



FISCAL YEARS 2010 - 2013

The Master List of State Government Programs

Janice K. Brewer
GOVERNOR



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Governor

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John Arnold
Director

January 18, 2011

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

Dear Mr. Stavneak:

I am pleased to transmit the *2010 - 2013 Master List of State Government Programs*, which provides an inventory of programs and subprograms from the Executive, Legislative, and Judicial branches of government. This information provides the foundation to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "John Arnold", with a long, sweeping flourish extending to the right.

John Arnold
Director

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ABOUT THE MASTER LIST

The *Master List of Programs* is a compilation of information provided by State agencies on September 1st of each year and is published without changes to the funding or performance measure data provided by agencies. Other text is edited by OSPB only to the extent necessary for clarity. Funding amounts for current and future years includes all monies the agency is requesting or planning to expend as listed in an agency's September 1st budget request and is not related to recommendations made in the *Executive Budget*.

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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

OVER THE PAST DECADE, the Governor's Office has continued to emphasize program budgeting as the preferred methodology for utilizing the State's financial resources. During this process, budget reform legislation has been instrumental in promoting program budgeting. This legislation has incorporated several components, including five-year strategic plans, operational plans (also known as *The Master List of State Government Programs*), 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 required to be published each even-numbered year, although the statute also requires the Governor's Office of Strategic Planning and Budgeting (OSPB) to collect the information annually. Due to budget constraints, OSPB will publish this document electronically only, and will make compact discs (CDs) available to the Legislative branch and others 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 by requiring them to develop strategic plans for each program and subprogram, as well as for the agency. This program-based structure forms the basis for the organization of this document — *The Master List of State Government Programs*.

Pursuant to A.R.S. § 35-113, program budgeting will utilize the program structures of the Master List for the budget as well. All agencies were required to complete their program structure by FY 2006, and subsequent budget requests were required to include program budgets. One set of financials will be collected for both the budget and the Master List publications.

A number of agencies, however, still need to have their program structures completely aligned. These agencies are the Universities, AHCCCS, the Department of Health Services, and the Judiciary, although the Universities have made significant progress toward alignment.

Program Definition

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

Each year in the spring, agencies are given the opportunity to change the program structure. The first Master List, compiled by 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 2010-2013 Master List, the structure has been consolidated to 580 programs and subprograms. As the State of Arizona moves closer to the completion of the phase-in of program budgeting pursuant to A.R.S. § 35-113, the program structure in the Master List continues to evolve and be redefined.

Each year on June 1st OSPB publishes the planning and budgeting 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 2010. 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.

Published Elements

The required elements of the Master List have changed little since 1993, except for the inclusion of strategic issues in 2002. 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 stakeholders 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. Descriptions are also required for all agency programs and subprograms.

Strategic Issues. Strategic issues are key issues that merit special high-priority attention or are of critical importance to the agency as a whole. 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 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. Agencies will need to ensure that an adequate, but manageable, number of performance measures be collected. However, agencies should choose only the *key* measures or family of measures for each goal included in the Master List.

Funding Sources and Full-Time Equivalent (FTE) Position Information. Funding sources include: total agency, program, and subprogram General Funds, Other Appropriated Funds, and Non-Appropriated Funds (including Federal Funds). For the FY 2010 actual expenditures, the General Fund, Other Appropriated Funds, and Non-Appropriated Funds through the 13th month are tied to the General Accounting Office Annual Financial Report (AFR). For FY 2011, FY 2012 and FY 2013 (as appropriate) they are tied to agency funding **requests**. Capital funding is not included as part of the Master List financials. In addition, since the Master List includes Non-Appropriated Funds (consisting of state funds not subject to annual legislative appropriation and Federal Funds), the funding estimates contained in the

Master List may differ from those that appear in other documents.

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

Agencies also provide a summary of the FTE positions for all funding sources for the agency, programs, and subprograms for FY 2010, FY 2011, FY 2012 and FY 2013 (as appropriate).

Edits and Modifications

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

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

Single Program Agencies

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

Conclusion

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



Individual Agency
Master List Entries

ABA 0.0	Agency Summary
BOARD OF ACCOUNTANCY	
Monica L. Petersen, Executive Director	
Phone: (602) 364-0804	
A.R.S. §§ 32-701	

Mission:

To protect the public from unlawful, incompetent, unqualified, or unprofessional certified public accountants through certification, regulation, and rehabilitation.

Description:

The Arizona State Board of Accountancy consists of five Certified Public Accountants (CPAs) and two public members, all of whom are residents of the state and are appointed by the Governor. The Board qualifies candidates for the Uniform CPA Examination, certifies individuals to practice as CPAs, registers accounting firms owned by CPAs, and biennially renews certificates for CPAs and registered accounting firms. The Board also receives and investigates complaints, takes enforcement action against licensees for violation of statutes and regulations, monitors compliance with continuing education requirements, and reviews the work products of CPAs to ensure adherence to professional standards through the Board's peer review program. The Board currently regulates approximately 10,400 licensees and 3,200 firms.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,465.0	1,884.0	1,884.0	1,884.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,465.0	1,884.0	1,884.0	1,884.0
FTE Positions	13.0	13.0	13.0	13.0

Strategic Issues:

Issue 1 Office Modernization

There are many opportunities to modernize office operations and improve customer service and staff efficiency. Processes that can be modernized include, but are not limited to, on-line re-exam applications, on-line renewal registration, on-line complaint filing, on-line continuing professional education (CPE) tracking, on-line firm registrations, and on-line customer satisfaction surveys. Additionally, during FY 2011 the Board is exploring the use of a document management system to more efficiently handle the volume of paperwork and ensure that files are not lost, misplaced, or able to be viewed by only one staff person at a time and to aid in the management of records retention, fulfillment of public records requests, and fulfillment of the "My Account" modernization vision.

Issue 2 Database Management

The Board's database applications are archaic and in desperate need of updating to collect information that will support the Board's modernization vision and aid in management and policy decisions and in the aggregation of important statistics. The accounting information database must be enhanced to include a variety of fields and reports to improve management information. Currently, the database is divided between exam, licensing, firms and compliance and must be queried separately. The database needs to be retooled to tie licensing and compliance to certificate holder and support the long-term modernization vision of the Board. Further, the compliance portion lacks data fields such as "type of standard violation" and "board action" (e.g. letter of concern, decree of censure, consent order, etc.) which would aid in performance measurement data collection. Also, fields such as "probation," "administrative fees," and "CPE" should be added to track contents of consent orders. Adding fields to show when a registrant comes into compliance would increase tracking efficiency as well. Data dictionaries and desk procedures also need to be developed to ensure users are inputting data as intended.

Issue 3 Communication

Opportunities exist to increase and make more efficient the Board's communication with its regulated public and customers. Through the development of an enhanced database, a foundation will be built to support an on-line account function for all Board customers to follow progress of applications, renewals, registrations, etc., as well as copies of important Board communications that require timely action and disciplinary orders and a registrant's compliance with the terms of their discipline. Through the ability to update contact information and emails on-line, the Board can use email for more communications that do not require proof of receipt and increase efficiency in communications while decreasing costs.

Issue 4 Statutory Fee Cap

A.R.S. § 32-730 requires every CPA, public accountant and firm register biennially with the Board and pay a registration fee of not less than one hundred dollars and not more than three hundred dollars. The fee is currently at its cap. In FY 2008, FY 2009, and FY 2010 the legislature swept \$2,066,300, \$1,027,000, and \$501,200 respectively from the Board of Accountancy Fund to the General Fund to help solve the State's budget deficit. Additional revenues are slowly being lost due to the mobility law which became effective September 2008 and the transparency created via modernization efforts. The Board will continue to monitor revenues to ensure that they can support the current appropriation.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of successful candidates	271	280	280	280
Number of exam candidates approved by Board to sit for the Uniform CPA exam	618	705	804	916

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of certificates issued	439	415	415	415
Biennial renewal of certificates	5,292	5,178	5,118	5,027
Explanation:	FY 2011 - FY 2013 estimates are estimated to be lower due to the impact of Laws 2008, Ch. 295 (SB 1227) regarding CPA reciprocity and mobility.			
Number of firms registered	129	115	115	115
Number of firms renewed (excluding sole practitioners)	669	660	660	660
Percent of applicants reporting very good or excellent service	92	92	92	92

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of revocations and relinquishments	4	3	3	3
Number of compliance files established	126	110	110	110
Number of compliance files that resulted in discipline	23	20	20	20
Number of compliance files that resulted in administrative letters of concern	34	30	30	30

ANA 0.0	Agency Summary
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 public by regulating and maintaining standards of practice in the field of acupuncture.

