positions</b>	<b>72.6</b>	<b>74.0</b>	<b>77.6</b>

◆ **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.

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<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduates passing the Arizona Bar the first time (percent)	85.6	85	85
Graduates employed within 6 months after graduation (percent)	95	92	92

◆ **Goal 2** To carry out significant legal scholarship and research, and to integrate faculty research into the student educational experience.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Faculty articles and books published	78	80	80
Faculty public presentations outside of Law College	210	200	200

◆ **Goal 3** To provide community support and service to the citizens of Arizona and to the Arizona legal profession.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Members of public assisted by law library	4,200	5,000	5,000
Students providing community legal support with Government and non-profit organizations	221	180	180

◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	7	7	7
Majors/FTE faculty (T/TE)	19	19	19
External funding obtained/FTE Faculty (T/TE)	4,200	4,200	4,200
SCH/Faculty FTE (T/TE)	540	540	540

◆ **Goal 5** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	20	20	20
Students with research/capstone experience	161	150	150
Number of degrees granted- Ph.D and 1st Professional	150	150	150

UAA 1.10      **Subprogram Summary**  
 COLLEGE OF SCIENCE  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To 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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	62,585.8	64,028.5	74,312.5
Other Non Appropriated Funds	55,895.4	54,206.8	55,101.5
Federal Funds	108,646.0	106,424.0	109,186.7
<b>Program total</b>	<b>227,127.2</b>	<b>224,659.3</b>	<b>238,600.7</b>
<b>FTE Positions</b>	<b>653.1</b>	<b>649.9</b>	<b>698.5</b>

◆ **Goal 1** To offer excellent quality undergraduate and graduate educational programs competitive with the best programs nationally.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of graduates placed into high-quality careers and onto distinguished tracks of further graduate or professional education	81	80.75	80
Percent of Undergraduate student majors actively involved in research	40	41.76	40
Overall teaching ratings as measured by students and peer assessment (scale 1-5, with 5 being the best)	4.3	4.36	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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of research publications, including articles, in first-rank refereed journals, as well as books and monographs	1,400	1,276	1,400
Amount of external funding from federal and other sources to support research programs (in millions)	135,000.0	134,139.8	125,000.0
Number of appointments to prestigious national and international advisory panels and election to substantial office in national or international scholarly societies	330	326	330
Number of 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	220	214	220

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	2.6	2.7	2.7
Majors/FTE faculty (T/TE)	13	14	14
External funding obtained/FTE faculty (T/TE)	464,409	450,000	470,000
SCH/Faculty FTE (T/TE)	555	590	590

◆ **Goal 4** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	657	700	700
Number of degrees granted-Ph.D and 1st Professional	84	75	75

UAA 1.11 **Subprogram Summary**  
 COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To 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.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	42,482.5	43,179.0	46,321.0
Other Non Appropriated Funds	10,592.5	10,517.4	10,692.7
Federal Funds	9,928.0	9,867.8	10,083.2
<b>Program total</b>	<b>63,003.0</b>	<b>63,564.2</b>	<b>67,096.9</b>
<b>FTE Positions</b>	<b>407.0</b>	<b>414.7</b>	<b>435.4</b>

◆ **Goal 1** To maintain and improve the quality of undergraduate education.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Ratio of student FTE per faculty member	27.4	28	28.5
Ratio of Fall Tier 1 seats offered per instructional faculty member	41.8	42	42

◆ **Goal 2** To enhance the quality and diversity of the College of Social and Behavioral Sciences as a workplace.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Voluntary pre-tenure faculty departures (voluntary means not occasioned by death, retirement, illness, or cause. It does not include departures occasioned by negative tenure decisions.) (percent)	1	TBD	1
Women faculty hires (percent)	21	50	50
Minority faculty hires (percent)	0	50	50

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	7.9	8.1	9
Majors/FTE faculty (T/TE)	34	33	0
External funding obtained/FTE Faculty (T/TE)	69,781	70,000	72,000
SCH/Faculty FTE (T/TE)	715	720	0

◆ **Goal 4** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	1,883	1,900	1,950
Number of degrees granted-Ph.D and 1st Professional	70	70	70

UAA 1.12 **Subprogram Summary**  
 GRADUATE COLLEGE -- ACADEMIC INTERDISCIPLINARY PROGRAMS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To 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.

**Description:**

The Vice President for Research, Graduate Studies and Economic Development is responsible for maintaining the quality of Graduate Interdisciplinary Programs, the academic programs that fall under the umbrella of the VPR. The Dean of the Graduate College is responsible for graduate programs, recruiting and retaining, graduate students, providing special programs for recruiting and retaining underrepresented graduate students, providing support services to departments and students, and monitoring the eligibility of all graduate students who have been awarded teaching assistantships and fellowships. Only Goal 1 pertains to the Dean of the Graduate College. All other items pertain to Graduate Interdisciplinary programs and are answered on behalf of the VPR.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,141.7	4,547.6	4,553.6
Other Non Appropriated Funds	17,791.3	17,474.8	17,769.2
Federal Funds	1,824.7	1,813.7	1,853.3
<b>Program total</b>	<b>23,757.7</b>	<b>23,836.1</b>	<b>24,176.1</b>
<b>FTE Positions</b>	<b>69.8</b>	<b>71.1</b>	<b>74.7</b>

◆ **Goal 1** To assist departments in seeking excellent graduate students by improving the admissions procedures.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Days necessary to process domestic graduate student applications	11	10	10
Days necessary to process international graduate student applications	19	19	19
Days between departmental completion of review of application and notification to student regarding recommendation or denial of acceptance into program	7	7	7

◆ **Goal 2** To facilitate and stimulate interdisciplinary scholarship in critical areas, and to promote collaborations that result in increased economic development.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Budgets assigned to Interdisciplinary Programs for faculty and graduate assistant lines and operations (in millions of dollars)	1.3	1.5	1.6
Faculty participating in interdisciplinary programs (percent)	776	780	780
Students majoring in interdisciplinary programs	415	430	430

◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	5.8	7.0	8.0

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Majors/FTE faculty (T/TE)	114	778	100
External funding obtained/FTE Faculty (T/TE)	194,778	1,600,000	225,000
SCH/Faculty FTE (T/TE)	457	500	500

noncredit employee training			
Partners who offer off-campus learning sites that can accommodate live instruction, video, computer, and/or correspondence course delivery	8	10	11
Credit courses using distance technologies	254	260	280

◆ **Goal 4** To graduate as many well qualified students as possible who are able to develop new and imaginative methods of teaching and research and create cutting-edge fields of endeavors.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of degrees granted BA/BS and MA/MS	18	20	20
Number of degrees granted-Ph.D and 1st Professional	42	45	45

◆ **Goal 3** To offer the public learning opportunities that support personal growth and career development through programs for lifelong learning.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
New programs developed each year in response to community input	20	22	25
Partnerships with schools and community agencies	221	230	235
K-12 enrollments	2,112	2,100	2,000
EU registrations	10,191	11,200	11,500

UAA 1.13 **Subprogram Summary**  
 CONTINUING EDUCATION AND ACADEMIC OUTREACH  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

UAA 1.14 **Subprogram Summary**  
 OTHER ACADEMIC PROGRAMS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**  
*To ensure that the University of Arizona Extended University supports the community by fulfilling its needs for personal and professional growth with educational programs and services advancing the University's mission of outreach and engagement.*

**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, elder hostel, computer education, business workshops, and children's programs.

**Mission:**  
*To fully integrate undergraduates into the intellectual richness of the University, helping to create an environment that supports and nurtures broad access to higher education.*

**Description:**  
 Units in this subprogram include the Honors College, 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 Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	564.9	1,913.5	3,857.6
Other Non Appropriated Funds	3,321.8	3,262.7	3,317.7
Federal Funds	232.1	230.7	235.7
<b>Program total</b>	<b>4,118.8</b>	<b>5,406.9</b>	<b>7,411.0</b>
FTE Positions	10.7	10.9	11.4

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,455.6	1,574.6	1,576.6
Other Non Appropriated Funds	4,924.7	4,837.1	4,918.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>6,380.3</b>	<b>6,411.7</b>	<b>6,495.2</b>
FTE Positions	31.3	31.9	33.4

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of degree programs available through Evening and Weekend Campus	5	6	7
Students admitted to degree or certificate programs (EWC, Gerontology Certificate, and cohorts in Business and Engineering)	192	210	300
Prospective adult students who rate EU advising as "very helpful" in helping them return to school (percent)	95	95	95
Adult students who receive advising and graduate from degree or certificate programs (EWC and Gerontology Certificate students only)	17	25	50

◆ **Goal 1** To phase out Arizona International College.-Phase out completed!

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Continuing students enrolled in AIC during fall semester	0	0	0
New students enrolled in AIC during the fall semester	0	0	0

◆ **Goal 2** To improve the quality of graduating seniors.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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)	322	350	370
Honors students graduating with academic distinction (Graduation with academic distinction is based on the students' graduation grade-point average, i.e. Cum Laude 3.5 or greater, Magna Cum Laude 3.7 or greater, Summa Cum Laude 3.9 or greater)	789	740	720

◆ **Goal 2** To offer programs to individuals and to organizations to promote a better-educated workforce.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Partnerships with businesses and organizations to provide on-site,	14	16	16

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Honors students graduating with honors continuing to graduate, law, or medical school	42	45	45
Undergraduates awarded prestigious national and international scholarships (Rhodes, Goldwater, Truman, Marshall, Churchill, Javits, Swanson, Luce, Udall, and Fulbright)	12	9	9

◆ **Goal 3** 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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Army ROTC officers commissioned annually	10	21	19
Naval ROTC officers commissioned annually	23	28	34
Air Force ROTC officers commissioned annually	22	24	26

UAA 1.15 **Subprogram Summary**  
 UNIVERSITY OF ARIZONA SOUTH  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**  
*To provide high Quality, Accessible Educations Opportunities to communities throughout Southern Arizona.*

**Description:**  
 The UA South Campus delivers educational services at the upper division and graduate levels to the residents of southern Arizona and northern Mexico. Students may take lower-division courses at any Arizona Community College and upper-division university credit work at UA South for a complete undergraduate degree program in Applied Science (Agency Administration, Human Services, Network Administration and Supervision), Commerce, Interdisciplinary Studies, Political Science, Psychology, Computer Science, Mathematics, English, History, Latin American Studies, Family Studies and Human Development, and Elementary Education. Postbaccalaureate Certification in Elementary Education is available. Master's degree programs are offered in Secondary Education and Educational Technology.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,999.8	5,625.3	7,041.6
Other Non Appropriated Funds	2,390.8	1,098.9	1,119.2
Federal Funds	-417.4	165.4	168.8
<b>Program total</b>	<b>6,973.2</b>	<b>6,889.6</b>	<b>8,329.6</b>
<b>FTE Positions</b>	<b>55.4</b>	<b>57.4</b>	<b>72.4</b>

◆ **Goal 1** To promote a learner-centered environment.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Graduates, baccalaureate and Master's, and post baccalaureate certifications	115	120	100
Graduates per ranked faculty	7	8	5

◆ **Goal 2** To serve local, regional, and global communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Community students enrolled in enrichment programs	20,149	22,000	23,000

◆ **Goal 3** To provide seamless pathways to success

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of new collaborative efforts	12	12	12

Percentage of students completing AGECE	0	32	0
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◆ **Goal 4** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
External funding obtained by Regular Faculty	280,110	252,960	32,000
SCH/Regular Faculty	496	441	384

UAA 1.17 **Subprogram Summary**  
 UNIVERSITY LIBRARIES  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**  
*To advance the University's mission through the active contributions of knowledge staff who choose cost effective methods of acquiring , curating, managing, and connecting customers to information services and resources and providing education in their use.*

**Description:**  
 The Library system contains more than 9,000,000 items, including books, journals, maps, government publications, and manuscripts with online access to additional resources. 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, cultural transmission, and scholarly communication. The Library is a member of the Center for Research Libraries, Association of Research Libraries, the Arizona University Libraries Consortium, and the Greater Western Libraries Alliance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	19,948.8	22,298.7	23,979.1
Other Non Appropriated Funds	4,350.6	4,273.2	4,345.2
Federal Funds	280.9	279.2	285.3
<b>Program total</b>	<b>24,580.3</b>	<b>26,851.1</b>	<b>28,609.6</b>
<b>FTE Positions</b>	<b>214.8</b>	<b>218.9</b>	<b>229.8</b>

◆ **Goal 1** To have a Customer have seamless , on-demand access to information resources and services essential to their research, scholarship, teaching and learning success.

◆ **Goal 2** To have UA Libraries and CCP provide outside the classroom learning environments that give customers the capability to manage information and collaborative relationships in physical and virtual workspaces that are customizable to their requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Savings through consortial agreements (in thousands of dollars)	1,008	305	310

◆ **Goal 3** To design and implement a digital library which seamlessly supports the increasingly electronic delivery of information and services to customers as well as internal operations that support the digital library.

UAA 1.18 **Subprogram Summary**  
 ACADEMIC COMPUTING  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

UAA 1.19 **Subprogram Summary**  
 ACADEMIC SUPPORT  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and learning.

**Description:**

The Academic Computing subprogram encompasses resources and services that span a gamut of tangible and intangible technologies. Since the late 1990's centrally managed applications at the University of Arizona has grown persistently and rapidly. Several homegrown and commercial products ate in use including WebCT, Desire2Learn, Caucus, POLIS, WebBoard, FrontPage and MOO. In addition, the dependence on computers in classrooms and labs remains strong as does the institutional commitment. While the total inventory of workstations available to students is relatively stable, the rate of regular refresh has improved substantially since 2000, as has the compliment of higher end (e.g., multimedia) applications and peripherals. Thus the standard student workstation keeps better pace with changing technologies and enables increasingly advanced and creative students outcome.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,485.9	10,116.5	10,681.7
Other Non Appropriated Funds	1,832.8	2,738.1	2,768.4
Federal Funds	219.3	218.0	222.7
<b>Program total</b>	<b>9,538.0</b>	<b>13,072.6</b>	<b>13,672.8</b>
<b>FTE Positions</b>	<b>75.5</b>	<b>76.9</b>	<b>80.8</b>

◆ **Goal 1** To support for electronic teaching, learning, and course administration via centrally provided applications: Numbers below reflect the aggregate of accounts for all such applications: WebCT, Desire2Learn, Caucus, POLIS, WebBoard, FrontPage and MOO.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of class accounts/sections (NOT students served!)	4,824	4,900	4,900

◆ **Goal 2** To provide hands on lab classroom environments housing up-to-date workstation technologies that meet an increasing diversity of students needs and capabilities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of instructional workstations	2,500	2,500	2,500

**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.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,816.6	5,815.3	7,074.0
Other Non Appropriated Funds	5,932.1	5,826.6	5,924.8
Federal Funds	802.0	1,290.8	814.5
<b>Program total</b>	<b>12,550.7</b>	<b>12,932.7</b>	<b>13,813.3</b>
<b>FTE Positions</b>	<b>100.0</b>	<b>101.9</b>	<b>106.9</b>

◆ **Goal 1** To ensure effective access to knowledge and other resources to deliver outstanding education programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Undergraduate students with practical museum, laboratory, or field experience	163	165	165
Graduate students with practical museum, laboratory, or field experience (percent)	53	55	55
Student credit hours taught by museum curators	421	430	430
Individuals accessing museum resources electronically	182,000	185,000	185,000

◆ **Goal 2** To attain excellent viewing experiences and an increased understanding of arts and cultural diversity.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Square feet of exhibits	13,200	13,200	13,200
Visitors	43,500	44,000	45,000
Visitors satisfied with educational experience (percent)	95	95	95
School children given tours	4,100	4,200	4,200
Adult visitors taking part in museum programs	35,300	34,000	35,000

◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Impressions (in millions) (An impression is one instance of exposing one person to the name of	14	16.0	15.0

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the University of Arizona. For example, an advertisement in a journal with 2,000 subscribers makes 2,000 impressions, counted conservatively.)

Dollars cost per impression (Ad \$/impression, benchmark, ad agency ideal is \$.03-.10)	.02	.02	.02
Books sold (in thousands)	180	190	190

◆ **Goal 4** To contribute to knowledge by increasing the number of new books (titles) published, while increasing operational efficiency.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
New titles published	55	60	60
New titles/staff member	2.0	3	3
Operations cost/cost of goods sold	2.48	2.48	2.48

◆ **Goal 5** To broaden the Press' financial base through sales and fundraising and to recover lost marketing service income.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Sales income (in thousands of dollars)	1,700	1,800	1,800
Marketing service income (in thousands of dollars)	96	110	110
Funds raised (in thousands of dollars)	35	37	37

UAA 1.20 **Subprogram Summary**  
 ACADEMIC AFFAIRS ADMINISTRATION  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To provide the University of Arizona with leadership in developing and administering the academic policies necessary to enable it to effectively and efficiently pursue the institution's academic mission.

**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 Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,217.0	16,579.6	16,634.4
Other Non Appropriated Funds	1,154.5	1,134.0	1,153.6
Federal Funds	47.5	47.2	48.2
<b>Program total</b>	<b>6,419.0</b>	<b>17,760.8</b>	<b>17,836.2</b>
<b>FTE Positions</b>	<b>137.4</b>	<b>140.0</b>	<b>146.9</b>

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Dollars internally reallocated to priority academic units (in thousands of dollars)	2,524	4,800	2,000
Academic degree programs reviewed centrally for productivity (percent)	100	100	100
Academic programs reviewed for quality and effectiveness	15	18	16

◆ **Goal 2** To improve instructional delivery.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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Classrooms that are updated for new learning technologies	250	250	250
Departments offering an undergraduate capstone research experience (percent)	100	100	100
Graduating seniors who rate their overall University experience as good or excellent (percent)	95	95	95

UAA 1.21 **Subprogram Summary**  
 COLLEGE OF OPTICAL SCIENCES  
 Edward Frisch, Asst. VP Resource Planning & Management  
 Phone: (520) 621-7766

**Mission:**

To Provide the state of Arizona and the nation with the internationally preeminent program in education, research, and outreach in all aspects of optics: the science and application of light.

**Description:**

The College of Optical Sciences generates, investigates, and disseminates knowledge about the science of light and its multidisciplinary relationships with other scientific fields of study. It provides students, colleagues, and the optics community with knowledge and understanding of the history, theory, applications, and methods of inquiry needed for leadership in the identification and resolution of issues involving the science of light. Academic programs in optics focus on providing students with a broad education in all areas of optics and education outstanding students with practical experience and highly competitive technical skills. Internationally acclaimed research indicatives compass a broad set of technologies and techniques for exploiting the properties and applications of light touch virtually every field of science and all modern industries. The College of Optical Sciences is also the driving force behind the emergence and growth of Arizona's optics industry, where the knowledge gained in optics classrooms and research laboratories is being brought to the commercial marketplace to solve major challenges in aerospace, manufacturing, instrumentation, medicine, and the physical sciences.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,819.6	3,895.0	4,519.4
Other Non Appropriated Funds	13,033.4	15,394.8	15,610.4
Federal Funds	8,283.6	8,233.3	8,413.0
<b>Program total</b>	<b>25,136.6</b>	<b>27,523.1</b>	<b>28,542.8</b>
<b>FTE Positions</b>	<b>29.5</b>	<b>30.1</b>	<b>31.6</b>

◆ **Goal 1** To attain a level of tenure/tenure eligible faculty that is effective in providing students with high quality faculty they deserve and the college with the research productivity essential to a premier research university.

◆ **Goal 2** To graduate as many well qualified students as possible.



UAA 2.0 **Program Summary**  
 ORGANIZED RESEARCH  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To provide 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.*

**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.

**This Program Contains the following Subprograms:**

- ▶ University-wide Organized Research
- ▶ Agriculture and Life Sciences Research Experiment Station
- ▶ College-based Sponsored Research and Interdisciplinary Research Programs

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	34,617.3	33,211.5	34,953.4
Other Non Appropriated Funds	48,558.2	55,352.3	57,694.1
Federal Funds	38,708.1	37,882.5	38,822.2
<b>Program total</b>	<b>121,883.6</b>	<b>126,446.3</b>	<b>131,469.7</b>
<b>FTE Positions</b>	<b>475.6</b>	<b>473.5</b>	<b>487.5</b>

UAA 2.1 **Subprogram Summary**  
 UNIVERSITY-WIDE ORGANIZED RESEARCH  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To maintain and develop research programs in areas critical to the State, region, nation, and internationally; to maintain and develop cutting edge interdisciplinary programs.*

**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 Doctoral/Research University Extensive 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,054.1	4,980.9	6,680.5
Other Non Appropriated Funds	15,810.1	20,545.0	21,412.3
Federal Funds	11,771.3	11,699.9	11,955.2
<b>Program total</b>	<b>31,635.5</b>	<b>37,225.8</b>	<b>40,048.0</b>
<b>FTE Positions</b>	<b>87.7</b>	<b>89.3</b>	<b>93.8</b>

- ◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
External funding obtained by organized research units (in millions of dollars)	171	175	180
National Science Foundation Research ranking (publics)	13	13	13

- ◆ **Goal 2** To expand and improve interdisciplinary programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
External support obtained by interdisciplinary programs (in thousands of dollars)	330	338	348

UAA 2.2 **Subprogram Summary**  
 AGRICULTURE AND LIFE SCIENCES RESEARCH EXPERIMENT STATION  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To 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.*

**Description:**

The Agricultural Experiment Station is the administrative entity for research activities in the College of Agriculture and Life Sciences. The research program is very broad and is designed to address needs of the State, nation, and world. Many activities are interdisciplinary efforts among 2 schools and 10 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 and Life Sciences.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	27,750.4	25,389.5	25,427.5
Other Non Appropriated Funds	19,626.6	19,283.7	19,551.8
Federal Funds	25,720.2	24,973.3	25,631.3
<b>Program total</b>	<b>73,097.2</b>	<b>69,646.5</b>	<b>70,610.6</b>
<b>FTE Positions</b>	<b>358.7</b>	<b>354.4</b>	<b>362.4</b>

- ◆ **Goal 1** To consider the needs of the State in developing research programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Research projects applicable to county needs	234	215	225

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Average years from problem identification to solution (project completion)	4	4	4
Applicable projects resulting in a publication	135	165	165

Average GRE scores of new graduate students: composite	1,770	1,770	1,770
Average Grade point average of graduates	3.65	3.7	3.7

◆ **Goal 2** To increase sponsored research from external sources.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sponsored funds (in millions of dollars)	46	54	56
All research funds from competitive sources (percent)	64	65	65
Awards (approvals) to applications (proposal submissions) (percent)	51	55	55

◆ **Goal 3** To effectively transfer new technology to the private sector and form partnerships with State agencies and private sector concerns.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Technology disclosures	145	150	150
Patent applications submitted by UA	111	120	120
Licenses obtained	42	42	42
Partnerships with state agencies	2	2	2
Partnerships with private sector concerns	154	154	154

**UAA 2.3 Subprogram Summary**  
**COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**UAA 3.0 Program Summary**  
**COMMUNITY OUTREACH**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To 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.*

**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.)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,812.8	2,841.1	2,845.4
Other Non Appropriated Funds	13,121.5	15,523.6	16,730.0
Federal Funds	1,216.6	1,209.3	1,235.7
<b>Program total</b>	<b>17,150.9</b>	<b>19,574.0</b>	<b>20,811.1</b>
FTE Positions	29.2	29.8	31.3

◆ **Goal 1** To increase the level of external funding for college-based and interdisciplinary research programs relative to peer institutions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
External funding obtained by college-based research programs (in millions)	181	185	190
Ratio of percent increase in University of Arizona research expenditures to percent increase in peer institution research expenditures (The measure for this year is based on 1996 data from the National Science Foundation, the most recent data available from that source. Subsequent year's measures will also lag by a year or more.)	1.0	1.0	1.0

◆ **Goal 2** To increase the quality of students majoring or participating in research in the college-based and interdisciplinary research programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average Graduate Record Examination (GRE) scores of new graduate students: verbal	540	540	540

**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.*

**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.

**This Program Contains the following Subprograms:**

- ▶ Agriculture and Life Sciences Cooperative Extension Services
- ▶ UA presents (formerly Cultural Affairs)
- ▶ KUAT Communications
- ▶ Intercollegiate Athletics

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,615.4	17,830.4	17,835.4
Other Non Appropriated Funds	48,819.3	48,143.4	48,968.9
Federal Funds	6,808.7	6,917.1	7,085.4
<b>Program total</b>	<b>72,243.4</b>	<b>72,890.9</b>	<b>73,889.7</b>
FTE Positions	266.4	267.7	270.8

UAA 3.1 **Subprogram Summary**  
 AGRICULTURE AND LIFE SCIENCES COOPERATIVE EXTENSION SERVICES  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To 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.

**Description:**

Cooperative Extension makes science useful for the people of Arizona. Cooperative Extension provides programs in food, fiber, natural resources, family, youth, and community development. In support of these programs, 15,470 certified volunteers wear the "U of A badge". Over 100,889 young people are enrolled in 4-H Youth Development Programs; of these, more than 50% are minorities or ethnically diverse populations.

With 15 County Extension offices and ten satellite offices, six of which are located on Indian Reservations, Cooperative Extension is a network of county-based and campus-based faculty which provides practical education for use in dealing with critical issues that influence daily life.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,139.6	14,511.9	14,511.9
Other Non Appropriated Funds	5,077.9	5,180.3	5,282.2
Federal Funds	4,769.7	4,890.5	5,014.6
<b>Program total</b>	<b>22,987.2</b>	<b>24,582.7</b>	<b>24,808.7</b>
<b>FTE Positions</b>	<b>205.1</b>	<b>205.2</b>	<b>205.2</b>

◆ **Goal 1** To identify critical needs of Arizona's residents that can be addressed through county program delivery.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Needs assessments completed (1 per county)	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

◆ **Goal 2** To deliver significant educational experiences to Arizona residents statewide.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Face-to-face educational contacts (in thousands)	260	275	275
Publications on the World Wide Web	895	925	930
Documentary reports to the County Board of Supervisors and Native American Councils measuring program delivery accomplishments	22	22	23

UAA 3.2 **Subprogram Summary**  
 UA PRESENTS (FORMERLY CULTURAL AFFAIRS)  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To educate, enlighten and inspire by bringing performing arts and artists together with diverse communities of southern Arizona.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	818.1	807.6	808.8
Other Non Appropriated Funds	2,733.5	2,684.9	2,730.1
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,551.6</b>	<b>3,492.5</b>	<b>3,538.9</b>
<b>FTE Positions</b>	<b>11.2</b>	<b>11.4</b>	<b>12.0</b>

◆ **Goal 1** To increase accessibility of UA Presents programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total event audience for entire season comprised of University students (percent)	15	18	18
Total seats utilized (percent)	63	70	70

◆ **Goal 2** To enhance the socially and ethnically diverse options in the annual performing arts programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Total season performances by United States based performing artists (percent)	51	70	70
Culturally and ethnically diverse programs (percent)	64	52	55
Internationally based programs (percent)	49	30	30

◆ **Goal 3** To create a strong performance-related community outreach program that serves an increasingly broad spectrum of southern Arizona residents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Outreach programs (*comprised of campus lectures, classes, and open rehearsals) offered to the University community (percent) (At current staffing levels our goal is to maintain these critical programs and not let them slip.)	24	25	25
Outreach programs involving Tucson public school children* (percent)	57	55	55
Outreach programs open to the public (percent)	19	20	20

UAA 3.3 **Subprogram Summary**  
 KUAT COMMUNICATIONS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

UAA 3.4 **Subprogram Summary**  
 INTERCOLLEGIATE ATHLETICS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To 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.

**Description:**

For the benefit of the University of Arizona, KUAT operates several telecommunications production and delivery systems: three broadcast National Public Radio affiliated radio stations (KUAZ-AM, KUAZ-FM and KUAT-FM); a full-powered Public Broadcasting System affiliated television station (Channel 6) with a repeater station (Channel 27); a nineteen channel microwave Instructional Television Fixed Service (ITFS) for distribution of credit courses and educational materials used in campus classrooms and by business, industry, and the general public; and the southern connection of the state-wide NAUNet microwave system used for videoconferencing and the transmission of telecourses among the three state universities.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,657.7	2,510.9	2,514.7
Other Non Appropriated Funds	4,710.3	4,626.5	4,704.4
Federal Funds	2,036.8	2,024.4	2,068.6
<b>Program total</b>	<b>9,404.8</b>	<b>9,161.8</b>	<b>9,287.7</b>
<b>FTE Positions</b>	<b>50.1</b>	<b>51.1</b>	<b>53.6</b>

◆ **Goal 1** To increase nonappropriated funding levels from corporate and individual major donors for television and radio to replace declining federal funding.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Dollars received from corporate underwriters (in thousands)	808.6	1,500	1,650
Dollars received from individual members and major donors (in thousands)	2,986.7	3,222	3,500

◆ **Goal 2** To increase share of households (hh) viewing Channel 6 during sign on to sign off.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Nielson Ratings Book Figures (in thousands) (hh)	151	155	160

◆ **Goal 3** To increase weekly listenership on KUAT and KUAZ radio.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Arbitron Ratings Book (in thousands)	151.5	153	155

◆ **Goal 4** To increase the number of credit courses produced through VideoServices.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Credit courses	1	2	4

**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.

**Description:**

The Intercollegiate Athletics (ICA) Department conducts a challenging program in 8 sports for men (M) and 11 for women (W): baseball (M), basketball (M/W), cross country (M/W), football (M), golf (M/W), gymnastics (W), soccer (W), softball (W), swimming and diving (M/W), tennis (M/W), track and field (M/W), indoor track and field (W), and volleyball (W). ICA continues its plans to enhance its women's programs. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	36,297.6	35,651.7	36,252.2
Federal Funds	2.2	2.2	2.2
<b>Program total</b>	<b>36,299.8</b>	<b>35,653.9</b>	<b>36,254.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To improve ICA Academic Programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Student-athletes earning a GPA of 3.0 or higher (percent)	36	36	36
Participation by student-athletes in ICA orientation sessions	100	100	100
Student-athletes that graduate (percent)	47	60	60

◆ **Goal 2** To develop the ICA Financial Plan.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Increase in unrestricted gifting base (percent)	.4	.5	.5
Operations budget growth (except for inflation factor or extraordinary circumstances, e.g., participation in bowl games) (percent)	2.6	2	2
Stable fund balance (in thousands)	1,100	200	200

◆ **Goal 3** To advance athletic competition.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Collegiate program national standing	Top 15	Top 15	Top 15

**UAA 4.0** **Program Summary**  
**STUDENT AFFAIRS AND CAMPUS LIFE**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**UAA 4.1** **Subprogram Summary**  
**STUDENT SERVICES AND CAMPUS LIFE**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulations; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.*

**Description:**

This program includes enrollment services and other student related programs and services designed to promote student success by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

**This Program Contains the following Subprograms:**

- ▶ Student Services and Campus Life
- ▶ Enrollment Management
- ▶ Health and Wellness

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,671.0	16,283.8	16,307.9
Other Non Appropriated Funds	169,334.8	164,323.4	167,836.9
Federal Funds	22,254.6	22,119.5	22,602.3
<b>Program total</b>	<b>207,260.4</b>	<b>202,726.7</b>	<b>206,747.1</b>
FTE Positions	278.2	283.4	297.4

**Mission:**

*To promote social, ethical, and skill development as part of a planned student life experience by providing opportunities for students to synthesize and apply in class learning through out-of-class co-curricular experiences. To provide experiences that foster students' development in becoming responsible, contributing members of the University and the larger community.*

**Description:**

Programs of the Dean of Students Office, Multicultural Programs and Services, Student Programs, ROTC, Residence Life, the Associated Students, Arizona Student Media, the Bookstore, Career Services, and the Arizona Student Unions promote the personal and career development of students. Opportunities are provided for students to participate in student support and development programs such as service learning, faculty mentoring, student clubs, volunteer community service, and residential education. These programs are designed to include a wide variety of academic and intellectual interests, social, ethical, and other challenges, as well as diverse attitudes, values, and cultures.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,003.9	6,481.3	6,490.7
Other Non Appropriated Funds	76,212.2	72,857.2	76,117.5
Federal Funds	270.5	268.8	274.7
<b>Program total</b>	<b>82,486.6</b>	<b>79,607.3</b>	<b>82,882.9</b>
FTE Positions	105.4	107.4	112.7

◆ **Goal 1** To provide unique environments that enable students from traditionally underrepresented groups to feel a sense of "connection" to the campus community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students using the Cultural Resource Centers	5,800	5,700	5,900
Students who indicate involvement with the Cultural Resource Centers has positively impacted their sense of belonging at the University (percent)	95	95	95

◆ **Goal 2** To provide leadership development opportunities for a diverse student population.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students who indicate participation in these programs has positively impacted their sense of belonging at the University (in percentage)	95	95	95
Number of Assessments implemented to measure the quality and effectiveness of our programs and services.	3	3	3
Programs offered through the center for student involvement & leadership that provide opportunity for student participation.	2,000	2,000	2,000

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

UAA 4.2                      **Subprogram Summary**  
 ENROLLMENT MANAGEMENT  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

UAA 4.3                      **Subprogram Summary**  
 HEALTH AND WELLNESS  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To fully integrate undergraduates into the intellectual richness of the University, helping to create an environment that supports and nurtures broad access to higher education.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,329.6	9,433.3	9,447.4
Other Non Appropriated Funds	80,158.9	78,733.1	78,771.8
Federal Funds	21,487.8	21,357.4	21,823.6
<b>Program total</b>	<b>110,976.3</b>	<b>109,523.8</b>	<b>110,042.8</b>
<b>FTE Positions</b>	<b>167.4</b>	<b>170.5</b>	<b>179.0</b>

◆ **Goal 1** To communicate the necessity for academic preparation for college to middle and high school students.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Middle and high school students engaged in Early Outreach efforts (in 64 public schools)	6,846	6,000	6,000
University faculty members participating in Early Outreach's various programs	50	40	50
Early Outreach high school seniors enrolling as first time, full-time freshmen at the University of Arizona (percent)	80	80	80

◆ **Goal 2** To admit a freshman class well-prepared for University work.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Quality of freshman class based on: high school grade point average	3.3	3.5	3.5
Quality of freshman class based on: SAT scores	1,102	1,110	1,120

◆ **Goal 3** To improve the effectiveness of the student registration system.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
University petitions related to registrations filed per year	209	250	250
Change-of-schedule forms processed per year	25,000	25,000	25,000

**Mission:**

*To provide the UA community with health and wellness services, recreational opportunities and facilities and an enhanced program of support for students with learning and attention challenges.*

**Description:**

The Health and Wellness Unit is composed of three departments that contribute to the overall mission of the UA and Campus Life. The Campus Health Service is a multi-dimensional unit providing extensive direct medical, psychological, health promotion, integrative as well as public health services in an outpatient environment to the UA Campus community. The Department of Campus Recreation provides programs, facilities and educational opportunities that seek to meet the diverse recreational, fitness and wellness needs of our students and community. The SALT (Strategic Alternative Learning Techniques) Center offers academic tools and psychosocial resources to promote the academic success of students with a history of cognitive impairments and attention challenges.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	337.5	369.2	369.8
Other Non Appropriated Funds	12,963.7	12,733.1	12,947.6
Federal Funds	496.3	493.3	504.0
<b>Program total</b>	<b>13,797.5</b>	<b>13,595.6</b>	<b>13,821.4</b>
<b>FTE Positions</b>	<b>5.4</b>	<b>5.5</b>	<b>5.7</b>

◆ **Goal 1** To secure adequate facilities to support the mission of Health and Wellness.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Completion of the plan for additional outdoor recreation field space to accommodate growing programmatic needs closer to the campus and IX requirement.	50	50	50
Plan an addition to the Student Recreation Center to Accommodate the increased demand for recreational Space by students, faculty, staff, and the entire University community	100	100	100

◆ **Goal 2** To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students reporting binge drinking in last year (survey done biannually) (percent)	42	40	40
Students reporting tobacco use in the last 30 days (percent)	20	20	20

◆ **Goal 3** To provide effective campus-based health and wellness services.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students rating health services as acceptable or better (percent)	96	95	95
Students rating recreation services as acceptable or better (percent)	90	85	98

◆ **Goal 4** To attract and retain more diversified staff and students

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percentage of underrepresented	32	34	38

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

students utilizing Campus Recreation programs and services  
 Percentage of staff employed by CHS who are members of 26 underrepresented groups

**Program Summary**  
 UAA 5.0  
 INSTITUTIONAL SERVICES  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**  
 To provide the University of Arizona with the support services necessary to enable it to effectively and efficiently pursue the institutional mission of teaching, research, and outreach.