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	117.5	126.4	126.4	126.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	117.5	126.4	126.4	126.4
FTE Positions	1.0	1.0	1.0	1.0

Strategic Issues:

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

The Board will continue to meet the timeframe requirements for review and approval of license applications.

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

The Board will continue to review its rules and policies so the needs of licensees are being addressed in a timely and efficient manner.

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

The Board will continue to assess customer satisfaction through surveys and respond accordingly to customer feedback.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints received	1	10	8	8
Unlicensed individuals or institutions identified	1	2	2	2
Total complaints	1	8	8	8
Average time from receipt of complaint until resolution	71	120	120	120
Number of complaints resolved from prior year	0	2	0	0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations conducted	1	8	8	8
Licensees with greater than one investigation	0	0	0	0
Percent of unlicensed practitioners brought into compliance	100	100	100	100
Percent of investigations resulting in disciplinary enforcement	0	20	20	20

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of applications received	63	75	75	75
Number of renewals issued	483	500	525	550
Auricular Acupuncture Certificates Issued	20	25	30	35
Total number of licensees	488	500	525	550
Total number of auricular acupuncture certificate holders	63	70	75	75

ADA 0.0	Agency Summary
DEPARTMENT OF ADMINISTRATION	
David Raber, Interim Director	
Phone: (602) 542-1500	
A.R.S. §§ 41-701,41-1051,41-2501	

Mission:

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

Description:

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

Agency Summary:

Program	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADMINISTRATION	856.0	885.6	885.6
➤ GENERAL ACCOUNTING	96,275,441.2	197,773.1	125,781.1
➤ STATE PROCUREMENT	4,481.2	3,335.9	3,335.9
➤ BENEFITS SERVICES DIVISION	730,931.3	712,982.1	856,621.5
➤ HUMAN RESOURCES DIVISION	13,723.8	15,354.5	15,317.8
➤ INFORMATION SERVICES DIVISION	48,286.7	42,723.4	37,590.8
➤ CAPITOL POLICE	3,546.5	3,304.7	3,304.7
➤ RISK MANAGEMENT	64,433.5	93,935.8	92,810.4
➤ GENERAL SERVICES DIVISION	44,709.2	58,143.1	56,305.3
Agency Total:	97,186,409.4	1,128,438.2	1,191,953.1

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	18,705.4	17,734.3	15,882.6
Other Appropriated Funds	124,774.9	164,550.1	163,166.9
Other Non Appropriated Funds	97,042,929.1	946,153.8	1,012,903.6
Program Total	97,186,409.4	1,128,438.2	1,191,953.1
FTE Positions	827.8	782.0	782.0

Strategic Issues:

Issue 1 Attract, Retain, and Educate Employees

Current economic conditions suggest there is no shortage of workers to fill available openings. Arizona's rising unemployment rate reached 9.2% in July, and some economists are projecting rates as high as 11% before

conditions improve. Furthermore, it is expected that when economic conditions begin to improve, the public sector will lag the private sector, and erosion of salary competitiveness and increased turnover may become evident. Thus it is critical for Arizona State Government to increase emphasis on talent management. With job opportunities in a wide variety of industries; rewarding careers that make a difference; an attractive benefits package that includes medical, dental, disability, life, auto and home insurance; and opportunities for training, continuing education, and career advancement; the State must continue to keep the issue of attracting, retaining, and educating employees as a strategic focus.

Issue 2 Information Technology Efficiencies

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

Issue 3 Cost-Efficient and Effective Public Facilities

The ADOA Building System has an inventory of 3,464 structures with an estimated current replacement value of \$3.4 billion. The structures in the Building System are in poor condition due to a chronic lack of funding for routine and capital maintenance. As a direct result of funding shortfalls, the Building System has amassed an astounding \$348.9 million of deferred capital maintenance. Over 20 years' accrued deferred maintenance has caused ADOA to routinely practice "crisis mode" maintenance and repair operations, causing highly disproportionate and expensive utility, repair, maintenance, and replacement costs. Major equipment breakdowns, system failures, and physical plant shutdowns are becoming increasingly common.

The Building System is dependent upon appropriations of limited General Fund and Capital Outlay Stabilization Fund (COSF) monies to annually fund its building renewal needs. In the last 25 years, ADOA building renewal has been fully funded only twice. Over the last 10 years, ADOA has appropriated a total of just \$41.3 million, although the building renewal formula called for \$252.1 million. Since FY 2002, 81% (\$33.5 million) of building renewal appropriations were funded exclusively from COSF.

COSF is in a state of crisis. Incredibly, the COSF revenue-generating structures represent just 5.9% of the Building System's 22.1 million gross square feet and only 1.0% of the Building System's total structures. Of the approximate four million gross square feet of space ADOA is tasked with supporting, only one million square feet of "chargeable" space generates funding. COSF rent from only 36 buildings cannot support building renewal for more than 3,000 buildings.

ADOA recognizes the current budget shortfall, but recommends working toward 100% funding of the building renewal need for the Building System. Full funding of the formula is necessary to slow the rate of deterioration of critical assets. When funding becomes available, ADOA recommends that the building renewal appropriations also include an additional \$30.0 million per year dedicated to a multi-year plan to mitigate the detrimental effects of the Building System's approximate \$348.9 million of deferred maintenance.

The ADOA FY 2012 Capital Improvement Plan also makes recommendations to enhance COSF resources and spread costs more equitably across the Building System.

Issue 4 Maximizing Productivity, Cost Effectiveness and Customer Satisfaction

ADOA's mission is to provide effective and efficient support services to state agencies, state employees, and the public, enabling them to achieve their goals. Simply put, ADOA is the hub of state government. ADOA currently offers over 68 diverse services to a customer base that includes approximately 120 state agencies, 39,000 state employees; 19,000 university employees; and 12,000 retirees. Services include statewide financial services, facilities management, employee and retiree benefits, human resources management, information services, fleet management, administrative management services, and police services for the Capitol Mall in Phoenix and the State Office 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 for of its services while achieving the highest possible level of customer satisfaction.

Issue 5 Security and Safety

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

Capitol Police: The members of the Arizona State Capitol Police are the lowest paid law enforcement employees in the Phoenix Metropolitan area. Their salaries are 38-56% less than those at other law enforcement agencies yet they are responsible for protecting and serving the most important government center in the state. Capitol Police officers are required to attend the same police academy, have the same training and maintain the identical certification through Arizona Peace Officer Standards and Training Board as other police officers from every other law enforcement agency in the State. They work side by side on a daily basis with these other officers, doing the same job and taking the same risks, yet their compensation is inexplicably out of balance. Almost every position's salary within the Arizona State Capitol Police Department fell far below the market average with sworn officers being the most adversely affected. There are clearly defined ADOA pay ranges for the classifications within the Division of the Capitol Police, but there is no mechanism or identified funding source in place for movement through those ranges. Most law enforcement agencies have a mechanism in place to move employees through the salary range based on time in grade. A Capitol Police Division employee's beginning salary may be the same hourly wage they should expect to receive their entire 20+ year career unless there is a general salary adjustment for all state employees.

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

System.