**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.

**This Program Contains the following Subprograms:**

- ▶ President's Area
- ▶ Human Resources
- ▶ Business Affairs
- ▶ Administrative Computing and Telecommunications

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	77,558.3	105,591.0	119,606.2
Other Non Appropriated Funds	134,193.9	137,169.1	139,636.4
Federal Funds	621.4	617.6	631.2
<b>Program total</b>	<b>212,373.6</b>	<b>243,377.7</b>	<b>259,873.8</b>
<b>FTE Positions</b>	<b>1,240.0</b>	<b>1,263.3</b>	<b>1,303.9</b>

**Subprogram Summary**  
 UAA 5.1  
 PRESIDENT'S AREA  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**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.

**Description:**  
 The President is responsible for generally directing the University's major activities. Other administrative responsibilities of this functional area include: institutional advancement (community relations; local, federal, and state government relations; communications, corporate relations; development), alumni affairs, and legal affairs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,733.1	7,408.9	7,420.0
Other Non Appropriated Funds	10,792.5	10,732.5	10,911.1
Federal Funds	70.2	69.7	71.3
<b>Program total</b>	<b>16,595.8</b>	<b>18,211.1</b>	<b>18,402.4</b>
<b>FTE Positions</b>	<b>70.6</b>	<b>71.9</b>	<b>75.5</b>

◆ **Goal 1** To enhance community support for the work of the University in the larger community

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Gifts to or for the benefit of the University (projection of cash income in millions of dollars)	450	454	468
President's meetings with community and business groups	402	380	380
Alumni who rate their overall University experience as good or excellent (percent)	95	96	96

**Subprogram Summary**  
 UAA 5.2  
 HUMAN RESOURCES  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**  
 To create partnership with the University of Arizona community, we attract and engage the world-class human capital required to produce world-class results.

**Description:**  
 Human Resources provides a full range of employment programs that support the research, teaching and services programs of the University of Arizona including: recruitment, compensation planning and development, benefits administration, employee advising, employee and organizational development, performance management, conflict resolution, qualified tuition reduction application administration, and employee assistance, wellness, and child and elder care resources.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,763.3	2,684.1	2,688.1
Other Non Appropriated Funds	1,274.6	1,251.9	1,273.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>4,037.9</b>	<b>3,936.0</b>	<b>3,961.1</b>
<b>FTE Positions</b>	<b>45.9</b>	<b>46.7</b>	<b>49.1</b>

◆ **Goal 1** To attract and engage a diverse and high quality workforce.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Minority employees in administrative, faculty, professional and classified positions (percent)	28	28	28
Number of community job fairs in which Human Resources participates	6	8	8

◆ **Goal 2** To achieve an environment and culture that supports all members of the University of Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
UA Life & Work Connections contacts per year	9,719	10,000	11,000
Number of employees utilizing the childcare voucher program	242	250	260
Number of employees registered for the sick childcare program	169	200	205

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

◆ **Goal 3** To provide development opportunities for all employees to improve retention and productivity.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of employees who utilize the faculty and staff Qualified Tuition Reduction program to pursue higher education opportunities	2,230	2,200	2,200
Number of employees participating in professional development programs	1,477	1,700	1,700
Mean response to the professional development course evaluation question: "On a scale of 1-5 (with 5 being best), how well did this course address its learning objectives?"	4.4	4.4	4.4

Average days to make a payment to an outside vendor/service provider 7 8 6

UAA 5.3 **Subprogram Summary**  
**BUSINESS AFFAIRS**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

UAA 5.4 **Subprogram Summary**  
**ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS**  
 Edward Frisch, Asst. V.P., Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To provide and manage efficiently and effectively the infrastructure services and the related resources that are required to support the University's mission of teaching, research and public service.

**Description:**

Areas of responsibility include budget preparation, financial accounting reporting, payroll, audit, contract oversight, purchasing of goods and services, printing and publishing, University security, Campus Planning, Facilities Design and Construction, 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 Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	60,493.7	82,583.0	96,413.8
Other Non Appropriated Funds	94,970.6	98,511.5	100,329.8
Federal Funds	551.2	547.9	559.9
<b>Program total</b>	<b>156,015.5</b>	<b>181,642.4</b>	<b>197,303.5</b>
<b>FTE Positions</b>	<b>1,045.1</b>	<b>1,064.9</b>	<b>1,095.5</b>

◆ **Goal 1** To improve efficiency and effectiveness of operations, maintenance, and repair services.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Cost of maintenance and repairs per gross square foot of University facilities (in dollars)	2.98	3.27	3.52
Heating and cooling expenditures per gross square foot (in dollars)	2.91	3.20	3.67

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Parking permits sold to entire campus (percentage)	30.4	29.0	29.0
Shuttle usage (in thousands)	504	510	515
Carpools	1,781	1,800	1,825

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Square footage of leased space (in thousands)	1,103	1,150	1,191

**Mission:**

To 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.

**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 Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,568.2	12,915.0	13,084.3
Other Non Appropriated Funds	27,156.2	26,673.2	27,122.5
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>35,724.4</b>	<b>39,588.2</b>	<b>40,206.8</b>
<b>FTE Positions</b>	<b>78.4</b>	<b>79.8</b>	<b>83.8</b>

◆ **Goal 1** To build a robust online self-service environment that fosters an electronic community.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Number of self-service web applications	110	118	125

◆ **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 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Network bandwidth to/from off-campus (Mb) -- (includes all external connectivity)	3,000	3,000	3,000



UHA 0.0 **Agency Summary**  
 UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER  
 Dr. Robert N. Shelton, President  
 Phone: (520) 621-7766  
 A.R.S. § 15-601

**Mission:**

*To provide distinguished undergraduate, graduate, and professional health sciences education; to engage in basic and applied research of regional, national, and international significance; to create and disseminate knowledge; and to seek to integrate creative achievement into everyday life.*

**Description:**

The Arizona Health Sciences Center (AHSC) in Tucson is the state's only academic health sciences center. It provides the State and its people education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, 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.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ACADEMIC AFFAIRS	208,355.1	222,443.3	241,039.1
➤ ORGANIZED RESEARCH	64,713.6	64,246.9	65,427.0
➤ COMMUNITY OUTREACH	4,104.5	5,191.2	5,248.9
<b>Agency Total:</b>	<b>277,173.2</b>	<b>291,881.4</b>	<b>311,715.0</b>

**Funding and FTE Summary:**

(Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	82,334.8	95,112.9	110,449.6
Other Non Appropriated Funds	98,139.0	99,725.1	102,169.0
Federal Funds	96,699.4	97,043.4	99,096.4
<b>Program total</b>	<b>277,173.2</b>	<b>291,881.4</b>	<b>311,715.0</b>
FTE Positions	920.4	967.3	1,028.9

**Strategic Issues:**

**Issue 1 Providing a Health Workforce to Meet the State's Changing Needs and Expectations**

Providing distinguished undergraduate, graduate and professional health sciences education is crucial to increasing recruitment to fulfill the growing demand for physicians, nurses, pharmacists and allied health professionals throughout the State. Cooperative relationships with community colleges within Arizona can be enhanced and expanded with multidiscipline-teaching models at AHSC and the other institutions of learning in Arizona; models that would provide the strategic planning basis for statewide education in the allied health professions.

**Issue 2 Enhancing the Leadership Role of AHSC in Biomedical Research**

Engaging in basic and applied scholarly research in scientific matters critical to state, regional, national and international populations demands major contributions in multidisciplinary research and education as they pertain to the basic understanding, prevention, diagnosis and treatment and control of various diseases and debilitating conditions. Such contributions will require initiating new programs in discovery, design and development of innovative medications that will lead to groundbreaking therapies. Extramural funding and laboratory space to support a leader in biomedical research will have to be found by providing opportunities for collaboration with the burgeoning biotechnical and biosciences industries.

**Issue 3 Serving the Health Care Needs of the People of Arizona**

Initiating through a multidisciplinary approach new programs for more

effective health care delivery and the promotion of health throughout the State will necessitate advanced educational and training programs for health care professionals, health-care industry personnel and the public.

**Issue 4 Achieving an Environment and Culture that Supports All Members of the University Community**

Increasing professional development opportunities for all employees within AHSC and the University will contribute to the interaction and collaboration with community members and business partners throughout Arizona. Focusing on the excellence of each diverse individual and the contributions brought by such diversity furthers the collaborative, multidisciplinary process and creates an atmosphere where enormous strides can and will be made.

**Issue 5 Serving a Diverse Population**

The University must ensure a rich mix of cultural, ethnic, social, and racial backgrounds and viewpoints among its students, faculty, staff, and administrators. Improving this mix will enhance the quality of the student experience on campus and better prepare students to be responsible and productive members of the emerging global society.

UHA 1.0 **Program Summary**  
 ACADEMIC AFFAIRS  
 Edward Frisch, Asst. VP Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To provide top-quality health sciences educational programs at the undergraduate, graduate, and professional levels that will attract and graduate an excellent and diverse student body.*

**Description:**

Academic Affairs includes activities carried out in the Colleges of Medicine, Nursing, Pharmacy, and Public Health, 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.

**This Program Contains the following Subprograms:**

- ▶ College of Medicine
- ▶ College of Nursing
- ▶ College of Pharmacy
- ▶ Arizona Health Sciences Library
- ▶ Academic Support
- ▶ College of Public Health
- ▶ College of Medicine, Phoenix Campus

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	77,227.3	88,688.6	104,020.1
Other Non Appropriated Funds	68,370.8	70,478.7	72,430.0
Federal Funds	62,757.0	63,276.0	64,589.0
<b>Program total</b>	<b>208,355.1</b>	<b>222,443.3</b>	<b>241,039.1</b>
FTE Positions	889.5	932.9	993.3

UHA 1.1 **Subprogram Summary**  
 COLLEGE OF MEDICINE  
 Edward Frisch, Asst. VP Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

*To provide 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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	47,720.5	52,220.6	58,188.2
Other Non Appropriated Funds	47,833.5	50,279.2	51,892.4
Federal Funds	43,253.0	43,880.6	44,771.1
<b>Program total</b>	<b>138,807.0</b>	<b>146,380.4</b>	<b>154,851.7</b>
<b>FTE Positions</b>	<b>615.2</b>	<b>627.6</b>	<b>674.5</b>

◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of students passing Step I of the United States Medical Licensing Exam on the first try	97	98	98
Percent of students passing Step II of the United States Medical Licensing Exam on the first try	94	95	95
Percent of students indicating satisfied or very satisfied with their medical education on the Association of American Medical Colleges graduation questionnaire	97	98	95

◆ **Goal 2** To provide educational experiences that promote career decisions for practicing a primary care specialty and/or practicing in a rural community.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Students in the graduating class who have completed a rural rotation during medical school (percent)	21	35	35
Students entering primary care residencies (percent)	46	48	50

◆ **Goal 3** To provide education programs to keep practitioners in Arizona abreast of recent advances in medical knowledge and therapeutics.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Arizona physicians completing continuing medical education courses at the College of Medicine	2,840	3,000	3,000

◆ **Goal 4** To maintain the leadership role of the College of Medicine in biomedical research.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Extramural funding for departmental research (in millions of dollars) *less College of Public Health	128	130	145

◆ **Goal 5** To provide an adequate patient base to fulfill the College of Medicine's education and research missions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Patients seen in out-patient facilities (in thousands)	689	700	700
Patients admitted to University Medical Center	20,825	21,250	21,250

◆ **Goal 6** To offer graduate medical education programs that meet standards of excellence.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Residents passing United States Medical Licensing Exam (USMLE), step 3 (percent)	100	100	100
Residents passing specialty board examinations (percent)	93	95	95

◆ **Goal 7** To provide the majority of first year postgraduate residency positions (PGY I) for graduates interested in primary care.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
PGY I residency positions in primary care (percent)	58	60	60
PGY I residency positions in family practice (percent)	13	10	12

◆ **Goal 8** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	.3	.8	.8
Majors/FTE faculty (T/TE)	.3	.3	.3
External funding obtained/FTE Faculty (T/TE)	462,650	471,900	475,000
SCH/Faculty FTE (T/TE)	182	175	175

◆ **Goal 9** To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted BA/BS and MA/MS	118	125	125
Number of degrees granted-PhD and 1st Professional	118	125	125

2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

UHA 1.2	<b>Subprogram Summary</b>
	COLLEGE OF NURSING
Edward Frisch, Asst. VP	Resource Planning & Management
Phone: (520) 621-7766	
A.R.S. § 15-1601	

**Mission:**

*To provide undergraduate, graduate, and professional nursing education; to generate and expand nursing knowledge; and to provide service to the community.*

**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 of Nursing also offers an ADN-MS pathway for qualified graduates of associate degree nursing programs to obtain the BSN and MS degrees in Nursing. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,079.0	6,168.6	6,323.8
Other Non Appropriated Funds	6,374.0	6,260.6	6,366.0
Federal Funds	2,966.2	2,948.2	3,012.5
<b>Program total</b>	<b>16,419.2</b>	<b>15,377.4</b>	<b>15,702.3</b>
<b>FTE Positions</b>	<b>72.6</b>	<b>73.9</b>	<b>77.6</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
BSN graduates passing NCLEX-RN exam (percent)	92.95	90	90

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Faculty who hold national certification in their specialty area	51	50	50
Faculty who are Fellows of the American National Academies of Nursing (percent)	28	25	25
Faculty who serve in leadership positions in local, regional, or national organizations (percentages beginning FY 2001)	64	60	60

- ◆ **Goal 3** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE Faculty (T/TE)	9	10	10
Majors/FTE Faculty (T/TE)	23	25	25
External Funding Obtained/FTE Faculty (T/TE)	200,000	200,000	200,000
SCH/Faculty FTE (T/TE)	511	515	525

- ◆ **Goal 4** To respond to the State's nurse shortage by increasing well-qualified graduates.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of Degrees Granted BA/BS and MA/MS	166	200	200
Number of degrees granted-PhD	14	17	17

UHA 1.3	<b>Subprogram Summary</b>
	COLLEGE OF PHARMACY
Edward Frisch, Asst. VP	Resource Planning & Management
Phone: (520) 621-7766	
A.R.S. § 15-1601	

**Mission:**

*To educate and prepare professional students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become highly skilled, ethical, and compassionate pharmacists and graduate students to become ethical, productive and innovative scientists. Upon graduation these students will contribute to the universal goals of optimizing rational, safe and cost-effective drug therapy and conducting research and other investigative endeavors that will lead to new discoveries and experiences in the pharmaceutical sciences. Our mission is accomplished by educating and preparing professional and graduate students to be exemplary pharmacists and scientists in a diverse, ever-changing health care system; providing essential services to patients, communities and the profession; and, conducting innovative research.*

**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 and Pharmaceutical scientists who will become tomorrow's innovative researchers in academia and industry. The professional program (Pharm.D) is designed to develop professionally competent and academically well rounded pharmacists. Graduate studies lead to the Master of Science and PH. D. degrees in pharmaceutical sciences and pharmacology.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,946.5	8,518.3	11,937.9
Other Non Appropriated Funds	6,372.1	6,258.7	6,364.2
Federal Funds	8,220.6	8,170.8	8,349.1
<b>Program total</b>	<b>21,539.2</b>	<b>22,947.8</b>	<b>26,651.2</b>
<b>FTE Positions</b>	<b>60.7</b>	<b>61.9</b>	<b>64.9</b>

- ◆ **Goal 1** Prepare students for success in their chosen fields by providing the highest-quality professional pharmacy curriculum and graduate education programs.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
PharmD graduates placed (percent)	100	100	100
Residents/ fellowships placed (percent)	100	100	100
Students passing the State board examination (percent)	100	100	100
Tenured and tenure- track teaching in professional programs (percent)	100	100	100

- ◆ **Goal 2** Maintain and strengthen the quality of research activities to enhance the quality of the professional and graduate education programs, the profession and health of the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Extramural grant support per FTE faculty (in thousands of dollars)	318.8	325	340
Extramural research funding received by faculty (in millions of dollars)	11.54	14	15

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Rank of School of Pharmacy by NIH Funding                    6                    5                    4

◆ **Goal 3**    Provide service, education, and research programs to the public and professional communities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Attendance at outreach programs (in thousands)	23.6	22	22
Continuing education hours to professionals	300	300	300
Average participant satisfaction with program as measured on a 1-5 scale (5=highest)	4	4	4

◆ **Goal 4**    To attain a level of tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to a premier research university.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Degrees/FTE faculty (T/TE)	3.23	3.4	3.6
Majors/FTE faculty (T/TE)	14.29	14.5	15
External funding obtained/FTE Faculty (T/TE)	401,000	420,000	436,000
SCH/Faculty FTE (T/TE)	389	400	425

◆ **Goal 5**    To graduate as many well qualified students as possible.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of degrees granted MA/MS	4	5	5
Students with research/capstone experience	87	99	94
Number of degrees granted Ph.D/Pharm D	12/75	23/76	15/79

**Subprogram Summary**

UHA 1.4                    ARIZONA HEALTH SCIENCES LIBRARY

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

**Mission:**

*To improve health by providing quality information to advance education, research and patient care in Arizona and the Southwest.*

**Description:**

This specialized library, which serves University Medical Center as well as the Colleges of Medicine, Nursing, Pharmacy, and Public Health, the School of Health Professions, and other related graduate fields of study, contains almost 220,000 cataloged volumes and provides access to 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,422.7	3,322.4	3,601.0
Other Non Appropriated Funds	828.3	813.6	827.3
Federal Funds	64.8	64.4	65.8
<b>Program total</b>	<b>4,315.8</b>	<b>4,200.4</b>	<b>4,494.1</b>
<b>FTE Positions</b>	<b>40.3</b>	<b>41.1</b>	<b>43.1</b>

◆ **Goal 1**    To teach students and faculty the most effective methods of accessing and managing health sciences information.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Classes being offered	399	400	425
Students and faculty attending classes	4,241	4,250	4,500

◆ **Goal 2**    To assure access to information resources in the health sciences on-site and off-site.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Resources (print and non- print) circulated from the collection	26,102	24,000	22,000
Resources (print and non- print) used in the library (in thousands)	26.8	23	20
Web usage of electronic journals (In thousands)	770	800	825

**Subprogram Summary**

UHA 1.5                    ACADEMIC SUPPORT

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

**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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,825.1	895.6	896.7
Other Non Appropriated Funds	3,446.6	3,385.3	3,442.3
Federal Funds	226.8	225.4	230.3
<b>Program total</b>	<b>5,498.5</b>	<b>4,506.3</b>	<b>4,569.3</b>
<b>FTE Positions</b>	<b>26.9</b>	<b>27.4</b>	<b>28.7</b>

◆ **Goal 1**    To enhance the level of scholarship in the development and delivery of instructional programs and enhance student success in the curricula \*SMEP cancelled 7/1/04

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Participants in faculty development programs (AHSC)	209	215	215
Programs evaluated	76	75	75
Student visits to academic counselors (AHSC)	7,120	7,200	7,200

◆ **Goal 2**    To provide an environment that facilitates access to excellence in informational, audiovisual, and other educational materials in support of teaching, research, and service functions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Positive customer response to service quality surveys (percent)	93	95	95
Labor Efficiency Index measured at Total Division Budget per billed instructional support services hours (in dollars per hour)	85	80	80
Material Production Efficiency Index measured as Total Division Budget per number of billed instructional material items (in dollars per item)	33	30	30

◆ **Goal 3**    To provide teleconferencing in support of the growth of the educational outreach and telemedicine missions of the Arizona Health Sciences Center.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Courses and events carried on AHSC Interactive Video Network in support	353	400	400

of AHSC Phoenix Programs and the Arizona Graduate Program in Public Health

Events per rural site delivered as part of Arizona Telemedicine Network 130 165 165

**UHA 1.6 Subprogram Summary**  
**COLLEGE OF PUBLIC HEALTH**  
 Edward Frisch, Asst. VP Resource Planning  
 Phone: (520) 621-7766  
 A.R.S. § 15-601

**Mission:**  
*To promote the health of individuals and communities with a special emphasis on diverse populations and the Southwest.*

**Description:**  
 Established in January 2000 by the Arizona Board of Regents, the UA Zuckerman College of Public Health is currently the only nationally accredited school of public health in the twelve state western mountain region. The UA Zuckerman College of Public Health provides both graduate and undergraduate education in population-based health disciplines: 1) The Master in Public Health (MPH) degree with concentrations in Biostatistics, Environmental and Occupational Health, Epidemiology, Family and Child Health, Health Education and Behavioral Sciences, and Public Health Policy and Management, all of which provide students with a sound academic background for competent public health practice; 2) The Master of Science (MS) in Epidemiology; 3) The Doctor of Philosophy (PhD) in Epidemiology and Biostatistics (established in 2007); 4) The Doctor of Public Health (DrPH), also established in 2007, is an advanced, professional degree program designed for the student who has an MPH degree or its equivalent and who intends to pursue a leadership career as a public health professional. The DrPH program currently offers two focus areas of concentration: Public Health Policy and Management or Maternal and Child Health; and 5) The Bachelors of Science in Health Sciences degree with a major in Health Education, offering tracks in community health education and school health education. The Zuckerman College of Public Health received renewal of accreditation in June 2006 for the maximum term, seven years.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,447.1	5,161.8	9,171.2
Other Non Appropriated Funds	2,655.4	2,608.2	2,652.1
Federal Funds	7,657.6	7,611.2	7,777.3
<b>Program total</b>	<b>15,760.1</b>	<b>15,381.2</b>	<b>19,600.6</b>
FTE Positions	39.5	40.2	42.2

- ◆ **Goal 1** To build and outstanding and diverse college community at the forefront of discovery.
- ◆ **Goal 2** To extend the concept of a "land grant university" to ensure that the Zuckerman College of Public Health is a model within the UA and across the nation linking scholarship and creativity to address societal and community needs.
- ◆ **Goal 3** To Achieve a strong financial foundation
- ◆ **Goal 4** To increase our recognition among the accredited schools and colleges of public health as a college that is committed to an outstanding educational experience and connected to our community and the world.

**UHA 1.7 Subprogram Summary**  
**COLLEGE OF MEDICINE, PHOENIX CAMPUS**  
 Edward Frisch, Asst. VP  
 Phone: (520) 621-7766

**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.*

**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. (New program, no students yet)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,786.4	12,401.3	13,901.3
Other Non Appropriated Funds	860.9	873.1	885.7
Federal Funds	368.0	375.4	382.9
<b>Program total</b>	<b>6,015.3</b>	<b>13,649.8</b>	<b>15,169.9</b>
FTE Positions	34.3	60.8	62.3

- ◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.
- ◆ **Goal 2** To provide educational experiences that promote career decisions for practicing a primary care specialty and/or practicing in a rural community.
- ◆ **Goal 3** To provide education programs to keep practitioners in Arizona abreast of recent advances in medical knowledge and therapeutics.
- ◆ **Goal 4** To maintain the leadership role of the College of Medicine in biomedical research.
- ◆ **Goal 5** To provide an adequate patient base to fulfill the College of Medicine's education and research missions.
- ◆ **Goal 6** To offer graduate medical education programs that meet standards of excellence.
- ◆ **Goal 7** To provide the majority of first year postgraduate residency positions (PGY I) for graduates interested in primary care.
- ◆ **Goal 8** To attain a level of tenure/tenure eligible faculty that is

effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

- ◆ **Goal 9** To graduate as many well qualified students as possible.

UHA 2.0	<b>Program Summary</b>
	ORGANIZED RESEARCH
	Edward Frisch,, Asst. VP Resource Planning& Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

**Mission:**

*To provide high quality multidisciplinary biomedical research in areas important to the health care community and public; to promote the application of economics and socio-behavioral sciences to pharmaceutical research, education and service; to make available to trainees leading edge knowledge and the most modern technology; to promote healthier lifestyles through education of the public; and to provide service to state and federal agencies and the private sector.*

**Description:**

The organized research centers include the Arizona Arthritis Center, Arizona Cancer Center, the Arizona Center on Aging, the Arizona Emergency Medicine Center, the Respiratory Sciences Center, the Steele Memorial Children's Research Center, the University Heart Center, the Liver Research Institute, 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, and disease prevention and control; and technology development.

**This Program Contains the following Subprograms:**

- ▶ Health Sciences Organized Research Centers and Administration

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,893.7	4,124.8	4,129.9
Other Non Appropriated Funds	28,063.2	27,564.1	28,028.4
Federal Funds	32,756.7	32,558.0	33,268.7
<b>Program total</b>	<b>64,713.6</b>	<b>64,246.9</b>	<b>65,427.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.5</b>	<b>26.7</b>

UHA 2.1	<b>Subprogram Summary</b>
	HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADMINISTRATION
	Edward Frisch, Asst. VP Resource Planning & Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

**Mission:**

*To 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.*

**Description:**

The organized research centers include the Arizona Cancer Center, the Respiratory Sciences Center, the University Heart Center, the Center for Toxicology, the Center for Health Outcomes, the Arizona Center on Aging, the Liver Research Institute, 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, and disease prevention; and technology development.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,893.7	4,124.8	4,129.9
Other Non Appropriated Funds	28,063.2	27,564.1	28,028.4
Federal Funds	32,756.7	32,558.0	33,268.7
<b>Program total</b>	<b>64,713.6</b>	<b>64,246.9</b>	<b>65,427.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.5</b>	<b>26.7</b>

- ◆ **Goal 1** To promote excellence in basic and clinical research, patient care, education, and training.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	68	70	70
Patients rating patient care as excellent in satisfaction survey (percent)	98	98	98

- ◆ **Goal 2** To establish a stable funding base to support research, education, and service activities.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Research grants and contracts (in millions of dollars)	46	64	64
Private donations (in millions of dollars)	15	15	15

- ◆ **Goal 3** To provide education and training programs for regional, national, and international health care professionals, health care industry personnel, and the public.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Training programs/workshops/lectures	214	240	240

**UHA 3.0** **Program Summary**  
 COMMUNITY OUTREACH  
 Edward Frisch, Asst. VP  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To provide the citizens of the State of Arizona access to poison and medication-related emergency treatment assistance and to develop a rural telemedicine network which can improve rural health care.

**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.

**This Program Contains the following Subprograms:**

- ▶ Arizona Poison and Drug Information Center
- ▶ Telemedicine

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,213.8	2,299.5	2,299.6
Other Non Appropriated Funds	1,705.0	1,682.3	1,710.6
Federal Funds	1,185.7	1,209.4	1,238.7
<b>Program total</b>	<b>4,104.5</b>	<b>5,191.2</b>	<b>5,248.9</b>
<b>FTE Positions</b>	<b>5.9</b>	<b>8.9</b>	<b>8.9</b>

**UHA 3.1** **Subprogram Summary**  
 ARIZONA POISON AND DRUG INFORMATION CENTER  
 Edward Frisch, Asst. VP Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To serve 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.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	61.6	61.7
Other Non Appropriated Funds	1,484.7	1,458.3	1,482.9
Federal Funds	182.4	181.3	185.2
<b>Program total</b>	<b>1,667.1</b>	<b>1,701.2</b>	<b>1,729.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Call volume per year (in thousands)	72.5	72	72
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center	yes	yes	yes

- ◆ **Goal 2** To provide poison prevention to individual citizens, organizations, and the public at large.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Educational items distributed (in thousands)	74.6	75	75
Health professionals participating in continuing education programs	2000	2000	2000

**UHA 3.2** **Subprogram Summary**  
 TELEMEDICINE  
 Edward Frisch, Asst. VP Resource Planning & Management  
 Phone: (520) 621-7766  
 A.R.S. § 15-1601

**Mission:**

To develop a rural telemedicine network in Arizona and provide telemedicine services to selected sites.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,213.8	2,237.9	2,237.9
Other Non Appropriated Funds	220.3	224.0	227.7
Federal Funds	1,003.3	1,028.1	1,053.5
<b>Program total</b>	<b>2,437.4</b>	<b>3,490.0</b>	<b>3,519.1</b>
<b>FTE Positions</b>	<b>5.9</b>	<b>7.9</b>	<b>7.9</b>

- ◆ **Goal 1** To establish telemedicine network infrastructure.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Sites developed and operational	172	176	180

- ◆ **Goal 2** To provide specialty patient care in rural communities and secure State institutions.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
CME sessions	299	315	325
ADM Sessions	86	95	100

VSA 0.0 **Agency Summary**  
 ARIZONA DEPARTMENT OF VETERANS' SERVICES  
 R. Gregg Maxon, Director  
 Phone: (602) 255-3373  
 A.R.S. §§ 41-601 et seq.

**Mission:**

*To enrich and honor Arizona's veterans and their families through education, advocacy, and service.*

**Description:**

The Arizona Department of Veterans' Services assists veterans, their dependents, and/or survivors in developing and filing claims through the U.S. Department of Veterans Affairs to obtain federal entitlements in areas of disability, pension, insurance, burial, etc. The Department also provides fiduciary services to incapacitated veterans, surviving spouses, or minor children. In addition, the Department operates the Arizona State Veteran Home, a 200-bed skilled nursing facility, to provide long-term care services to veterans and their spouses. The Department operates a state veteran cemetery in Sierra Vista and will be opening a second in the northern part of the state. The ADVS is designated as the "State Approving Agency," and is responsible for approving and supervising all institutions and establishments in Arizona that offer education and training to veterans.

**Agency Summary:** (\$ Thousands)

Program	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ ADMINISTRATION	3,280.7	2,715.1	2,702.3
➤ VETERANS' CONSERVATORSHIP / GUARDIANSHIP	1,177.1	1,477.7	1,210.7
➤ VETERANS' SERVICES	2,099.9	3,186.2	3,047.0
➤ STATE VETERANS' HOMES	13,231.9	17,298.3	16,236.5
➤ STATE VETERANS' CEMETERIES	363.7	443.3	386.3
<b>Agency Total:</b>	<b>20,153.3</b>	<b>25,120.6</b>	<b>23,582.8</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	5,087.2	9,284.8	8,220.6
Other Appropriated Funds	13,909.9	14,487.8	14,014.2
Other Non Appropriated Funds	1,156.2	1,348.0	1,348.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>20,153.3</b>	<b>25,120.6</b>	<b>23,582.8</b>
<b>FTE Positions</b>	<b>308.7</b>	<b>385.3</b>	<b>385.3</b>

**Strategic Issues:**

**Issue 1** *Injuries of returning service personnel are more profound than in previous combat situations. In addition to multiple traumas, returning service personnel often have less obvious injuries and experience more difficulty transitioning to civilian life.*

Recently discharged veterans who have service-connected disabilities require different medical and counseling services than those provided in the past. Traumatic brain injury (TBI) and post-traumatic stress disorders (PTSD) are often more difficult to diagnose and treat. While the U.S. Department of Veterans Affairs has formed polytrauma units to speak to the unique needs of severely wounded personnel, the Department must provide long-term care for much younger veterans who may require care for several decades. The traditional long-term care services provided by state veteran homes will not meet the needs of these types of disabled veterans.

**Issue 2** *In its report to the Governor and the Arizona Legislature in January 2006, the Arizona Veterans Task Force identified*

*the need for:*

- 1. 40 additional Veterans Benefits Counselors (VBCs) and**
- 2. 15 full-time equivalent positions to support outreach efforts and ongoing agency operations (such as financial services, human resources, information technology, purchasing, and fiduciary).**

The Executive and Legislative branches worked together to add 21 new VBCs and 4 support staff to the for FY 2008. Although these additions were a positive step toward adequately serving the veterans living in the state, the agency did not meet the standards of a minimum of 1 VBC for each 5,000 to 10,000 veterans in the state. For FY 2008, 19 additional VBCs and 11 support personnel were also appropriated. Funds were available as of 7/1/07, but the recruiting and training process is expected to take several months to be completed.