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

ADA 1.0	Program Summary
ADMINISTRATION	
David Raber, Interim Director	
Phone: (602) 542-1500	
A.R.S. §§ 41-701, 41-1051, 41-2501	

Mission:

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

Description:

The Administrative Program is comprised of the Director's Office which formulates and advocates agency policy, ensures compliance with all statutory requirements, and administers ADOA operations in a cost-effective and efficient manner that is responsive to our customers' needs. The Director's Office also prepares and monitors the annual appropriated budget and other select funds; tracks department and statewide FTE positions; and monitors utility expenditures. Additionally, the Director's Office administers the State's Performance-based Incentive Program; coordinates the Department's efforts on the State Employee Charitable Campaign; and provides support to the divisions and programs of ADOA through administration of the Agency's recognition and training programs, coordination of the Agency's strategic planning process, and administration of the agency-wide employee and customer satisfaction surveys.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ Governor's Regulatory Review Council (GRRC)

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	540.5	885.6	885.6
Other Appropriated Funds	315.5	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	856.0	885.6	885.6
FTE Positions	16.6	16.6	16.6

ADA 1.1	Subprogram Summary
ADMINISTRATION	
David Raber, Interim Director	
Phone: (602) 542-1500	
A.R.S. §§ 41-701, 41-1051, 41-2501	

Mission:

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

Description:

The Administrative Program is comprised of the Director's Office which formulates and advocates agency policy, ensures compliance with all statutory requirements, and administers ADOA operations in a cost-effective and efficient manner that is responsive to our customers' needs. The Director's Office also prepares and monitors the annual appropriated budget and other select funds; tracks department and statewide FTE positions; and monitors utility expenditures. Additionally, the Director's Office administers the State's Performance-based Incentive Program; coordinates the Department's efforts on the State Employee Charitable Campaign; and provides support to the divisions and programs of ADOA through administration of the Agency's recognition and training programs, coordination of the Agency's strategic planning process, and administration of the agency-wide employee and customer satisfaction surveys. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating.)

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	162.9	364.4	364.4
Other Appropriated Funds	117.1	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	280.0	364.4	364.4
FTE Positions	9.6	9.6	9.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0	83	80	80

ADA 1.2 Subprogram Summary
GOVERNOR'S REGULATORY REVIEW COUNCIL (GRRC)
 Jeri Auther, GRRC Administrator
 Phone: (602) 542-2181
 A.R.S. § 41-1001

ADA 2.0 Program Summary
GENERAL ACCOUNTING
 Clark Partridge, State Comptroller
 Phone: (602) 542-5405
 A.R.S. §§ 35-101 et. seq.

Mission:

To efficiently, objectively and effectively assist state agencies to comply with the rulemaking provisions of the Arizona Administrative Procedure Act and advise the Council regarding an agency's compliance or non-compliance with the Act.

Description:

The Council is composed of seven members and, while tasked with several responsibilities, has two primary functions. First, the Council is the final step in the rulemaking process for most state agencies. The Council staff reviews rules, unless exempted from Council review by statute, to ensure that the rules are necessary and to avoid duplication and adverse impact on the public. The Council assesses whether a rule is clear, concise, and understandable, legal, consistent with legislative intent and within the agency's statutory authority, and whether the benefits of a rule outweigh the cost. If a rule does not meet these criteria, the Council returns it to the agency for further consideration.

Secondly, the Council is responsible for reviewing five-year review reports. Arizona law requires an agency to review its rules every five years to determine whether the rules need to be amended or repealed. After doing this review, the agency is required to submit a report of its findings to the Council, which will approve the report or return it to the agency for additional work. (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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	377.6	521.2	521.2
Other Appropriated Funds	198.4	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	576.0	521.2	521.2
FTE Positions	7.0	7.0	7.0

- ◆ **Goal 1** 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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Agency satisfaction with staff services (Rulemakings and five-year reviews)	7.94	7.0	7.0
Council satisfaction with staff services	7.5	7.0	7.0
Agency satisfaction with staff services (Seminars)	7.5	7.0	7.0

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Governor's Regulatory Review Council subprogram.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of courtesy reviews completed by staff before final rulemaking or five-year review filed with Council	100	90	90
Percentage of five-year review reports acted on by Council consistent with staff recommendations	98.9	95	95
Percentage of rules acted on by Council consistent with staff recommendations	100	95	95

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,393.0	8,214.4	6,788.6
Other Appropriated Funds	1,178.6	0.0	0.0
Other Non Appropriated Funds	96,265,869.6	189,558.7	118,992.5
Program Total	96,275,441.2	197,773.1	125,781.1
FTE Positions	85.3	86.3	86.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with accounting policies and procedures	6.7	5.5	5.5
Percentage of warrants available for distribution by 1:00 PM following the day of processing on Arizona Financial Information System (AFIS)	100	99.9	99.9
Percentage of security requests for financial applications processed within three business days	99.9	95	95
Percentage of appropriations loaded in AFIS within 30 days of effective legislation date and complete appropriation structure received from agency	100	95	95
Customer satisfaction with AFIS functionality	6.7	6.0	6.0
Customer satisfaction with administration of payroll process	6.9	6.0	6.0
Percentage of warrants distributed to correct agency	99.9	99.5	99.5

ADA 3.0	Program 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:

The State Procurement Office (SPO) coordinates, oversees, and establishes policy for the required statewide procurement services. SPO conducts strategic sourcing for statewide contracts; office equipment and supplies, temporary personnel, information technology and telecommunications; Maintenance, Repair and Operating (MRO) equipment and supplies contracts; and construction projects; and provides centralized procurement contracting services for limited delegated agencies and ADOA. SPO provides, manages, and supports ProcureAZ, a statewide procurement technology solution, for vendors, agencies and political subdivisions; oversees agency procurement compliance and oversight of procurement authority of all state agencies; coordinates with the Office of the Attorney General to provide advice, guidance, and assistance to agencies on procurement laws, rules, and court decisions; provides procurement technical assistance for vendors, customers and procurement officers; and administers a statewide cooperative program for over 450 Arizona governments. (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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,940.4	1,032.3	1,032.3
Other Appropriated Funds	554.8	286.2	286.2
Other Non Appropriated Funds	1,986.0	2,017.4	2,017.4
Program Total	4,481.2	3,335.9	3,335.9
FTE Positions	30.5	30.5	30.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with establishment of contracts	5.64	5.5	5.5
Customer satisfaction with administration of contracts	5.93	5.0	5.0
Customer satisfaction with authorization of procurement requests	6.53	6.0	6.0
Customer satisfaction with technical assistance	6.3	6.0	6.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of procurement plan award dates met for the Request for Proposal (RFP) process	100	90	85
Percent of procurement plan award dates met for Invitation for Bid (IFB) process	100	90	85
Request for Quotation (RFQ) processing time (days)	5.0	5.0	5.0

ADA 4.0	Program Summary
BENEFITS SERVICES DIVISION	
Karen Battilana, Assistant Director	
Phone: (602) 542-1714	
A.R.S. §§ 41-702, 38-651 to 38-654	

Mission:

To provide a competitive, comprehensive, and cost effective benefits program and contribute toward improving the health and lifestyle of state employees, retirees, and their families.

Description:

The Benefit Services Division administers the group benefit programs for state employees and their dependents. These programs currently include a self-funded medical plan; fully insured plans for dental, vision, basic life, supplemental life, dependent life, short-term disability, long-term disability, home, and auto; flexible spending accounts; and the computer purchase program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to state retirees and their dependents. This division also manages the statewide wellness program.