**Issue 3** *A national veteran cemetery is located in north Phoenix and a state cemetery was opened in Sierra Vista in December 2002. The cemetery in Phoenix is rapidly reaching capacity and there may not be an option to expand. The Department will build a second state cemetery to serve the needs of an aging veteran population in northern Arizona. The cemetery in Sierra Vista needs to open Phase 2 of the Master Plan in order to accommodate the rate of interments in the southern part of the state.*

The Department acquire the land before the U.S. Department of Veterans Affairs will approve a grant to fund cemetery construction.

**Issue 4** *Arizona veterans requiring skilled nursing care are underserved in Arizona and the situation is projected to worsen. Arizona needs to build 4 additional long-term care facilities (at an average of 180 beds each) in order to serve the current veteran population. The first state veteran home to be built will be on land obtained from the VA Medical Center in Tucson. The Department has been provided \$10 million to be used as a state match to build a home in Tucson.*

The agency currently operates a single 200-bed skilled nursing facility in Phoenix. The U.S. Department of Veterans Affairs (VA) has recognized Arizona's need for 1,068 additional nursing home beds based on the number of veterans living in the state. The VA provides grants to states to pay 65% of the cost to build state-operated veteran homes. Once operational, the VA pays a per diem for veterans who are residents of the facility. The Department will need to identify unique partnerships in order to move the funding priority for the Tucson facility to be built on property currently held by the Southern Arizona VA Medical Center in Tucson.

**Issue 5** *There is a shortage of nurses and paraprofessional workers in long-term care.*

The present nursing shortage is going to extend to 2020 with an estimated 400,000 RN vacancies in the nation. A number of factors are contributing to the shortage: an increase in the average age of nurses, decreased school enrollment, increased career opportunities for women, and nurse "burn-out." Additionally, a number of social and economic trends are going to affect the healthcare delivery system in the future, such as: aging of the population, increased technology, the increase of the health/wellness movement, changes in employee's work ethic, influence of Generation X and Dot.com workers, and scarcity of entry-level and low-wage workers. Long-term care providers nationwide report unprecedented vacancies and turnover rates for paraprofessional workers. The media, federal and state policymakers, and the industry itself are beginning to acknowledge the labor shortage crisis and its potentially negative consequences for quality of care and quality of life.

**Issue 6** *Veteran population estimates indicate that 49% of all veterans living in the state in the year 2020 will be over 65 years old. The agency participated in the development of Aging 2020 – Arizona's Plan for an Aging Population, which was established by Governor Napolitano's Executive Order 2004-07 and developed strategies described below:*

- Add Veterans Benefits Counselors to allow seniors to access benefits that are due to them.
- Inform providers of available Fiduciary Division services and market that service as a community resource.
- Develop a plan to staff the state Veteran Home to be opened in Tucson.



**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

- Ensure the Fiduciary staff-to-client ratio is within levels acceptable to the Arizona Supreme Court.
- Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in effective recruiting of personnel for the nursing department at each State Veteran Home in the state.
- Provide outreach to and recruit newly discharged military personnel as part of their discharge planning. Work with military bases to match the military occupation of those being discharged with the vacancies available at the State of Arizona.
- Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the state. Veterans can work for the state while obtaining Montgomery GI Bill educational benefits.
- Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training programs, and assist managers facing increasing work demands with limited human resources.
- Plan construction of future Veterans Home facilities based on the Phoenix model.
- Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa Workforce Development, Arizona State University-Educational Opportunity Center, Veterans Upward Bound Program, and Educational Opportunity Center, Arizona Department of Economic Security DVOP/LVER programs, and private universities such as Charter Oak and Excelsior) to provide career counseling to veterans.
- Renew efforts to change existing laws by working with state lawmakers to increase the maximum amount of fees the Fiduciary Division can collect.

veteran (in dollars)			
Expenditures of federal dollars in Arizona by the U.S. Department of Veterans Affairs (in millions of dollars)	1574	1,577	1,580
The number of federal dollars per veteran entering the Arizona economy (expressed as dollars per Veteran per year)	4892	5129	5249
Total federal dollars (military retiree pay for veterans residing in Arizona, VA expenditures in Arizona, and Veterans Employment Funding in Arizona from the Department of Labor) entering the Arizona economy. (expressed in billions of dollars.)	2.69	2.8	2.84
Administration as a percentage of total agency budget	9	10.5	11.2

◆ **Goal 3** To recruit, develop, and retain a capable and responsible staff dedicated to excellent customer service

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of agency staff turnover (covered positions) as reported by the Arizona Department of Administration	35.05	35.00	35.00

<p>VSA 1.0</p> <p align="center"><b>Program Summary</b></p> <p align="center">ADMINISTRATION</p> <p>Renee Dudden, Chief Financial Officer</p> <p>Phone: (602) 277-1370</p> <p>A.R.S. §§ 41-601 et. seq.</p>
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<p>VSA 2.0</p> <p align="center"><b>Program Summary</b></p> <p align="center">VETERANS' CONSERVATORSHIP / GUARDIANSHIP</p> <p>Greg Sulzer, Fiduciary Manager</p> <p>Phone: (602) 248-1554</p> <p>A.R.S. §§ 14-3203, 14-3301 and 41-605 et. seq.</p>
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**Mission:**  
*To provide internal agency-wide support by managing financial, human, and information technology resources. The State Approving Agency's mission is to support veterans reaching their educational goals by using their Montgomery G.I. Bill benefits.*

**Description:**  
The Administration program includes the Director's office, Financial Services, Information Technology, and Human Resources. Its responsibilities also include legislation, strategic planning, executive communications, media and community relations, special events/ projects, and fund raising functions. The State Approving Agency is also included in this program; it approves educational programs for veterans.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,034.0	1,631.3	1,568.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,246.7	1,083.8	1,133.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,280.7</b>	<b>2,715.1</b>	<b>2,702.3</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>44.3</b>	<b>44.3</b>

◆ **Goal 1** To assist, supervise, and monitor all Arizona educational institutions by providing quality and timely program approvals and technical assistance so that veterans can obtain their educational goals utilizing their Montgomery G.I. Bill benefits.

◆ **Goal 2** To ensure the availability of appropriated funds to benefit veterans.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General fund appropriation per	7.60	17.16	15.06

**Mission:**  
*To protect incapacitated veterans from exploitation and improve their quality of life.*

**Description:**  
The Fiduciary Division manages a program that serves as guardian, conservator, or representative payee for incompetent veterans, surviving spouses, and their dependent children and as personal representative for the estates of deceased veterans. The program is funded by a combination of General Fund appropriations and fees charged to clients for serving as their guardian, conservator, representative payee, or personal representative. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the Department through the budget appropriation process.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	499.1	730.3	488.0
Other Appropriated Funds	678.0	747.4	722.7
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,177.1</b>	<b>1,477.7</b>	<b>1,210.7</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>21.0</b>	<b>21.0</b>

◆ **Goal 1** To maximize our clients' quality of life through the delivery of fiduciary services to our clients.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of annual reports of guardian submitted by the due dates	100	100	100
Number of client visits	3200	3500	3500

◆ **Goal 2** To maintain unrestricted fiduciary certification from the Arizona Supreme Court.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Certified private fiduciary to client ratio	1:45	1:25	1:25
Human service specialist to client ratio	1:54	1:45	1:45

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◆ **Goal 3** To acquire and control client assets, invest and expend client funds prudently, and to accurately and timely report client financial transaction to the courts.

Percent of customers rating the delivery of services as good to excellent 99 95 95

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of annual accountings submitted by the due dates	100	100	100
Percent of annual accountings approved on first submission	100	100	100

◆ **Goal 4** To increase the number of clients served.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average monthly active caseload	314	335	360
Active caseload at end of fiscal year	321	350	375
Average monthly decedent caseload	38	35	35
Decedent caseload at end of fiscal year	41	35	35

◆ **Goal 5** To increase the aggregate amount of clients' assets managed.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Aggregate amount of protected clients' assets at end of fiscal year (in millions)	29.04	32.0	35.0

VSA 4.0	<b>Program Summary</b>
	STATE VETERANS' HOMES
	James D. R. Steven, Administrator
	Phone: (602) 248-1591
	A.R.S. § 41-608.01

**Mission:**

*To serve America's heroes by providing compassionate, professional care in a comfortable home-like environment.*

**Description:**

The Arizona State Veteran Home (ASVH) provides integrated health services in order to maximize the quality of life for each resident and to allow residents to function at their highest level. There are 150 beds designated as skilled nursing care and 50 beds for a specialized wandering/dementia unit. Programs are aimed at meeting long-term and short-term health care needs and encouraging wellness through preventive and rehabilitative services offered.

VSA 3.0	<b>Program Summary</b>
	VETERANS' SERVICES
	Mike Klier, Deputy Director
	Phone: (602) 255-3373
	A.R.S. §§ 41-603 et. seq.

**Mission:**

*To serve Arizona veterans and their families with information and assistance in securing their rightful benefits provided by state and federal law.*

**Description:**

The Veterans' Services Division provides a network of Veterans Benefits Counselors (VBCs) who give information, counsel, and assistance to veterans, their dependents, and survivors in matters pertaining to federal and state benefits earned by honorable service in the armed forces of the United States. There are offices located in Flagstaff, Kingman, Lake Havasu City, the metropolitan Phoenix area, Prescott, Sierra Vista, Tucson, and Yuma. VBCs travel to all 15 Arizona counties, developing and filing claims for federal and state benefits in areas of disability, pension, insurance, burial, education, home loan, social security, and other social services.

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	2,099.9	3,186.2	3,047.0
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>2,099.9</b>	<b>3,186.2</b>	<b>3,047.0</b>
<b>FTE Positions</b>	<b>40.0</b>	<b>67.0</b>	<b>67.0</b>

Funding and FTE Summary: (Thousands)	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	0.0	3,457.9	2,845.0
Other Appropriated Funds	13,231.9	13,740.4	13,291.5
Other Non Appropriated Funds	0.0	100.0	100.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>13,231.9</b>	<b>17,298.3</b>	<b>16,236.5</b>
<b>FTE Positions</b>	<b>209.7</b>	<b>247.0</b>	<b>247.0</b>

◆ **Goal 1** To achieve recognition for innovation and excellence in long term care.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
DHS quality rating achieved.	D	A	A
The number of daily participants in the Adult Day Health Care program (40 is the maximum allowed by the license)	7.7	0	0

◆ **Goal 2** To maintain financial self-sufficiency, operating the facility without the use of Arizona taxpayer funds.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average annual occupancy rate (in percent)	90.00	95.00	95.00
Annual cost of temporary (registry) staff (in thousands of dollars)	469.	175.00	100.
Average cost per patient day (in dollars)	201.0	210.	220.

◆ **Goal 1** To increase the VA monetary awards generated by claims and appeals filed by Veterans Benefits Counselors.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Monetary awards reported on claims and appeals filed by the state veterans' benefits counselors on behalf of Arizona veterans (expressed in millions of dollars for award the Department expects to receive)	87.351	107.46	110.68

◆ **Goal 2** To achieve the highest level of customer satisfaction in regards to services being offered and how those services are delivered.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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VSA 5.0 **Program Summary**  
 STATE VETERANS' CEMETERIES  
 Mike Klier, Deputy Director  
 Phone: (602) 255-3373  
 A.R.S. § 41-601.D

**Mission:**

*To provide a final resting place that honors the memory of Arizona veterans and their dependents.*

**Description:**

The Southern Arizona Veterans Memorial Cemetery (SAVMC) opened in December 2002 and was designed to meet the needs of southern Arizona veterans for the next 30 years. ADVS applied to the U.S. Department of Veterans Affairs for a grant to build a cemetery in the northern part of the state and is working on federal legislation at this time to acquire land for use as the northern Arizona cemetery.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	454.2	279.1	272.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-90.5	164.2	114.2
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>363.7</b>	<b>443.3</b>	<b>386.3</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1** To plan for cemetery construction required to meet the needs of Arizona veterans and their eligible dependents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of casketed burials for both veterans and dependents (expressed as vets/dependents)	121/29	189/37	130/37
Number of columbarium inurnments (expressed as veterans/dependents)	175/45	175/45	176/47

VTA 0.0 **Agency Summary**  
 VETERINARY MEDICAL EXAMINING BOARD  
 Jenna Jones, Executive Director  
 Phone: (602) 364-1738  
 A.R.S. § 32-2201

**Mission:**

*To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of veterinarians, veterinary technicians, veterinary premises, and animal crematories.*

**Description:**

The Board consists of nine members appointed by the Governor for five-year terms. The Board is responsible for licensing veterinarians, certifying veterinary technicians, registering veterinary medical premises, and licensing animal crematories. The Board administers examinations for veterinarians and veterinary technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	401.4	480.2	451.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>401.4</b>	<b>480.2</b>	<b>451.0</b>
<b>FTE Positions</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>

**Strategic Issues:**

**Issue 1 Access to public information via web site.**

The Agency plans to make information available to the public on its web site. Resources will be requested to accomplish this goal in FY 2008, depending on the availability of funding.

**Issue 2 Information Technology**

The Agency has recently converted its database from Paradox to a more current and user-friendly database program. With this update we will be able to tie our website to it to allow the public quick access to license verification and disciplinary actions. To date the funding has been unavailable to move forward with this project. It is our goal to continue to cut costs and thus allow us to enhance and improve the database to make it more time and cost efficient for our office and make the website tie in possible. In addition we would like to incorporate online license renewals but again, funding will need to be considered.

**Issue 3 Replace outdated computer equipment in order to be compatible with new software.**

The Agency plans to replace computer equipment and add software where needed so that Agency personnel will be able to more efficiently use and access the new database program. Again, to this point the funding has not been available to make this possible. The goal is to accomplish this in FY2008.

**Goal 1** To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Average number of calendar days from receipt to granting of license	60	60	60
Veterinary applications processed	186	145	145
Veterinary technicians certified	86	90	90
Administration as a % of total cost	7	7	7
Total number of premise renewals	645	0	560
Total number of veterinarians licensed annually, including renewals	1775	1750	1800
Total number of veterinary renewals	1760	10	1700
Total number of technician renewals	593	15	600

Total certified technicians 611 820 875

**Goal 2** To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of complaints docketed	79	80	85
Number of complaints resolved	78	75	80
Disciplinary actions	50	50	50
Average number of calendar days from receipt of complaint to resolution	65	80	80
Number of annual investigations conducted	177	150	150
Number of investigations resulting in enforcement action	50	50	50

**Goal 3** To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of Disciplinary actions to number of licensed veterinarians	3	3	3
Percent of customers responding excellent or good on customer satisfaction survey	93	90	90

**Goal 4** To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.

WCA 0.0 **Agency Summary**  
 DEPARTMENT OF WATER RESOURCES  
 Herb R. Guenther, Director  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-101 et seq.

WCA 1.0 **Program Summary**  
 AGENCY SUPPORT  
 Herb R. Guenther, Director  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-103, 45-105

**Mission:**

To ensure a long-term, safe, sufficient, and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner; and to promote the management of floodplains and dams to reduce loss of life and damage to property.

**Description:**

The Department of Water Resources (DWR) was established in 1980 to administer all state water laws except those laws relating to water quality. Primary responsibilities include implementing the Groundwater Code, supporting the adjudication of water rights, ensuring the safety of dams, flood management, implementing surface water laws, surveying water resources statewide, and assessing water quality in conjunction with the Department of Environmental Quality.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ AGENCY SUPPORT	7,825.4	7,884.5	8,695.5
➤ WATER RESOURCES AND STATEWIDE PLANNING	90,381.8	52,919.9	55,547.4
➤ DAM SAFETY AND FLOOD WARNING	3,060.3	1,582.1	1,636.1
<b>Agency Total:</b>	<b>101,267.5</b>	<b>62,386.5</b>	<b>65,879.0</b>

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	22,068.9	24,074.6	25,513.8
Other Appropriated Funds	156.6	1,124.6	1,100.4
Other Non Appropriated Funds	79,042.0	37,187.3	39,264.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>101,267.5</b>	<b>62,386.5</b>	<b>65,879.0</b>
FTE Positions	257.9	278.7	286.7

**Strategic Issues:**

**Issue 1 Protection of Arizona's interest in the Colorado River.**

The Department of Water Resources represents the State in negotiations with other lower basin states (California and Nevada), as well as all basin states, the federal government and Mexico. These negotiations include resolution of issues such as California overusing its allocation, Nevada soon growing beyond its allocation, surplus definition and allocation criteria, interstate water banking, endangered species, salinity control and how Mexican treaty rights to quality and quantity of water will be met.

**Issue 2 Streamline Agency programs and enhance water resource data through the use of internet-based application processes and access to data.**

Utilize internet-based applications to provide access to Agency data (water rights, well drilling and maps, and other imaged records) to interested parties in both the public and private sectors.

**Mission:**

To provide the Agency with efficient and cost effective centralized services to assist the Agency in meeting its goals.

**Description:**

General Services provides the management support necessary to manage the Agency efficiently. This program includes the following functional areas: budget, personnel, fiscal services, payroll, purchasing, mail delivery, copying, facilities and sub motor pool. The Agency's centralized data management functions provided through the Management Information Services subprogram are also a component of this program.

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	6,142.8	6,022.9	6,833.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,682.6	1,861.6	1,861.6
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>7,825.4</b>	<b>7,884.5</b>	<b>8,695.5</b>
FTE Positions	45.0	44.0	45.0

◆ **Goal 1** To provide timely, accurate and courteous ancillary management services to all customers.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of employees compliant with OSHA training and State loss control guideline requirements	100	100	100
Percent of agency staff indicating satisfaction with the availability and condition of motor pool equipment	100	100	100
Percent of customers indicating satisfaction with the accuracy, timeliness and courtesy of mail distribution	97	97	97

◆ **Goal 2** To assure that vendors and employees receive proper payments in a timely manner.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of vendors indicating satisfaction with the accuracy and timeliness of payments processed	96	96	96

◆ **Goal 3** To provide the Agency with timely financial reports that comply with State and federal regulations.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of financial reports distributed to users within seven days after month-end cut-off	88	88	88

◆ **Goal 4** To provide all Agency managers and supervisors with human resources support in the areas of personnel recruiting, training and employee relations.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of managers and supervisors indicating satisfaction with the services provided	98	98	98

◆ **Goal 5** To provide employees with direction in recruitment, training, grievance avoidance, grievance corrective action and employee relations counseling.

**Performance Measures**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of employees indicating satisfaction with the services provided	98	98	98

**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

- ◆ **Goal 6** To develop business database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of users satisfied with Relational Database Management System client-server applications	100	100	100

- ◆ **Goal 7** To provide a stable and secure network and desktop computing environment, reliable telecommunication services and technical support on all Agency hardware and software used by our customers.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of time servers are available during normal business hours	99	99	99
Average number of minutes per month that customers cannot access data because the system is not functioning properly	60	60	60
Computer systems developed/maintained	96	96	96

**WCA 2.0                      Program Summary**

**WATER RESOURCES AND STATEWIDE PLANNING**

Herb R. Guenther, Director  
 Phone: (602) 771-8500  
 A.R.S. Title 45

**Mission:**  
*To ensure a long-term, safe, sufficient and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner.*

**Description:**  
 This program is responsible for managing all surface water rights and groundwater rights. Included in this program are the development and implementation of water management plans and regulation of water use, collection of data necessary for management of the water supply, and support in the adjudication of water rights. Representation of the State on interstate water issues and provision of technical assistance to water users in the State are important program functions.

**This Program Contains the following Subprograms:**

- ▶ Groundwater Management
- ▶ Surface Water Administration and Adjudication
- ▶ Colorado River Management
- ▶ Statewide Planning
- ▶ Hydrology

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	13,320.3	16,779.4	17,353.6
Other Appropriated Funds	156.6	1,124.6	1,100.4
Other Non Appropriated Funds	76,904.9	35,015.9	37,093.4
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>90,381.8</b>	<b>52,919.9</b>	<b>55,547.4</b>
<b>FTE Positions</b>	<b>200.9</b>	<b>220.7</b>	<b>227.7</b>

**Subprogram Summary**

WCA 2.1                      **GROUNDWATER MANAGEMENT**

Sandy Fabritz-Whitney, Assistant Director  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-104, 45-401 et. seq.

**Mission:**  
*To achieve a long-term balance of water supply and demand on behalf of the citizens of Arizona by comprehensively managing, preserving and enhancing the groundwater supplies of the State.*

**Description:**  
 This subprogram is responsible for development and implementation of groundwater management plans, regulations and grant programs designed to reduce groundwater use to meet the goals of the Active Management Areas (AMAs). This subprogram includes the management of groundwater rights, well drillers, well construction and registries, and the measurement and monitoring of groundwater use and supplies throughout the State.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	5,931.5	7,065.0	6,555.3
Other Appropriated Funds	156.6	1,124.6	1,100.4
Other Non Appropriated Funds	2,434.3	2,375.3	3,002.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>8,522.4</b>	<b>10,564.9</b>	<b>10,658.5</b>
<b>FTE Positions</b>	<b>103.3</b>	<b>117.5</b>	<b>117.5</b>

- ◆ **Goal 1** To promote water conservation, groundwater recharge and the use of renewable resources in a fair and equitable manner, and to prevent unauthorized uses by developing groundwater rules and management plans in conjunction with stakeholders to make progress toward the goals of the Active Management Areas (AMAs).

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Per capita water use in the Active Management Areas (in acre feet)	2.74	2.74	2.74
Percent of water stored to groundwater pumped within the AMA's	25	25	25
Cumulative annual capacity of recharge projects permitted (in thousands)	1,700.00	1,700.00	1,700.00
Percent of surface water to total water used in CAP service area	75	75	75

- ◆ **Goal 2** To maintain a complete and accurate record of groundwater rights and uses in AMAs, irrigation non-expansion areas (INAs) and a registry of wells statewide.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of annual withdrawal reports voluntarily returned	96	96	96
Requests for new production wells (Notices of Intent) granted	7,100	7,100	7,100

**WCA 2.2 Subprogram Summary**  
**SURFACE WATER ADMINISTRATION AND ADJUDICATION**  
 Herb Guenther, Director  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-104, 45-151 et. seq.

**WCA 2.3 Subprogram Summary**  
**COLORADO RIVER MANAGEMENT**  
 Perri Benemelis, Manager  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-104, 45-105(A)(2), 45-107

**Mission:**

*To ensure a long-term, sufficient and secure water supply for the State by promoting, allocating and comprehensively managing in an environmentally and economically sound manner the rights and interests of the state's surface water resources for the citizens of Arizona.*

**Description:**

This subprogram is responsible for issuing permits for the right to use surface water (excluding the Colorado River). The subprogram also maintains accurate water rights registries, and records of hydrologic conditions to aid in effective management and planning of the state's surface water supplies. This subprogram also provides technical and administrative support to the Arizona courts presiding over the general adjudication of water rights in Arizona. Due to budgetary restraints this subprogram was eliminated for FY 2003 and subsequent years. Statutorily mandated activities were transferred to other subprograms.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	982.2	2,016.0	2,071.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21.3	1.8	1.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,003.5</b>	<b>2,017.8</b>	<b>2,072.8</b>
<b>FTE Positions</b>	<b>22.8</b>	<b>24.2</b>	<b>24.2</b>

◆ **Goal 1** To maintain a complete and accurate registry of surface water claims and rights and to process new applications to appropriate surface water. To support Agency priorities by providing timely responses to public and intra-agency requests for information regarding surface water rights.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Applications processed to appropriate surface water	0	0	0
Percent of public and intra-agency information requests met within Agency time frames	0	0	0
Reduction of protested surface water permit applications	0	0	0

◆ **Goal 2** To provide accurate and timely analysis of water rights claims and to provide high quality statewide water resource data, reports and assessments in support of the adjudication courts, high priority Agency projects and statewide planning.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of adjudication court assigned studies completed by established deadlines	0	0	0

**Mission:**

*To promote, allocate, protect and comprehensively manage in an environmentally and economically sound manner the rights and interests of Arizona to Colorado River water resources for the citizens of Arizona.*

**Description:**

The subprogram is responsible for negotiating with other states, Indian tribes and the federal government on issues relating to the allocation, uses and protection of Arizona's entitlement of Colorado River water. The subprogram collects and evaluates data and information to support the preparation of recommendations regarding the protection and allocation of Colorado River water. The subprogram monitors and participates in the resolution of environmental issues arising out of the Endangered Species Act designations within the Lower Colorado River Basin.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	386.1	519.0	553.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	361.2	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>747.3</b>	<b>519.0</b>	<b>553.9</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>7.0</b>	<b>7.0</b>

◆ **Goal 1** To effectively target and expend resources to earn credits that will enable the program to carry out the goals set forth in the Authority's enabling legislation.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of funds expended	90	90	90

◆ **Goal 2** To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of unused entitlement recharged	95	95	95

◆ **Goal 3** To analyze and recommend to the Department of the Interior (DOI) the allocation and provisions for contracting of Colorado River water and Central Arizona Project (CAP) water.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of recommendations for water allocations presented to and accepted by the DOI	100	100	100
Percent of recommendations for provisions for contracting presented to and accepted by the DOI	90	90	90

◆ **Goal 4** To protect the interest of Arizona Colorado River water users by advocating policies that promote maximum short-term and long-term beneficial use of Colorado River supplies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of satisfaction of the Agency's internal and external clients with regard to the quality and success of water management policies advocated by the State	95	95	95
Percent of Arizona's annual entitlement to Colorado River water beneficially used	100	100	100

**WCA 2.4 Subprogram Summary**  
STATEWIDE PLANNING

Tom Carr, Assistant Director  
Phone: (602) 771-8500  
A.R.S. §§ 45-104, 45-105

**Mission:**

*To propose water management strategies to preserve and enhance water supplies of the State in an environmentally and economically sound manner on behalf of, and in partnership with, the citizens of Arizona.*

**Description:**

This subprogram includes data collection and analysis to describe water supply and demand conditions throughout Arizona. Planning investigations performed in this subprogram lead to actions to develop, protect and preserve the water supplies for the State.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,413.5	3,044.1	3,069.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74,060.5	32,638.8	34,088.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>76,474.0</b>	<b>35,682.9</b>	<b>37,157.9</b>
<b>FTE Positions</b>	<b>23.3</b>	<b>22.5</b>	<b>22.5</b>

- ◆ **Goal 1** To support Authority members by providing accurate, timely information on credits earned and available, Water Bank activity, amounts of water recharged, available funds and other matters that affect operation of the Water Bank.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of authority members expressing satisfaction with staff activity	100	100	100

- ◆ **Goal 2** To target and expend Water Protection Funds to protect and preserve the flow and quality of water in the streams of Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
New projects funded and contracts written	25	25	25
Grants that achieve the stated objectives of the Water Protection Fund Commission	100	100	100
Miles of stream benefited by capital improvements	60	60	60
Community-based plans developed	4	4	4
Research projects funded	4	4	4
Ongoing contracts monitored through site visits	25	25	25
Water Protection Fund grants available in a timely manner	0	90	90

- ◆ **Goal 3** To assess and report information on statewide water resource demands and supplies.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Groundwater basin reports produced that profile current and future water supplies and demands, that describe the geologic and hydrologic conditions and that analyze the chemical quality of the water supplies	18	18	18

- ◆ **Goal 4** To develop strategies that address water resource issues statewide.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Technical assistance projects provided to areas outside AMAs that request support in quantifying and improving management of the area's	12	12	12

water resources  
Number of rural water studies initiated 4 4 4

- ◆ **Goal 5** To manage contaminated water at groundwater contamination sites in Arizona.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Permit applications reviewed	1,000	1,000	1,000
Draft and final well inspection rule packages submitted	0	0	0

**WCA 2.5 Subprogram Summary**  
HYDROLOGY

Frank Putman, Assistant Director  
Phone: (602) 771-8500  
A.R.S. §§ 45-104, 45-105

**Mission:**

*To provide the Agency and citizenry with accurate data collection, professional analyses and timely dissemination of water resources information to ensure that public policy is based on sound technical analysis.*

**Description:**

This subprogram is responsible for the collection of surface and groundwater data statewide. Information is analyzed and disseminated in the form of technical documents, report publication and special studies of critical areas. Technical assistance and hydrological reviews are provided to all areas of the Agency, local water users and state and federal governments.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	3,607.0	4,135.3	5,104.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27.6	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,634.6</b>	<b>4,135.3</b>	<b>5,104.3</b>
<b>FTE Positions</b>	<b>46.5</b>	<b>49.5</b>	<b>56.5</b>

- ◆ **Goal 1** To ensure that the Agency and the general public have access to the most accurate and current water resources information available.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Hydrologic Map Series data and modeling reports generated with accurate and timely dissemination	8	8	8
Customer satisfaction rating for Hydrology (scale of 1-8)	8	8	8

- ◆ **Goal 2** To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Permits reviewed and issued for assured and adequate water supply within statutory deadlines	250	250	250

- ◆ **Goal 3** To develop spatial database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of users satisfied with the use of map products	100	100	100
Percent of users satisfied with desktop GIS tools support	100	100	100



WCA 3.0 **Program Summary**

**DAM SAFETY AND FLOOD WARNING**

Darrell Jordan, Manager  
 Phone: (602) 771-8500  
 A.R.S. §§ 45-1401 et. seq., 45-1501 et. seq.

**Mission:**

*To promote the management of floodplains and dams to reduce loss of life and damage to property.*

**Description:**

This program is responsible for inspection and review of non-federal jurisdictional dams for compliance with safety standards, providing assistance to local flood management programs in the administration of the federal National Flood Insurance Program and designing statewide flood warning systems.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	2,605.8	1,272.3	1,326.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	454.5	309.8	309.8
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,060.3</b>	<b>1,582.1</b>	<b>1,636.1</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>14.0</b>	<b>14.0</b>

◆ **Goal 1** To promote appropriate management of floodplains by evaluating the compliance of the 105 subscribing communities with NFIP and State statutes at least once every five years and by providing technical assistance as requested.

◆ **Goal 2** To design and construct a statewide high-speed data collection and dissemination network.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent completeness of the construction (and/or operational status) of the communications network	100	100	100

◆ **Goal 3** To bring dams into compliance with State laws and dam safety guidelines.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of dams classified in a non-emergency unsafe condition	13	13	13
Number of dams within jurisdiction	265	265	265
Determination of jurisdictional status of unregistered dams	5	5	5

◆ **Goal 4** To assure that dam design, construction, operation and maintenance are in compliance with State laws and current dam safety guidelines.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Number of High Hazard Potential Dam Inspections as a percent of standard	100	100	100
Number of Significant Hazard Potential Dam Inspections as a percent of standard	100	100	100
Number of Low Hazard Potential Dam Inspections as a percent of standard	100	100	100
Cost per O&M inspection (in dollars)	950	950	950
Number of Construction Inspections	100	100	100

WMA 0.0	<b>Agency Summary</b>
DEPARTMENT OF WEIGHTS AND MEASURES	
Seth Mones, Director	
Phone: (623) 463-9935	
A.R.S. § 41-2051	

WMA 1.0	<b>Program Summary</b>
GENERAL SERVICES	
Seth Mones, Director	
Phone: (623) 463-9935	
A.R.S. §§ 41-2051 et. seq.	

**Mission:**

To ensure equity and accuracy and the effective communication of weight and measurement standards, and to promote clean air through regulation of petroleum products and dispensing systems within the Arizona marketplace.

**Description:**

The Department of Weights and Measures ensures that commercial devices used for the sale or use of items by weight or measure are correct and accurate for their intended use; houses and maintains the state's primary standards; prevents unfair dealing by weight or measure in commodities sold and purchased in this state; ensures proper labeling of products sold by weight or measure; ensures pricing of all commodities is in conformance with state law and rules; and licenses weighmasters and registered service agencies and their employees who are responsible for weight certification and calibration of devices in the marketplace. The Department also regulates two petroleum-related environmental programs: Oxygenated Fuel and Vapor Recovery. The major stakeholders of the Agency are all people who buy, sell, service, or receive items, commodities, or services by weight, measure, or count within Arizona.

**Agency Summary:**

Program	(\$ Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
➤ GENERAL SERVICES	1,734.9	1,845.8	2,039.1
➤ AIR QUALITY OXYGENATED FUEL	847.0	901.6	883.6
➤ VAPOR RECOVERY	557.6	643.3	634.0
<b>Agency Total:</b>	<b>3,139.5</b>	<b>3,390.7</b>	<b>3,556.7</b>

**Funding and FTE Summary:**

	(Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,625.5	1,710.8	1,719.2
Other Appropriated Funds	1,514.0	1,679.9	1,837.5
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>3,139.5</b>	<b>3,390.7</b>	<b>3,556.7</b>
<b>FTE Positions</b>	<b>40.4</b>	<b>40.4</b>	<b>40.4</b>

**Strategic Issues:**

**Issue 1 Increased number of retail sites and products is growing faster than the compliance program.**

As the state continues to expand in both population and retail sites/products, the number of Department inspectors needs to be addressed to maintain a regulatory presence. The Department has implemented a change from program orientation to a district system for its inspectors. In addition, the Department has or will be implementing several measures to increase inspection productivity: (1) continued automation of paperwork, (2) implementation of an enhanced RSA program to reduce follow-up inspections, (3) initiating a strong corporate education program, and (4) increasing public awareness, resulting in increased voluntary compliance. Though these innovations will result in increased inspections, they are not enough to keep up with the growth of inspections sites and products. Therefore, additional inspectors may be necessary to maintain a regulatory presence.

**Mission:**

To ensure through systematic licensing, compliance and prompt regulatory actions that both buyer and seller receive and sell a fair weight or measure within Arizona; certify testing standards and equipment and house the state's primary standards; and provide customer service and public information to all stakeholders.

**Description:**

The program's responsibility is to ensure that weighing and measuring devices are correct and accurate for their intended use; to prevent unfair dealing by weight or measure in commodities sold and purchased in this state; to provide standards and uniformity for weighing and measuring equipment; to ensure that petroleum products sold are properly represented through sampling and testing procedures; to ensure that retailers represent their prices accurately and appropriately; to ensure that all testing standards used by registered service agencies as well as those requested to be calibrated by industry meet national requirements; to ensure that all licenses are processed within required timeframes and that licensees adhere to required laws and rules; and to ensure that all stakeholders receive pertinent information relative to weights and measures programs and receive quality customer service.