This Program Contains the following Subprograms:

- ▶ Benefits Services Operations
- ▶ Benefits Vendor Payments

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,742.1	5,101.3	5,101.3
Other Non Appropriated Funds	727,189.2	707,880.8	851,520.2
Program Total	730,931.3	712,982.1	856,621.5
FTE Positions	38.0	38.0	38.0

ADA 4.1 Subprogram Summary
BENEFITS SERVICES OPERATIONS
 Karen Battilana, Assistant Director
 Phone: (602) 542-1714
 A.R.S. §§ 41-702, 38-651 to 38-654

ADA 4.2 Subprogram Summary
BENEFITS VENDOR PAYMENTS
 Karen Battilana, Assistant Director
 Phone: (602) 542-1714
 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:

Benefit Services Operations administers the group benefit programs for state employees and their dependents. These programs currently include a self-funded medical plan; fully insured plans for dental, vision, basic life, supplemental life, dependent life, short-term disability, long-term disability, home, and auto; flexible spending accounts; and the computer purchase program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to state retirees and their dependents. This subprogram also manages the statewide wellness program. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,742.1	5,101.3	5,101.3
Other Non Appropriated Funds	129.3	0.0	0.0
Program Total	3,871.4	5,101.3	5,101.3
FTE Positions	38.0	38.0	38.0

◆ **Goal 1** To attract and retain a high-performance team of employees by providing an accessible, customer service driven benefits program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with benefit plans	6.52	6.5	6.5
Number of state employees attending a Benefit Options Wellness Event	25,585	20,000	22,000
Customer satisfaction with the Wellness services/events provided	7.75	6.5	6.5
Percentage of benefits eligible employees enrolled	91	92	92
Percentage of customers satisfied with health/dental provider	84	84	85
Percentage of AZ providers/facilities available in networks	88	90	90

Mission:

To provide a competitive, comprehensive, and cost effective benefits program and contribute toward improving the health and lifestyle of state employees, retirees, and their families.

Description:

The Benefit Services Division administers the group benefit programs for state employees and their dependents, which currently include a self-funded medical plan; fully insured plans for dental, vision, basic life, supplemental life, dependent life, short-term disability, long-term disability, home, and auto; flexible spending accounts; and the computer purchase program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to state retirees and their dependents.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	727,059.9	707,880.8	851,520.2
Program Total	727,059.9	707,880.8	851,520.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To maintain the continuity of state government operations to ensure the safe and efficient delivery of government services by providing a cost effective benefits program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of medical plan loss ratio	97	98	98
Percentage of administrative costs of medical plan	4.4	5.0	4.5
Percentage of actuarial value of medical benefit provided	89	90	90

ADA 5.0	Program Summary
HUMAN RESOURCES DIVISION	
Kathy Peckardt, Assistant Director	
Phone: (602) 542-5482	
A.R.S. § 41-702	

Mission:

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

Description:

The Human Resources Division (HRD) manages the ADOA Personnel System which consists of approximately 33,000 state employees from approximately 100 state agencies, boards and commissions. HRD has four primary functions:

1. Maintain the infrastructure for personnel administration including the State's payroll/personnel system (HRIS), the centralized job board (azstatejobs.gov), the hiring system (Hiring Gateway), the State's centralized employee self-service website (YES), the classification and compensation system, and the Personnel Rules and policies that govern personnel within the ADOA Personnel System.
2. Provide a number of services to state employees including a State Career Center and training through the Arizona Learning Center.
3. Support state agencies by providing human resources services in the areas of employee relations, staffing and recruitment, job classification, employee compensation, employee development, recognition, workforce planning and analysis, and operational support.
4. Through promotion, education and incentives offered by the Travel Reduction Program; encourage non-university state employees in Maricopa County to carpool, vanpool, ride transit, bicycle or walk to work.

This Program Contains the following Subprograms:

- ▶ Human Resource Operations
- ▶ Travel Reduction

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,247.8	14,689.2	14,689.2
Other Non Appropriated Funds	476.0	665.3	628.6
Program Total	13,723.8	15,354.5	15,317.8
FTE Positions	130.0	130.0	130.0

ADA 5.1	Subprogram Summary
HUMAN RESOURCE OPERATIONS	
Kathy Peckardt, Assistant Director	
Phone: (602) 542-8378	
A.R.S. § 41-702	

Mission:

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

Description:

The Human Resources Program includes classification and compensation, employment, operations, planning and quality assurance, and the Human Resources Information Solution (HRIS). The program administers an automated recruiting and hiring system (Hiring Gateway) for use by hiring supervisors to fill positions; maintains a pool of candidates to fill temporary staffing needs of state agencies; coordinates and hosts job fairs, community events and outreach programs to recruit new talent; offers consulting services to provide human resources expertise in such areas as employment law and Arizona state government rules, policies and practices; administers and oversees annual surveys to evaluate market position of state jobs to ensure external competitiveness; 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 HRIS--an integrated system used to administer payroll, personnel and employee benefits processing for all branches, departments, and agencies in State government.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,232.9	9,225.4	9,225.4
Other Non Appropriated Funds	77.7	36.7	0.0
Program Total	8,310.6	9,262.1	9,225.4
FTE Positions	125.0	125.0	125.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent difference in average salaries between state employees and the labor market	9.5	13.6	12
Average turnaround time for processing 4th level grievances (days)	28.5	20	20
Average turnaround time (days) for processing all classification actions (covered & uncovered positions)	4	15	15
Average time to fill a vacant position using Hiring Gateway (days)	56	60	60

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of rules developed and promulgated	1	5	6
Number of additional services privatized or processes automated	3	2	2

ADA 5.2 Subprogram Summary

TRAVEL REDUCTION

Kayelen Rolfe, Manager
 Phone: (602) 542-3638
 A.R.S. § 49-588

ADA 6.0 Program Summary

INFORMATION SERVICES DIVISION

Patrick Quain, ISD Assistant Director/TPO Director
 Phone: (602) 542-2250
 A.R.S. §§ 41-711, 41-712, 41-713, 41-704

Mission:

To reduce state employees' drive alone commute trips within Maricopa County to improve air quality.

Description:

Through promotion, education and incentives, the Travel Reduction Program encourages non-university state employees in Maricopa County to carpool, vanpool, ride transit, bicycle or walk to work. Other forms of travel reduction such as telecommuting and virtual office are also pursued. A.R.S. § 49-588, which mandates this program, is a committed transportation control measure in several EPA-approved air quality plans. Failure to implement these legally binding commitments could lead to federal sanctions. Annual surveys are administered by this program to measure conformance. (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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,318.4	4,749.7	4,749.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,318.4	4,749.7	4,749.7
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with all Travel Reduction services	6.74	6.5	6.5
Customer satisfaction of capitol rideshare customers (monthly)	7.64	7.0	7.0
Customer satisfaction of travel reduction coordinators (bi-annual)	7.43	7.0	7.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of commuter club members (carpoolers, transit riders, walkers, bicyclists)	4,694	4,740	4,790
Percentage increase in transit riders	-7.4	1.0	1.0
Agency sites that achieved their travel reduction goals	43	42	42
Percentage of all state employee commute trips that are drive-alone	67	66	65
Percentage of ADOA employee commute trips that are drive-alone	61	60	60
Number of employees spoken to at agency meetings and information tables	1,807	1,500	1,550

Mission:

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

Description:

The Information Services Division Program is comprised of the Telecommunications Program Office (TPO) and the Information Services Division (ISD). The Telecommunications Program Office is responsible for overseeing AZNet, the statewide telecommunications network. AZNet provides state agencies a scalable, centralized, statewide converged voice, video and data solution to streamline state agency communications. The Information Services Division is responsible for providing information technology services to state agencies. These services include transaction processing; application development and maintenance; system and technical support; and relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through monthly billing processes. The State 9-1-1 Office is a subprogram of ISD, responsible for oversight of the 9-1-1 program throughout the State. Revenue is generated through the Emergency Telecommunications Excise Tax and is used for capital upgrades and remedial costs associated with the service delivery of emergency 9-1-1 calls.

This Program Contains the following Subprograms:

- ▶ ISD Operations
- ▶ 911 Emergency Services
- ▶ Telecommunications Program Office

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	851.7	425.9	0.0
Other Appropriated Funds	19,660.9	20,784.5	20,784.5
Other Non Appropriated Funds	27,774.1	21,513.0	16,806.3
Program Total	48,286.7	42,723.4	37,590.8
FTE Positions	181.4	180.4	180.4

ADA 6.1 Subprogram Summary
ISD OPERATIONS
Patrick Quain, Assistant Director
Phone: (602) 542-2250
A.R.S. §§ 41-711, 41-712, 41-713, 41-704

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of desktop software problems responded to within 15 minutes (LAN)	99.8	99	99

Mission:

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

Description:

The Information Services Division (ISD) is responsible for providing information technology services to state agencies. These services include transaction processing; application development and 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).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	851.7	425.9	0.0
Other Appropriated Funds	18,200.6	18,944.2	18,944.2
Other Non Appropriated Funds	1,083.9	1,325.4	1,325.4
Program Total	20,136.2	20,695.5	20,269.6
FTE Positions	159.4	158.4	158.4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with information and data security services	6.79	6.0	6.3
Customer satisfaction with billing and collection services	6.3	6.0	6.0
Customer satisfaction with mainframe processing	7.27	6.0	6.5
Percentage of calls to the Help Desk resolved during first contact with customer's problem	80	81	80
Percent of time database systems are on-line and available	100	99	99
Percentage of RFSs completed within negotiated timeframe	100	85	85
Percentage of enterprise application development work completed within negotiated timeframe	83	90	90
Customer satisfaction with the Local Area Network (LAN)	8	7.0	7.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of automation bills issued by the 3rd Friday of the month	100	85	80
Percentage of time systems are available	99.7	99.7	99.7
Percentage of time mainframe batch systems are available	99.7	99.7	99.7
Percentage of mainframe scheduled batch jobs completed on time	99.5	99.5	99.5
Percentage of RFSs completed correctly the first time	98.5	95	95
Percentage accessibility and availability of the LAN	100	99	99
Percentage availability of GroupWise during prime time support	100	99	99

ADA 6.2	Subprogram Summary
911 EMERGENCY SERVICES	
Barbara Jaeger, State 9-1-1 Administrator	
Phone: (602) 542-0911	
A.R.S § 41-704, 42-5251	

Mission:

To effectively manage the tax revenue received through the Emergency Telecommunications Service Excise Tax for the network, equipment and maintenance to ensure 9-1-1 services are available throughout Arizona for citizens in need of emergency assistance; and to work through the local community 9-1-1 coordinators to implement Enhanced 9-1-1 and Wireless Enhanced 9-1-1 to ensure that advanced technology and equipment is available.

Description:

The 9-1-1 program is charged with providing guidance and direction, as well as acting as liaison to ensure that when a citizen dials 9-1-1, the call goes to the correct 9-1-1 center the first time. Funding oversight is done on a statewide basis. Monies in FY 2011 are necessary to meet the operational requirements of more than one hundred 9-1-1 centers statewide and to continue deployment of location-based technology through Wireless Phase II Enhanced 9-1-1.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26,690.2	20,187.6	15,480.9
Program Total	26,690.2	20,187.6	15,480.9
FTE Positions	4.0	4.0	4.0

- ◆ **Goal 1** To maintain continuity of services through equipment upgrades and network enhancements at statewide 9-1-1 centers (Public Safety Answering Points - PSAPs). Lack of sufficient funding will prevent network enhancement capabilities including transitioning to a digital network and text messaging to 9-1-1.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
State and local funds spent for equipment, network, maintenance and administration (in millions)	31.3	20.0	20.0
Number of PSAPs Upgraded	54	14	10

- ◆ **Goal 2** To continue to deploy Wireless Phase II throughout Arizona. Lack of sufficient funding may hamper the completion of this goal.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of State PSAPs converted to Wireless Phase II	67	77	85
Percentage of Phase II based on systems available	85	90	93

ADA 6.3	Subprogram Summary
TELECOMMUNICATIONS PROGRAM OFFICE	
Patrick Quain, TPO Director	
Phone: (602) 542-2250	
A.R.S. §§ 41-712, 41-713	

Mission:

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

Description:

The Telecommunications Program Office oversees AZNet, the statewide telecommunications network providing voice and data communications services, including the installation and maintenance of telecommunication systems. Each office, department and agency of the State contracts with the primary contractor through the telecommunications program office and makes payment directly to the primary contractor for its telecommunications needs. The Telecommunications Program Office is charged with ensuring that its contractor acts as the State's agent for all carrier services to the offices, departments and agencies within AZNet. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,460.3	1,840.3	1,840.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,460.3	1,840.3	1,840.3
FTE Positions	18.0	18.0	18.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with Statewide Telecommunications Contract services	6.65	5.5	5.5
Customer satisfaction with connectivity to the Wide Area Network (MAGNET)	6.78	6.25	6.25

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of time primary components of Network are available and accessible	n/a	99	n/a
Customer satisfaction with support for new or upgraded telecommunications	n/a	5.0	n/a

ADA 7.0	Program Summary
CAPITOL POLICE	
Andrew Staubitz, Chief of Capitol Police	
Phone: (602) 542-0362	
A.R.S. §§ 41-794 to 41-797	

Mission:

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

Description:

The Arizona State Capitol Police Department is a full service law enforcement agency recognized by the Arizona Peace Officer Standards & Training Board, which delivers around-the-clock police and security services to the State Capitol complex and Tucson Regional facility. The Organization consists of three divisions: Patrol Operations, Communications and Administration. The services provided by these divisions include the following:

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

2. Communications: Dispatch calls for emergency and non-emergency service and monitor all radio traffic; dispatch fire and paramedic personnel for assistance in both Phoenix and Tucson Capitol Mall complexes; monitor and dispatch panic, holdup, and fire alarms in both Phoenix and Tucson Capitol Mall complexes using the MDI and ADEMCO systems; log daily traffic using the Computer Aided Dispatch system; lock and unlock doors on state buildings in both Phoenix and Tucson Capitol Mall complexes using the MDI system; retrieve, enter, verify and confirm wanted persons and stolen vehicle, article, and gun information using the Arizona Criminal Justice Information System (ACJIS); enter towed vehicles into ACJIS; retrieve vehicle information using the MVD MVRRS system; retrieve wanted persons and records using the Phoenix Pace system; operate up to six radio channels on the dispatch console; answer three main dispatch phone lines, four emergency phone lines from 75 emergency call boxes located throughout the Capitol Mall Complexes, four elevator entrapment phone lines from 36 elevator phone lines, and two secondary 9-1-1 lines; use the TDD phone system; monitor more than 80 cameras throughout the Capitol Mall complex; monitor the Phoenix Police scanner for traffic in the Phoenix Capitol Mall area; relay information to building managers or after hours building contacts; and use the ADEM Communicator to send out mass alerts in emergency situations.

3. Administration: Manage the overall operations of the Capitol Police; prepare and administer the division budget, grants, interagency service agreements and other special projects; maintain police records; oversee internal administrative investigations; conduct training for state employees in workplace violence, CPR and Police Citizens' Academies. (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 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	1,086.8	1,890.9	1,890.9
Other Appropriated Funds	1,423.1	521.6	521.6
Other Non Appropriated Funds	1,036.6	892.2	892.2
Program Total	3,546.5	3,304.7	3,304.7
FTE Positions	71.0	71.0	71.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with crime prevention	6.71	6.6	6.6
Customer satisfaction with law enforcement	7.03	6.8	6.8

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average response time to Capitol Police emergency calls (minutes: seconds)	1:40	1:35	1:35
Number of Uniform Crime Reporting (UCR) part one crimes occurring within the Capitol Mall complex	46	99	99

ADA 8.0	Program Summary
RISK MANAGEMENT	
Raymond DiCiccio, Risk Manager	
Phone: (602) 542-1791	
A.R.S. §§ 41-621 et. seq.	

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	63,598.6	91,867.5	90,484.3
Other Non Appropriated Funds	834.9	2,068.3	2,326.1
Program Total	64,433.5	93,935.8	92,810.4
FTE Positions	87.0	87.0	87.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with handling of property and liability claims	6.33	6.5	6.5
Customer satisfaction with self-insurance	6.62	6.5	6.5
Customer satisfaction with loss prevention	6.00	6.5	6.5
Customer satisfaction with Workers' Compensation	6.56	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted Risk Management claims)	3.93	5.4	5.0
Total dollar losses of property and liability claims (in millions)	13.9	39.9	37.9
Total dollar losses of workers' compensation claims (in millions)	20.2	30.2	30.6
Number of liability settlements and judgments paid greater than \$250,000	6	15	15
Number of general and liability claims opened	2,989	4,000	4,000
Cost of risk per capita (dollars)	16.76	17.09	17.09

ADA 9.0	Program Summary
GENERAL SERVICES DIVISION	
Bill Hernandez, Assistant Director	
Phone: (602) 364-2872	
A.R.S. §§ 31-253, 35-193, 41-701, 41-791, 41-803, 41-2606(B)	

Mission:

To provide effective and efficient facility related activities including facility planning, design, development, construction, operations and maintenance, as well as accounting services, fleet management, surplus management and other support services to enable government agencies, state employees and the public to achieve their goals.