**Funding and FTE Summary:**

	(Thousands)		
	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
General Funds	1,625.5	1,710.8	1,719.2
Other Appropriated Funds	109.4	135.0	319.9
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>1,734.9</b>	<b>1,845.8</b>	<b>2,039.1</b>
<b>FTE Positions</b>	<b>25.9</b>	<b>25.9</b>	<b>25.9</b>

**Goal 1** To meet targeted compliance rates for all major inspection programs.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Percent of small scales in compliance.	88	87	88
Percent of large scales in compliance.	68	75	76
Percent of liquid measure nonLPG's in compliance.	100	100	100
Percent of liquid measure LPG in compliance.	81	82	83
Percent of dispensing devices in compliance.	89	90	91
Percent of taxis in compliance.	75	76	77
Percent of packages in compliance.	82	83	84
Percent of UPC (price scanning) devices in compliance	77	78	79

**Goal 2** To license all retailers who use commercial weighing devices; weighmasters who certify weight; and companies who install, service, or test weighing and measuring devices.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Average number of days to process applications.	5	5	5

**Goal 3** To control administration as a percent of total cost.

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Administration cost as percent of total cost.	9.1	9.1	9.1

**Goal 4** To achieve a customer satisfaction rating of 4.7 (on a scale 1-5).

Performance Measures	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
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**2008 - 2009 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

Customer satisfaction 4.8 4.7 4.7

**Program Summary**

WMA 2.0  
 AIR QUALITY OXYGENATED FUEL  
 Dennis Ehrhart, Assistant Director  
 Phone: (623) 463-9937  
 A.R.S. §§ 41-2065.(A)(14)(15), (D), (E), 41-2082, and 2121

**Mission:**

*To ensure that gasoline and diesel products sold to and used by consumers are in accordance with national and state adopted standards.*

**Description:**

The program's responsibility is to protect the environment and the consumer by sampling and testing gasoline and diesel fuel quality and taking appropriate regulatory action. The program is also responsible for the enforcement of the Arizona Cleaner Burning Gasoline (AzCBG) program which involves the registration and regulation of the registered suppliers, blenders, and transporters of AzCBG.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	847.0	901.6	883.6
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>847.0</b>	<b>901.6</b>	<b>883.6</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1** To monitor quality of gas and diesel products through the collection and analysis of fuel samples.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of non-CBG's in compliance.	97	100	100
Percent of Arizona Clean Burning Gasoline (AzCBG's) in compliance	97	100	100

◆ **Goal 2** To register all suppliers of AzCBG and maintain 100% compliance in reporting.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Registered suppliers.	46	47	50

**Program Summary**

WMA 3.0  
 VAPOR RECOVERY  
 Dennis Ehrhart, Assistant Director  
 Phone: (623) 463-9937  
 A.R.S. §§ 41-2065(A)(4), 41-2131 to 41-2134

**Mission:**

*To proficiently manage Arizona's mandated vapor recovery program as required by statutes and rules enacted to comply with the Environmental Protection Agency (EPA) Clean Air Act.*

**Description:**

The program's responsibility is to ensure that vapor recovery systems are installed in all required motor gasoline dispensing facilities and that installations are in compliance with state and EPA requirements. Vapor Recovery funding, FTE and performance measures are now included as part of the Air Quality Fund and not as a separate program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	557.6	643.3	634.0
Other Non Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0
<b>Program total</b>	<b>557.6</b>	<b>643.3</b>	<b>634.0</b>
<b>FTE Positions</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>

◆ **Goal 1** To ensure that facilities install vapor recovery systems meeting equipment and performance requirements.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of preburial tests in compliance.	92	100	100
Percent of new facilities in compliance with vapor recovery standards	85	85	87

◆ **Goal 2** To ensure existing vapor recovery facilities comply with operation and maintenance standards.

<b>Performance Measures</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Estimate</b>	<b>FY 2009 Estimate</b>
Percent of facilities inspected annually that are in compliance	85	86	87





Glossary



# Budget terms

**90/10** Professional and occupational regulatory agencies funded through the collection of fees and the issuance of licenses. These agencies retain 90% of the fees collected annually in separate agency fund accounts and deposit 10% of the fees collected into the *General Fund*.<sup>1</sup>

**accountability** Monitoring, measuring and evaluating the performance and progress of policies, plans and programs to ensure that results are achieved.

**actual expenditures** Expenditures made in the prior *fiscal year* as reported in the State of Arizona Annual Financial Report, including *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and all special line items as authorized by the Legislature.

**administrative adjustments** Adjustments made to reflect expenditures made by an agency after the close of the *fiscal year*. Administrative adjustments include the time period from the close of the 13th month to June 30 of the next fiscal year.

**administrative costs** Expenses associated with the support, management and oversight of services delivered pursuant to the agency or program *mission*. Typical administrative costs include those associated with accounting, human resources, budgeting, strategic planning, public information, auditing, executive management, etc.

**All Other Operating Expenditures (AOOE)** Category of expenditure accounts that include Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, *Other Operating Expenditures*, and *Equipment*.

**Annual Budget Unit** Agencies that are required, pursuant to Laws 2002, Chapter 210, to submit annual budget requests. There are 17 such agencies; the remaining State agencies are biennial budget units.

**annualization** An adjustment, made to the current year funding base as part of the agency budget request, that will allow a partially funded program to operate for a full year.

**appropriated fund** The Legislatively mandated segregation of funds. It is used and monitored by the *General Accounting Office* as a separate self-balancing set of accounts.

**Arizona Administrative Code** State agency rules of practice setting forth the nature and requirements of all formal procedures available to the public.

**Arizona Financial Information System (AFIS)** The State-wide accounting system maintained by the Department of Administration.

**AHCCCS** The Arizona Health Care Cost Containment System – the State’s Medicaid program – designed to deliver quality managed health care to qualifying individuals

**Arizona Revised Statutes (A.R.S.)** The laws governing the State of Arizona.

**base budget** An adjusted budget base that reflects the current year appropriation, amended to include changes for *standard operating adjustments*.

**below-the-line items** Specific expenditure/budgetary accounts that have been singled out through the appropriation process to provide high visibility of expenditure. Also known as *special line items*.

**biennial budgeting** A process that estimates revenues and expenditures for a two-year period.

**block grant** Allocations of federal money to a state or its subdivisions in accordance with a distribution formula prescribed by law or administrative regulation, for activities of a continuing nature within a restricted subject area (e.g., social services, maternal and child health, and child-care).

**budget** A financial plan that estimates the revenues and expenditures for a given period of time. (SEE ALSO: *capital outlay* and *operating budget*.)

**budget program** Functions and activities of a *budget unit* or within a budget unit that are pre-planned to fulfill a distinct *mission*.

**Budget Reform Legislation** Refers to the provisions contained in Laws 1993, Chapter 252; Laws 1994, Chapter 218; Laws 1995, Chapter 283; Laws 1996, Chapter 339; Laws 1997, Chapter 210, and Laws 2002, Chapter 210.

**budget unit** A department, commission, board, institution or other State organization receiving, expending, disbursing or incurring obligations against State funds.

**capital outlay** Expenditures for upkeep, preservation, development, improvement or acquisition of lands, buildings or certain associated equipment.

**Capital Outlay Stabilization Fund (COSF)** A fund into which rent monies collected from agencies occupying

<sup>1</sup> Italicized terms are defined in this Glossary.

State-owned rental space are deposited. The monies partially offset building operating and maintenance costs.

**categorical eligibility** Automatic eligibility for certain federal-State matched public assistance programs, based on criteria established in federal law. Admission to a program (e.g., Medicaid) is mandatory to certain groups of beneficiaries who meet the legal criteria for eligibility to the specified program.

**categorical programs** A broad category of joint federal-State public assistance programs that provide financial assistance to individuals or that may subsidize a particular activity (e.g., Medicaid pays for medical services on behalf of certain groups of low-income persons).

**certificate of participation (COP)** A financing tool used by the State for the acquisition and construction of State facilities.

**classification salary adjustment (CSA)** The review of positions within a specific class to determine whether a change in class or salary is warranted. A CSA is conducted by the Personnel Division of the Department of Administration.

**comptroller object code** A four-digit code used within the State-wide accounting system to identify the detailed revenue or expenditure account affected by a transaction; the lowest level in the object structure.

**continuing appropriation** An appropriation that is automatically renewed without further Legislative action, period after period, until altered or revoked or liquidated by expenditure.

**cost center** The allocation of resources by functional area within an agency.

**current services budget** A financial plan that incorporates the *base budget* needs of an agency and the addition of funding to support demographic growth in client caseloads and workload functions.

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**decision package** Category of a funding request made by State agencies. Decision package requests address funding needs associated with statutory funding formulas, entitlement caseload growth, and new statutory mandates not previously funded.

**detail fund** A fund designation used in the State-wide accounting system to segregate agency-specific activity. The balance of an *appropriated fund* is comprised of the sum of all of its detail funds.

**Disproportionate Share Hospital** A hospital that serves a disproportionate share of low-income and Medicaid patients, thereby qualifying for federal aid pursuant to Section 1923 of the Social Security Act. The federal basis for payments is either a reflection of a hospital's number of Title XIX in-patient days or a "low-income" utilization rate. States may also establish optional payment categories. Ari-

zona has established optional groups that include county, State and private hospitals.

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**efficiency** A *performance measure* that reflects productivity or the cost of providing a good or service.

**Employee-Related Expenditures (ERE)** The State's contribution to an employee's benefit package. ERE include FICA; retirement; Worker's Compensation; health, dental, and life insurance; unemployment insurance; Personnel Division charges; Government Information Technology Agency charges; and uniforms for certain classes of employees.

**entitlement programs** A broad category of categorical public assistance programs that provide services (e.g., cash assistance, medical services, etc.) to certain population groups (e.g., low-income families with minor children). Admission is often mandatory for qualified individuals who meet the legal eligibility criteria (e.g., individuals who are low-income and aged, blind or disabled), hence the reference "entitlement."

**Equipment** In the operating budget, a specific item of expenditure divided into capitalized equipment (purchased for \$5,000 or more) and non-capitalized equipment (usually between \$300 and \$4,999).

**ERE rate** The quotient of *Employee-Related Expenditures* and *Personal Services* expressed as a percentage.

**expansion populations** Persons who have annual incomes of not more than 100% of the *Federal Poverty Level* and that qualify for AHCCCS benefits due to the expansion of eligibility as a result of Proposition 204.

**Executive Issue** An adjustment to the prior-year appropriation to change the scope of current programs or service levels.

**Expenditures** See *Actual expenditures*.

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**federal budget neutrality** A concept intended to ensure that a waiver cannot be expected to cost the federal government more than it would have cost without the waiver. Arizona is subject to "federal budget neutrality" as part of its 100% of FPL waiver. The waiver is for a five-and-a-half-year period that began on April 1, 2001, and expires September 30, 2006.

**federal funds** Amounts collected and made available to the State by the federal government, usually in the form of categorical or block grants and entitlements.

**Federal Insurance Contribution Act (FICA)** Requires employees and employers to make matching contributions into the Social Security fund.

**Federal Poverty Level** Refers to the poverty guidelines, in relation to income standards, as updated annually in the



FEDERAL REGISTER by the U.S. Department of Health and Human Services.

**Federal Waiver Program** Experimental, pilot or demonstration projects that, in the judgment of the Secretary of the U.S. Department of Health and Human Services, are likely to assist in promoting the objectives of the Medicaid Statute. Projects approved under this authority are referred to as “waiver” programs.

**fiscal year** The State’s yearly accounting period beginning July 1 and ending June 30. (The federal fiscal year begins October 1 and ends September 30.)

**FPL** SEE *Federal Poverty Level*

**full-time equivalent (FTE) position** A position budgeted at 2,080 hours per year.

**fund** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities in accordance with limitations, restrictions or regulations.

**fund balance** The excess of the assets of a fund over its liabilities and reserves.

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**General Accounting Office (GAO)** A division of the Department of Administration that provides diverse State-wide financial services and ensures compliance with related *statutes* and rules.

**General Fund** The primary State account into which monies are collected for the general purposes of government. The primary sources of revenues for the General Fund include sales taxes, income taxes and property taxes. The General Fund is also the major expenditure source from which agencies make payments for specified purposes.

**grant anticipation note (GAN)** A federal finance tool involving bonding that can be issued by the State Transportation Board. The issuance of a GAN allows the State to fund and accelerate highway construction projects with anticipated federal monies.

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**inflation** An allowance made for an increase in price levels of operating expenditures from one *fiscal year* to the next.

**input** A *performance measure* that identifies the amount of resources needed to provide particular products or services.

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**Joint Legislative Budget Committee (JLBC)** A Legislative committee consisting of the following 16 members of the Legislature: Majority Leaders of both the House and Senate; Chairs of both the House and Senate Appropriations Committees; Chair of the Senate Finance Committee; Chair of the House Ways and Means Committee; five members of the House Appropriations Committee; and five mem-

bers of the Senate Appropriations Committee. The JLBC meets as often as is necessary to transact business related to fiscal management of the State’s resources.

**Joint Legislative Budget Committee Staff** The Legislative counterpart to the Governor’s *Office of Strategic Planning and Budgeting (OSP)*. The Joint Legislative Budget Committee staff is often referred to as the JLBC but should not be confused with the Legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff’s recommendations for revisions in expenditures.

**Joint Committee on Capital Review (JCCR)** Created by Laws 1986, Chapter 85, to establish the Building Renewal Formula, approve the creation of Building Systems, and review the State Capital Improvement Plan. The JCCR is also responsible for reviewing all construction projects before commencement of the project. The JCCR consists of the following 14 members of the Legislature: Chairs of the House and Senate Appropriations Committees, majority and minority leaders from the House and Senate, four members of the House Appropriations Committee, and four members of the Senate Appropriations Committee.

**Joint Substance Abuse Treatment Program (JSAT)** Also known as “Arizona Families First,” JSAT is a substance abuse program jointly administered by the Department of Economic Security and the Department of Health Services. The program pays for services to parents, guardians or custodians whose substance abuse is a significant barrier to preserving the family. Services can also be provided to federal TANF Block Grant recipients whose substance abuse is a significant barrier to obtaining or maintaining employment.

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**KidsCare** The State Children’s Health Insurance Program (SCHIP), created by the passage of the Federal Balanced Budget Act of 1997 and intended to reduce the number of uninsured low-income children nationwide. Administered by AHCCCS, KidsCare is Arizona’s response to SCHIP. KidsCare, which was implemented November 1, 1998, is for children up to age 18 whose household incomes exceed the Title XIX eligibility limits but are below 200% of the *Federal Poverty Level (FPL)*.

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**lapsing appropriation** An appropriation that terminates automatically. Except for a *continuing appropriation*, an appropriation is made for a certain period of time, generally one year. At the end of this period (including an administrative adjustment period), unexpended or unencumbered balances revert to the fund from which the appropriation was made. Also known as a “reverting appropriation.”

**line item appropriation** A method of appropriation that separates the budget into specific objects of expenditure.

The specific items include *Personal Services*, *ERE*, Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, *Other Operating Expenditures*, and *Equipment*.

**lump-sum appropriation** An appropriation made for a stated purpose, or for a named department, without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

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**MASTER LIST** The MASTER LIST OF STATE GOVERNMENT PROGRAMS. *Budget reform legislation* requires *OSPB* to publish a list of programs run by or overseen by State government. Laws 2002, Chapter 210 slightly changed the format of the MASTER LIST and designated this annual submittal as the operational plan for State agencies and conformed to the budget cycles. Required information for each agency, program and subprogram includes the agency description, *mission* statement, strategic issues, and financial and *FTE* position information, as well as the description, mission statements, goals, and performance measures for all programs and subprograms. *OSPB* still publishes the hard copy report biennially.

**means-tested program** Eligibility to a public assistance program restricted by an applicant's income or other resources specified by law. Resources include bank accounts and similar liquid assets as well as real estate, automobiles and other personal property whose value exceeds specified financial limits.

**mission** A brief, comprehensive statement of purpose of an agency, program, or subprogram.

**modified lump-sum appropriation** A method of appropriation in which *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and *below-the-line items* are specified in the appropriations bill.

**modified standard adjustment** The difference, as calculated by the agency, between the actual *Personal Services* base and the amount allocated for *Personal Services* by the agency in its expenditure plan. Any amount identified as a modified standard adjustment must be explained by the agency requesting the adjustment.

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**non-appropriated funds** Generally, funds set up as Enterprise or revolving funds. These funds are considered statutorily appropriated and are not subject to the annual or biennial appropriation process.

**non-lapsing appropriation** An appropriation that does not revert to the fund from which it was appropriated at the end of the *fiscal year*, as provided by law. (SEE *continuing appropriation*.)

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**object code** Refers to the accounting code structure of the ARIZONA ACCOUNTING MANUAL.

**objectives** Specific and measurable targets for accomplishing goals.

**Office of Strategic Planning and Budgeting (OSPB)** A State agency charged with preparing the Governor's budget guidelines and the Executive Budget recommendation for review by the Governor. The Office also facilitates a strategic planning process for State government and is responsible for implementing many of the provisions of *budget reform legislation*. The *OSPB* staff is the Executive counterpart to the *JLBC Staff*.