Description:

The General Services Division (GSD) is responsible for the ADOA Building System, which includes 3,464 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 satellite offices. In addition, the division provides facilities programs including prison construction and building construction, while providing a focal point for the acquisition, leasing, planning, and construction of facilities in the ADOA Building System. Further, the division provides accounting services to internal and external agency customers. Also, the Division provides fleet services, surplus property management and mail services to state agencies.

This Program Contains the following Subprograms:

- ▶ Building, Planning, and FOAM
- ▶ Construction Services
- ▶ Other Support Services
- ▶ Surplus Property
- ▶ Motor Pool

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,893.0	5,285.2	5,285.2
Other Appropriated Funds	21,053.5	31,299.8	31,299.8
Other Non Appropriated Funds	17,762.7	21,558.1	19,720.3
Program Total	44,709.2	58,143.1	56,305.3
FTE Positions	188.0	142.2	142.2

ADA 9.1	Subprogram Summary
BUILDING, PLANNING, AND FOAM	
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:

The Building, Planning, and Facilities Operations and Maintenance (FOAM) subprogram provides facility management services and physical security for state owned buildings in the ADOA Building System including capital planning, major maintenance construction, inspections, land acquisition, space allocations, tenant improvements and statutory and building code compliance. This subprogram prepares the annual Capital Improvement and Building Renewal Plans, recommending state spending on ADOA Building System land acquisition, capital development and major maintenance. Additionally, the subprogram plans, develops and maintains appropriate allocation of office space for the efficient and effective use of state-owned and lease-purchased buildings. This subprogram also reviews, approves and maintains all agency office leases in the ADOA Building System; administers agency relocations for orderly transitions to maximize efficiency; and directs and regulates parking, employee ID card access and closed circuit television monitoring for ADOA office buildings. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,448.2	4,499.1	4,499.1
Other Appropriated Funds	10,960.3	11,802.1	11,802.1
Other Non Appropriated Funds	12,216.8	12,740.2	12,740.2
Program Total	26,625.3	29,041.4	29,041.4
FTE Positions	115.4	78.6	78.6

◆ **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 FOAM subprogram.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with tenant improvement process	4.9	6.5	6.5
Customer satisfaction with review of office leases	5.4	6.5	6.5
Customer satisfaction with building maintenance	5.5	6.5	6.5
Customer satisfaction with heating and cooling maintenance	5.4	6.5	6.5
Customer satisfaction with custodial services	4.9	6.5	6.5
Customer satisfaction with landscaping/grounds maintenance	5.7	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of HVAC and maintenance emergency work orders responded to within 24 hours	100	99	99
Number of preventative maintenance work orders to total maintenance requests (in thousands)	3.5:10.2	3.2:11.0	3.2:11.0

ADA 9.2	Subprogram Summary
CONSTRUCTION SERVICES	
Roger Berna, General Manager	
Phone: (602) 542-6051	
A.R.S. §§ 41-791, 31-253	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	405.6	652.7	652.7
Other Non Appropriated Funds	3,301.0	7,032.0	5,194.2
Program Total	3,706.6	7,684.7	5,846.9
FTE Positions	11.6	7.6	7.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with general construction projects	6.1	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of unforeseen project budget growth (excluding owner added scope) and resulting use of contingency	n/a	5.0	5.0
Schedule overruns not related to owner added scope as a percentage of total project duration	N/A	8.0	8.0

ADA 9.3 Subprogram Summary

OTHER SUPPORT SERVICES

Bill Hernandez, Assistant Director
 Phone: (602) 364-2872
 A.R.S. §§ 41-101.03, 41-701

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage error rate of claims (State Boards Office)	8.0	8.0	8.0

Mission:

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

Description:

The Other Support Services subprogram is responsible for four separate activities including internal ADOA accounting services (accounts receivable, accounts payable, payroll, preparation of financial statements and other financial services) for a number of ADOA funds; the Central Services Bureau which provides accounting services to other agencies on a fee-for-service basis; the State Boards Office which provides office support and accounting services on a contracted basis to other agencies; and the ADOA Interagency Mail Room which provides mail service including interagency route service, U.S. mail processing, and parcel mail service. (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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,444.8	786.1	786.1
Other Appropriated Funds	1,323.2	5,473.5	5,473.5
Other Non Appropriated Funds	2,244.9	1,785.9	1,785.9
Program Total	6,012.9	8,045.5	8,045.5
FTE Positions	19.0	14.0	14.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with fixed assets accounting (internal)	7.7	7.5	7.5
Customer satisfaction with payroll (internal)	7.8	7.0	7.0
Customer satisfaction with financial and management reporting (internal)	7.4	7.5	7.5
Customer satisfaction with the payment of vendors (internal)	6.9	7.0	7.0
Customer satisfaction with the effectiveness and efficiency of the collection and distribution of mail	6.78	6.5	6.5
Percentage of standards met in accordance with Central Services Bureau service agreements	100	95	95
Customer satisfaction with Central Services Bureau	7.4	7.0	7.0
Overall customer satisfaction with the State Boards Office	8.0	7.3	7.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of discounts taken (payment of vendors)	95.9	75	75
Percentage of payroll accuracy (internal)	99.9	95	95
Number of days to process invoices (Accounts Payable)	12.7	16	16
Percentage error rate of claims (Accounts Payable)	.3	2.0	2.0
Average time for interagency mail to be routed through the ADOA system (days)	.4	1.2	1.2
Number of days to process invoices in the State Boards Office	1	4.0	4.0

ADA 9.4	Subprogram Summary
SURPLUS PROPERTY	
Steve Perica, Administrator	
Phone: (602) 542-0796	
A.R.S. § 41-2606(B)	

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,668.7	2,856.3	2,856.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,668.7	2,856.3	2,856.3
FTE Positions	23.0	23.0	23.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with the effectiveness of on-site customer assistance	7.8	7.8	7.8
Customer satisfaction with the efficiency of in-field operations	7.8	7.8	7.8
Customer satisfaction with Surplus Property	6.5	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer requests picked up on date committed/agreed upon (1-8 scale).	7.8	7.7	7.7
Tons of paper recycled	557	850	850
Receiving backlog expressed as a percentage of items received within two days	85	85	85

ADA 9.5	Subprogram Summary
MOTOR POOL	
David Fruehwirth, 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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,695.7	10,515.2	10,515.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	6,695.7	10,515.2	10,515.2
FTE Positions	19.0	19.0	19.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer satisfaction with short-term (day use) vehicle rental	6.86	6.5	6.5
Customer satisfaction with long-term vehicle use	6.5	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average percentage of taxi fleet utilization	63	85	85
Percentage of downtime of Fleet Management vehicles in total fleet	1.3	3	3

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

Mission:

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

Description:

The Office of Administrative Hearings functions as the main venue for administrative law hearings within Arizona, subject to specific exemptions under statute. Administrative law judges are assigned, on a temporary or permanent basis, to preside over cases which are contested.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	933.4	908.2	908.2	908.2
Other Appropriated Funds	14.5	14.5	14.5	14.5
Other Non Appropriated Funds	1,267.7	1,005.4	1,005.4	1,005.4
Program Total	2,215.6	1,928.1	1,928.1	1,928.1
FTE Positions	26.0	26.0	26.0	26.0

Strategic Issues:

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

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

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days from hearing request to hearing scheduling	1.44	1.44	1.44	1.44
Average number of days from hearing scheduling to first scheduled hearing	57.35	57.35	57.35	57.35
Average number of days from the first scheduled hearing to the conclusion of the hearing	10.42	10.42	10.42	10.42
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	18.45	18.45	18.45	18.45
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	53.95	53.95	53.95	53.95
Average length of a single continuance [measured by first continuances only] (in days)	47.07	47.07	47.07	47.07
Cases docketed	6038	6038	6038	6038
Number of hearings held	3368	3368	3368	3368
New cases docketed to cases concluded	112.2:1	112.2:1	112.2:1	112.2:1
Hearings conducted by contract administrative law judges	0	0	0	0
Average days from request for hearing to first date of hearing	58.88	58.88	58.88	58.88

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	92.71	92.71	92.71	92.71
Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	84.35	84.35	84.35	84.35

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of OAH decisions contrary to original agency position	7.49	7.49	7.49	7.49
Percent of agency acceptance of contrary Office of Administrative Hearings decision	83.18	83.18	83.18	83.18
Percent of agency rejection of OAH decisions	1.59	1.59	1.59	1.59
Percent of cases reheard	.76	.76	.76	.76
Percent of cases appealed to Superior Court	2.38	2.38	2.38	2.38
Percent of evaluations rating the administrative law judge excellent or good in attentiveness	95.7	95.7	95.7	95.7
Percent of evaluations rating the administrative law judge excellent or good in explaining the hearing process	95.23	95.23	95.23	95.23
Percent of evaluations rating the administrative law judge excellent or good in the use of clear and neutral language	95.99	95.99	95.99	95.99
Percent of evaluations rating the administrative law judge excellent or good in impartiality	94.74	94.74	94.74	94.74
Percent of evaluations rating the administrative law judge excellent or good in dealing with the issues of the case	95.28	95.28	95.28	95.28
Percent of evaluations rating the office excellent or good in sufficient space	95.85	95.85	95.85	95.85
Percent of evaluations rating the office excellent or good in providing freedom from distractions	96.44	96.44	96.44	96.44
Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	95.44	95.44	95.44	95.44
Percent of evaluations rating the staff excellent or good in courteous treatment	96.46	96.46	96.46	96.46

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of weekly requests to website	24,573.8	24,573.8	24,573.80	24,573.80
Average number of individual domains accessing the website per week	857.2	857.2	857.2	857.2
Advertisements of website capability per month	1,006.3	1,006.3	1,006.3	1,006.3
Publication of new informational articles on internet site	0	0	0	0
Average number of hits on articles on website per week	1,369.54	1,369.54	1,369.54	1,369.54
Average number of weekly hits on information page to enter agency portal	349.20	349.20	349.20	349.20
Average number of text searches of administrative law judge decisions per week	9.62	9.62	9.62	9.62

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

Mission:

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

Description:

The Department has ten programs designed to regulate all aspects of agricultural production and processing within the State, educate industry to foster compliance with applicable regulations, promote the general welfare of the agricultural community, inform the consumer, and protect the public health and safety. These include inspections of food, and non-food products, stray and diseased livestock, and areas subject to invasive plant species. These inspections may occur solely at the field or may continue at the State Agricultural Laboratory. The Department also provides educational and conservation assistance by promoting best practices, issuing grants, and management of Arizona's native plant species.

Agency Summary:

Program	(\$ Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ FOOD SAFETY AND QUALITY ASSURANCE	6,385.2	7,210.5	7,210.5	7,210.5
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	931.7	856.1	856.1	856.1
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	2,880.4	2,837.2	2,837.2	2,837.2
➤ PEST EXCLUSION AND MANAGEMENT	4,660.9	4,738.3	4,738.3	4,738.3
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	211.8	304.7	304.7	304.7
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	825.1	818.7	818.7	818.7
➤ ADMINISTRATIVE SERVICES	1,417.9	1,385.0	1,385.0	1,385.0
➤ STATE AGRICULTURAL LABORATORY	1,377.4	1,395.9	1,395.9	1,395.9
➤ AGRICULTURAL CONSULTATION AND TRAINING	4,218.6	3,696.8	3,696.8	3,696.8
➤ COMMODITY DEVELOPMENT AND PROMOTION	3,290.6	3,096.2	3,096.2	3,096.2
Agency Total:	<u>26,199.6</u>	<u>26,339.4</u>	<u>26,339.4</u>	<u>26,339.4</u>

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	8,569.6	8,434.3	8,434.3	8,434.3
Other Appropriated Funds	2,585.9	3,381.4	3,381.4	3,381.4
Other Non Appropriated Funds	15,044.1	14,523.7	14,523.7	14,523.7
Program Total	<u>26,199.6</u>	<u>26,339.4</u>	<u>26,339.4</u>	<u>26,339.4</u>
FTE Positions	353.4	346.9	346.9	346.9

Strategic Issues:

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

The September 11, 2001 attacks revealed the crucial role the Department

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

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

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

Issue 3 *Staff reductions and operating budget reductions have forced the State Agricultural Laboratory (SAL) to eliminate and/or reduce critical testing activities and have led to continued equipment obsolescence issues.*

The Department's laboratory infrastructure is vital for performing rapid, definitive analyses essential for protecting Arizona's citizens, food supply, environment and agricultural resources. We rely on the State Agricultural Laboratory for the information we need to make decisions in response to emergency and enforcement situations as well as for providing testing services necessary to enable agricultural commerce. The SAL has had to reduce staffing and can no longer provide the Department with the timely testing and scientific expertise required. Furthermore, the laboratory's equipment replacement budget must be reinstated as soon as possible to reestablish the 11-year cycle replacement cycle which is imperative to enable the Department to replace obsolete instrumentation.

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

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

Issue 5 *Maintenance of a robust and customer friendly Information Technology (IT) system and IT staff is essential to allow continued protection of the food supply, the public and the environment.*

Every person within the Department is dependent on Information Technology (IT) to carry out legislative mandates. IT is the cornerstone and life blood of the Department's regulatory and Customer Service efforts. In order to follow through with the primary mission of the Department, the Department must have the ability to keep its IT systems in line with technology advancements and must keep IT staff skills at a level to maintain those systems. Key to the Department's mission is the timely dissemination of accurate information to the regulated community, the public and to our own employees. The Department continues to work with GITA to determine the most effective methods of delivering this information to concerned parties, and to keep in compliance with ongoing security demands and standards for IT. The technology in place must be able to support, at a minimum, 253 Department employees, 4 outlying Department offices, 20 outlying animal health officers, as well as the thousands of citizen-clients found throughout the State. Outdated technology cannot perform this function with the efficiency and security that those being

supported require. Regular technology replacement schedules, ongoing maintenance and software licensing, IT staff training, and increased IT staffing are all essential for the Department to provide consistent, accurate, and timely information flow that is necessary to mitigate technology disasters, deal with emergencies, and carry on day-to-day operations in an efficient, secure environment.

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

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

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

Mission:

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

Description:

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

This Program Contains the following Subprograms:

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

Funding and FTE Summary: (Thousands)	FY 2010	FY 2011	FY 2012	FY 2013
	Actual	Estimate	Request	Request
General Funds	1,129.5	1,172.8	1,172.8	1,172.8
Other Appropriated Funds	1,299.7	1,949.6	1,949.6	1,949.6
Other Non Appropriated Funds	3,956.0	4,088.1	4,088.1	4,088.1
Program Total	6,385.2	7,210.5	7,210.5	7,210.5
FTE Positions	125.7	125.7	125.7	125.7

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,129.5	1,172.8	1,172.8	1,172.8
Other Appropriated Funds	713.7	919.0	919.0	919.0
Other Non Appropriated Funds	498.3	658.0	658.0	658.0
Program Total	2,341.5	2,749.8	2,749.8	2,749.8
FTE Positions	37.4	37.4	37.4	37.4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	280,000	300,000	300,000	300,000
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0	0
Total number of dairy-related inspections	550	600	600	600
Total number of wholesale and retail egg inspections	818	1,600	1,600	1,600
Total number of individual shell eggs inspected under State inspection	235,000	500,000	500,000	500,000
Number of egg dozens retained by inspectors for non-compliance with State standards	55,918	200,000	200,000	200,000
Number of documented food-borne bacteria outbreaks linked to eggs or egg products sold within Arizona	0	0	0	0
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected processing or slaughter plants	0	0	0	0
Number of state meat and poultry facilities	81	82	82	82
Percent of meat and poultry product tests in compliance with bacteria, drug and chemical residue requirements	99	99	99	99

AHA 1.2 Subprogram Summary
FRESH PRODUCE STANDARDIZATION AND INSPECTION
 Ed Foster, Assistant Director
 Phone: (602) 542-0947
 A.R.S. §§ 3-101 et seq.