**one-time adjustments** Budget adjustments that must be made because of a one-time circumstance that is not continued through the next *fiscal year*. The end of a project would bring about a one-time decrease the following year.

**operating budget** A plan of all proposed expenditures other than capital expenditures (SEE *capital outlay*). An operating budget is composed of various objects of expenditure, such as *Personal Services*, *ERE*, In-State Travel, etc.

**operational plan** A practical action-oriented guide that directs goal-setting to achieve meaningful results with the existing resources through the shorter budget cycle period. The operational plan should provide incremental steps towards achieving the strategic long-range plan. SEE ALSO: MASTER LIST OF STATE GOVERNMENT PROGRAMS.

**Other Appropriated Funds** All amounts, excluding *General Fund* amounts, appropriated by the Legislature for predetermined uses. These are also called Special Revenue Funds, revolving funds, etc.

**Other Operating Expenditures** According to the ARIZONA ACCOUNTING MANUAL, everything using a comptroller object code of 7000. This refers to operating expenditures necessary to operate a budget unit, e.g., office supplies, utilities, communication, etc.

**outcome** A *performance measure* that reflects the actual results achieved, as well as the impact or benefit, of a program.

**output** A performance measure that focuses on the level of activity in a particular program or subprogram.

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**per diem travel** Cost of meals and incidentals reimbursed to employees and board or commission members.

**per diem compensation** Compensation paid to board or commission members for their work. Compensation per diem is a daily rate set statutorily.

**performance accountability** A means of judging policies and programs by measuring their progress toward achieving agreed-on *performance targets*. Performance accountability systems are composed of three components: defining performance measures (including outcomes), measuring performance and reporting results.

**performance measures** Used to measure results and ensure accountability. (SEE ALSO: *input, output, efficiency, outcome, and quality.*)

**performance targets** Quantifiable estimates of results expected for a given period of time.

**Personal Services** Line item of expenditure for salaries and wages paid to employees, elected officials and board or commission members. Payments for leave categories, overtime and other miscellaneous earnings are also recorded in this line item.

**privately owned vehicle (POV)** Those miles to be used in calculating reimbursement of staff for use of private vehicles on State business.

**privatization** The opening of government markets allowing for equitable competition between the private and public sectors for the privilege of delivering services to the public.

**program budgeting** A budget system that focuses on program *missions*, program achievements, and program cost effectiveness. Pursuant to *statute*, the program structure for program budgeting is governed by THE MASTER LIST OF STATE GOVERNMENT PROGRAMS structure. Program budgeting is linked to planning and accountability through alignment of the structures and merging of the planning and budget information. The statutory deadline for completion of the phase-in for all State agencies is State *fiscal year 2006*.

**program enhancement** An upward revision in the funding level of a specific program in order to enhance the level of services being provided by that program.

**program structure** An orderly, logical arrangement of an organization's programs and subprograms. This structure provides the framework for planning, budgeting and strategic program authorization review.

**Proposition 204 Medical Program** A voter-approved AHCCCS program that expands eligibility to include individuals whose annual incomes are at or below 100% of the *Federal Poverty Level (FPL)*. The program is funded through monies received by the State from the tobacco litigation settlement.

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**quality** A *performance measure* that reflects the effectiveness in meeting the expectations of customers and stakeholders.

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**receipts** Unless otherwise defined, cash received. There are five general categories of receipts: taxes; licenses and permits; charges for services; fines and forfeitures; and other receipts that do not fall into another category.

**resource allocation** Determination and allotment of resources or assets necessary to carry out strategies within the priority framework established in the goal-setting process.

**revenue** Additions to assets that do not increase any liability, do not represent the recovery of an expenditure, do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets, or do not represent contributions of fund capital in Enterprise and Intergovernmental Service Funds.

**Risk Management** The charges assessed by the Department of Administration to guard against the risk of loss by an individual employee or agency acting on behalf of the State of Arizona.

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**Strategic Program Authorization Review (SPAR)** A formal review of selected State government programs, subprograms or crosscutting functions. The SPARs determine if programs are retained, eliminated or modified.

**special line items** See *below-the-line items*.

**standard adjustments** Changes that must be made to the current year's appropriation to arrive at the new year's *base budget*. Examples of standard adjustments include annualization of programs partially funded during the current year, annualization of the pay package, restoration of vacancy savings, and one-time increases and decreases.

**statute** A written law, either new or revised, enacted by the Legislature and signed by the Governor.

**strategic management** Process of positioning an organization so it can prosper in the future. The overall framework within which policy development, strategic, operational, *quality* planning, budgeting, *capital outlay* planning, information technology planning, program implementation, and evaluation and accountability take place.

**strategic plan** A visionary guide, based on an examination of internal and external environmental and political factors, that directs goal-setting and future resource requirements to achieve meaningful *results* over time. Strategic projections are long-range and usually cover a five-year period.

**subprogram** Two or more integral components of a program that can be separately analyzed to gain a better understanding of the larger program.

**standard operating adjustments** adjustments to the *base budget* that include annualization of programs partially funded by the Legislative appropriation during the current year; annualization of Legislatively authorized pay packages; restoration of vacancy savings; and one-time increases or decreases to the operating budget.

**State service** All offices and positions of employment in State government except offices and positions specifically exempted by law from the State personnel system.

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**tracking systems** Systems that monitor progress, compile management information and keep goals on track.

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**uniform allowance** An amount budgeted for specific agencies for the cost of uniforms required by the agency.

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**vacancy savings** Savings generated by not filling vacant positions, by not filling newly authorized positions, or by filling a vacant position at a lower grade or step. Vacancy

savings cannot be expended for any of the following purposes without the approval of the Director of the Department of Administration: merit increases for State employees; funding for reclassified positions; and creation of new positions that exceed the total number of authorized *FTE*, as approved by the Legislature.

## GLOSSARY, PART 2

# Acronyms

<b>A.R.S.</b> Arizona Revised Statutes	<b>AIDA</b> Arizona International Development Authority	<b>CERF</b> Collection Enforcement Revolving Fund
<b>AAC</b> Arizona Administrative Code	<b>ALTCS</b> Arizona Long-Term Care System	<b>CHC</b> Community Health Center
<b>ABOR</b> Arizona Board of Regents	<b>AOOE</b> All Other-Operating Expenditures	<b>CHILDS</b> Children's Information Library and Data Source
<b>ACJC</b> Arizona Criminal Justice Commission	<b>APP</b> Aquifer Protection Permit	<b>CIS</b> Client Information System
<b>ACJIS</b> Arizona Criminal Justice Information System	<b>APS</b> Adult Protective Services	<b>CJEF</b> Criminal Justice Enhancement Fund
<b>ACW</b> Arizona Center for Women	<b>ARF</b> Automation Revolving Fund	<b>CLIA</b> Clinical Lab Inspections Act
<b>ADA</b> Americans with Disabilities Act	<b>ARRT</b> American Registry of Radiological Technologists	<b>CMDP</b> Comprehensive Medical and Dental Plan
<b>ADC</b> Arizona Department of Corrections	<b>ASDB</b> Arizona School for the Deaf and the Blind	<b>CMR</b> Classification Maintenance Review
<b>ADE</b> Arizona Department of Education	<b>ASH</b> Arizona State Hospital	<b>COP</b> Certificate of Participation
<b>ADJC</b> Arizona Department of Juvenile Corrections	<b>ASPC</b> Arizona State Prison Complex	<b>COSF</b> Capital Outlay Stabilization Fund
<b>ADM</b> Average Daily Membership	<b>ASRS</b> Arizona State Retirement System	<b>CPS</b> Child Protective Services
<b>ADMIN</b> Administration	<b>ASU</b> Arizona State University	<b>CRIPA</b> Civil Rights of Institutionalized Persons Act
<b>ADOA</b> Arizona Department of Administration	<b>ASUE</b> Arizona State University East	<b>CRS</b> Children's Rehabilitative Services
<b>ADOT</b> Arizona Department of Transportation	<b>ASUMC</b> Arizona State University Main Campus	<b>CSMS</b> Combined Support Maintenance Shop
<b>ADP</b> Average Daily Population	<b>ATA</b> Automobile Theft Authority	<b>CSO</b> Correctional Service Officer
<b>AERB</b> Agriculture Employment Relations Board	<b>ATDA</b> Arizona Technology Development Authority	<b>CWA</b> Clean Water Act
<b>AFDC</b> Aid for Families with Dependent Children	<b>AVSC</b> Arizona Veterans' Service Commission	<b>CWRF</b> Clean Water Revolving Fund
<b>AFIN</b> Arizona Fingerprint Identification Network	<b>AZAFIS</b> Arizona Automated Fingerprint Identification System	<b>DACS</b> Division of Aging and Community Services
<b>AFIS</b> Arizona Financial Information System	<b>AZGS</b> Arizona Geological Survey	<b>DBME</b> Division of Benefits and Medical Eligibility
<b>AFUND</b> Appropriated Fund	<b>BIFO</b> Border Infrastructure Finance Office	<b>DCFS</b> Division of Children and Family Services
<b>AG</b> Attorney General	<b>CAE</b> Commission on the Arizona Environment	<b>DD</b> Dually Diagnosed or Developmentally Disabled
<b>AGFD</b> Arizona Game and Fish Department	<b>CAP</b> Child Abuse Prevention	<b>DDD</b> Division of Developmental Disabilities
<b>AHCCCS</b> Arizona Health Care Cost Containment System	<b>CBHS</b> Children's Behavioral Health Services	<b>DDSA</b> Disability Determination Services Administration
<b>AHS</b> Arizona Historical Society	<b>CCDF</b> Child Care Development Fund	<b>DEA</b> Drug Enforcement Account
	<b>CEDC</b> Commerce and Economic Development Commission	

<b>DEMA</b> Department of Emergency and Military Affairs	<b>GAAP</b> Generally Accepted Accounting Principles	<b>LGIP</b> Local Government Investment Pool
<b>DEQ</b> Department of Environmental Quality	<b>GADA</b> Greater Arizona Development Authority	<b>LTC</b> Long Term Care
<b>DERS</b> Division of Employment and Rehabilitative Services	<b>GAO</b> General Accounting Office	<b>MAG</b> Maricopa Association of Governments
<b>DES</b> Department of Economic Security	<b>GDP</b> Gross Domestic Product	<b>MAO</b> Medical Assistance Only
<b>DHS</b> Department of Health Services	<b>GITA</b> Government Information Technology Agency	<b>MARS</b> Management and Reporting System
<b>DJC</b> Department of Juvenile Corrections	<b>GITEM</b> Gang Intelligence Team Enforcement Mission	<b>MD</b> Multiply Disabled
<b>DOA</b> Department of Administration	<b>H.B.</b> House Bill	<b>MDSSI</b> Multiply Disabled Severely Sensory Impaired
<b>DOI</b> Department of Insurance	<b>HAP</b> Hazardous Air Pollutant	<b>MEDICS</b> Medical Eligibility Determinations and Information Control System
<b>DOR</b> Department of Revenue	<b>HCBS</b> Home and Community Based Services	<b>MIPS</b> Million Instructions Per Second or Medicaid in the Public Schools
<b>DPS</b> Department of Public Safety	<b>HI</b> Hearing Impaired	<b>MIS</b> Management Information System
<b>DSH</b> Disproportionate Share Hospital (payments) <i>See Glossary</i>	<b>HMO</b> Health Maintenance Organization	<b>MNMI</b> Medically Needy Medically Indigent
<b>DWI</b> Driving While Intoxicated	<b>HRMS</b> Human Resource Management System	<b>MVD</b> Motor Vehicle Division
<b>DWR</b> Department of Water Resources	<b>HURF</b> Highway User Revenue Fund	<b>NADB</b> North American Development Bank
<b>EAC</b> Eligible Assistance Children	<b>IGA</b> Intergovernmental Agreement	<b>NAFTA</b> North American Free Trade Agreement
<b>EDP</b> Electronic Data Processing	<b>IHS</b> Indian Health Service	<b>NAIC</b> National Association of Insurance Commissioners
<b>EEO</b> Equal Employment Opportunity	<b>IM 240</b> Inspection and Maintenance 240 Second Emission Test	<b>NAU</b> Northern Arizona University
<b>ELIC</b> Eligible Low-Income Children	<b>IOCC</b> Inter-State Oil Compact Commission	<b>NLCIFT</b> National Law Center for Inter-American Free Trade
<b>EMS</b> Emergency Medical Services	<b>IRM</b> Information Resource Management	<b>NRCD</b> Natural Resource Conservation District
<b>EMSCOM</b> Emergency Medical Services Communications	<b>IRMG</b> Information Resource Management Group	<b>OAH</b> Office of Administrative Hearings
<b>EMSOE</b> Emergency Medical Services Operating Fund	<b>ISD</b> Information Services Division	<b>OGCC</b> Oil and Gas Conservation Commission
<b>EPA</b> Environmental Protection Agency	<b>ISP</b> Institutional Support Payments	<b>OSHA</b> Occupation Safety and Health
<b>EPSDT</b> Early Periodic Screening, Diagnostic, and Testing	<b>IT</b> Information Technology	<b>OSPB</b> Office of Strategic Planning and Budgeting
<b>ERE</b> Employee-Related Expenditures	<b>ITAC</b> Information Technology Authorization Committee	<b>PAS</b> Prior Authorization Screening
<b>FES</b> Federal Emergency Services	<b>JCCR</b> Joint Committee on Capital Review	<b>PASARR</b> Pre-admission Screening and Annual Resident Review
<b>FFP</b> Federal Financial Participation	<b>JCEF</b> Judicial Collection Enhancement Fund	<b>PDSO</b> Phoenix Day School for the Deaf
<b>FHAMIS</b> Family Health Administration Management Information System	<b>JLBC</b> Joint Legislative Budget Committee	<b>PERIS</b> Public Employee Retirement Information System
<b>FICA</b> Federal Insurance Contribution Act	<b>JOBS</b> Job Opportunity and Basic Skills	<b>PHS</b> Prescott Historical Society
<b>FMAP</b> Federal Matching Assistance Payments	<b>LAN</b> Local Area Network	
<b>FMCS</b> Financial Management Control System	<b>LES</b> Licensing and Enforcement Section	
<b>FPL</b> Federal Poverty Level		
<b>FTE</b> Full-Time Equivalent		

**POV** Privately Owned Vehicle

**PRWORA** Personal Responsibility and Work Opportunity Reconciliation Act of 1986

**PS** Personal Services

**PSPRS** Public Safety Personnel Retirement System

**QMB** Qualified Medicare Beneficiary

**RARF** Regional Area Road Fund

**RCF** Registrar of Contractors Fund

**REDI** Rural Economic Development Initiative

**REM** Retain, Eliminate or Modify

**RIF** Reduction-in-Force

**RMIS** Risk Management Information System

**RTC** Residential Treatment Center or Return to Custody

**RUCO** Residential Utility Consumer Office

**S.B.** Senate Bill

**SAMHC** Southern Arizona Mental Health Center

**SAVE** Systematic Alien Verification for Entitlements

**SBAC** Small Business Assistance Center

**SBCS** State Board for Charter Schools

**SBE** State Board of Education

**SBIR** Small Business Innovative Research

**SBOE** State Board of Equalization

**SCHIP** State Children's Health Insurance Program

**SDWA** Safe Drinking Water Act

**SDWA** Safe Drinking Water Act

**SDWRF** Safe Drinking Water Revolving Fund

**SES** State Emergency Services

**SLI** Special Line Item

**SLIAG** State Legalization Impact Assistance Grant

**SMI** Serious Mental Illness or Seriously Mentally Ill

**SOBRA** Sixth Omnibus Reconciliation Act

**SPAR** Strategic Program Authorization Review

**SPO** State Purchasing Office

**SPPC** Structural Pest Control Commission

**SPU** Special Population Unit

**SR&E** Securities Regulation and Enforcement

**SSI** Supplemental Security Income

**SSIG** State Student Incentive Grant

**SSRE** State Share of Retained Earnings

**SWCAP** State-wide Cost Allocation Plan

**T&R** Title and Registration

**TANF** Temporary Assistance for Needy Families

**TB** Tuberculosis

**TCC** Transitional Child Care

**TDD** Telecommunication Devices for the Deaf

**TIFS** Tourism Investment Fund Sharing

**TPO** Telecommunications Policy Office

**UA** University of Arizona

**UAHSC** University of Arizona Health Sciences Center

**USAS** Uniform State-wide Accounting System

**USGS** United States Geological Survey

**UST** Underground Storage Tank

**VEI** Vehicle Emission Inspections

**VI** Visually Impaired

**VR** Vocational Rehabilitation

**VRIRF** Victims' Rights Implementation Revolving fund

**WAN** Wide Area Network

**WATS** Wide Area Telephone System

**WFRJT** Work Force Recruitment and Job Training

**WICHE** Western Inter-State Commission on Higher Education

**WIFA** Water Infrastructure Finance Authority

**WIPP** Work Incentive Pay Plan

**WPF** Water Protection Fund

**WQAB** Water Quality Appeals Board

**WQARF** Water Quality Assurance Revolving Fund