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	586.0	1,030.6	1,030.6	1,030.6
Other Non Appropriated Funds	3,457.7	3,430.1	3,430.1	3,430.1
Program Total	4,043.7	4,460.7	4,460.7	4,460.7
FTE Positions	88.3	88.3	88.3	88.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of federal-state inspections	25,868	31,000	31,000	31,000
Number of cartons shipped by industry (in millions)	87	87	87	87
Number of federal-state and citrus, fruit, and vegetable produce inspections	25,868	31,000	31,000	31,000

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. All of these products range from the envisioned agricultural products to those used in the urban setting for caring for your pets, tending a garden, cleaning a home, or controlling pests in and around the home. 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, and seed dealers and labelers. Secondly, enforcement activities are conducted by inspectors who confirm product registrations and company licensing, and who regularly sample feed, fertilizer, pesticide, and seed products to ensure that label statements, product guarantees, and applicable laws are adhered to. Inspectors also respond to individual consumer complaints regarding product quality concerns.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	895.3	844.4	844.4	844.4
Other Non Appropriated Funds	36.4	11.7	11.7	11.7
Program Total	931.7	856.1	856.1	856.1
FTE Positions	9.5	9.5	9.5	9.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of all ESD applications received	27,255	27,000	27,000	27,000
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	14

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of regulatory actions taken	509	550	550	550
Total number of inspections conducted	82	150	200	200
Number of feed, fertilizer, pesticide and seed labels inspected in the market place	2,577	3,000	3,000	3,000
Number of feed, fertilizer, pesticide and seed samples collected	289	350	500	500
Number of samples found deficient through laboratory analysis	63	85	85	85

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,991.6	1,931.0	1,931.0	1,931.0
Other Appropriated Funds	121.1	138.6	138.6	138.6
Other Non Appropriated Funds	767.7	767.6	767.6	767.6
Program Total	2,880.4	2,837.2	2,837.2	2,837.2
FTE Positions	43.6	43.6	43.6	43.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of custom exempt and home processing inspections	1,407	1,500	1,500	1,500
Number of strays - animal at large investigations	1,336	1,400	1,400	1,400
Number of animal care investigations	1,972	2,000	2,000	2,000
Number of theft investigations	47	50	50	50
Number of livestock movement inspections (range cattle form 1)	5,391	5,000	5,000	5,000
Number of self inspection certificates issued	25,320	26,000	26,000	26,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of quarantine sites in Arizona for all diseased livestock and fish	2	3	3	3
Number of cases of secondary spread from quarantine sites of diseased livestock and fish	0	0	0	0
Number of cases of equine infectious anemia	0	1	1	1
USDA disease status for Arizona for bovine brucellosis and tuberculosis, and swine pseudo rabies	Free	Free	Free	Free

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of federal phytosanitary certificates written	2,183	2,300	2,300	2,300

Mission:

To ensure the provision of pest-free agricultural products and protect the public from agricultural pests through prevention, control, and eradication, thereby, maximizing domestic and international market access for Arizona produced commodities and maximizing product availability for the public.

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 within the division 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 division's regulatory function. Division 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 and regulate the movement of commodities and facilitate imposition of in-state quarantines where pest eradication is required, or restricted movement of a commodity is necessary.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,946.5	2,916.4	2,916.4	2,916.4
Other Appropriated Funds	40.0	100.0	100.0	100.0
Other Non Appropriated Funds	1,674.4	1,721.9	1,721.9	1,721.9
Program Total	4,660.9	4,738.3	4,738.3	4,738.3
FTE Positions	90.7	86.7	86.7	86.7

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of pest interceptions within the state interior	13,613	15,000	15,000	15,000
Number of interceptions resulting in enforcement actions within the state interior	460	500	500	500
Percent of inspections within the state interior resulting in pest interceptions	9.15	10	10	10

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of weed management areas established in cooperation with governmental and private entities	14	14	14	14
USDA rating on Federal pest status of the Fruit Fly in Arizona	Pest-free	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Gypsy Moth in Arizona	Pest-free	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Red Imported Fire Ant in Arizona	Pest-free	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Khapra beetle in Arizona	Pest-free	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Japanese beetle in Arizona	Pest-free	Pest-free	Pest-free	Pest-free

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Program Summary	
AHA 5.0	NATIVE PLANT AND CULTURAL RESOURCES PROTECTION
Jack Peterson, Associate Director	
Phone: (602) 542-3575	
A.R.S. §§ 3-101 et seq.	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	81.2	199.7	199.7	199.7
Other Non Appropriated Funds	130.6	105.0	105.0	105.0
Program Total	211.8	304.7	304.7	304.7
FTE Positions	3.0	3.0	3.0	3.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of criminal referrals received	58	25	25	25
Number of civil referrals received	24	10	10	10
Number of investigations opened	38	30	30	30
Percent of investigations completed	66	75	75	75
Number of native plant cases with successful compliance	25	20	20	20

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

Mission:

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

Description:

This program seeks to ensure the proper use and application of crop protection products as well as the safety of field workers. Inspectors confirm compliance with the laws and rules by monitoring in the field ensuring proper pesticide use and appropriate precautions are being taken to protect workers. In addition, training and testing is provided to private and commercial pesticide applicators to ensure competency for certification.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	162.1	118.5	118.5	118.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	663.0	700.2	700.2	700.2
Program Total	825.1	818.7	818.7	818.7
FTE Positions	10.2	10.2	10.2	10.2

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of worker safety issues addressed during inspections	690	750	750	750
Number of worker safety issues identified as being out of compliance	74	75	75	75

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of pesticide use inspections	51	75	100	100
Number of inspection issues identified as pesticide misuse	7	15	15	15

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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,099.8	1,071.2	1,071.2	1,071.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	318.1	313.8	313.8	313.8
Program Total	1,417.9	1,385.0	1,385.0	1,385.0
FTE Positions	13.2	12.7	12.7	12.7

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employee travel claims correctly processed within ten days	91	100	100	100
Percent of vendor invoices paid within 30 days	99.1	100	100	100
Percent of agency staff turnover	21.7	15	15	15
Administration as a percent of total cost	5.1	5.2	5.2	5.2
Percent of industry stakeholders rating the Department's quality of communications excellent or good	96.11	96	96	96

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
System uptime as a percentage of total monthly hours as measured by industry standard monitoring software	99.87	99.99	99.99	99.99
Percent of IT staff certified in their areas of emphasis, i.e. Microsoft MCSE, MCDDBA,	66.6	66.6	66.6	66.6
Percent of total license renewals completed through the Department's website	0	20	20	30
Percent of issues reported by the Customer Service Tracking System closed within 8 working hours of submission	98.9	99	99	99

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,008.4	992.8	992.8	992.8
Other Appropriated Funds	148.6	149.1	149.1	149.1
Other Non Appropriated Funds	220.4	254.0	254.0	254.0
Program Total	1,377.4	1,395.9	1,395.9	1,395.9
FTE Positions	19.5	19.5	19.5	19.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of customer satisfaction rating regarding the lab's "timely delivery of service"	89	80	75	70
Percent of overall customer satisfaction rating for laboratory services	97	90	80	70

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

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	231.7	231.6	231.6	231.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	3,986.9	3,465.2	3,465.2	3,465.2
Program Total	4,218.6	3,696.8	3,696.8	3,696.8
FTE Positions	7.5	6.5	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of agricultural consultation and training compliance issues addressed	806	900	950	1,000
Number of compliance issues needing correction or clarification	77	70	75	80
Number of on-site visits or individual consultations	297	250	450	500
Number of pesticide resources, materials, or contacts provided upon request.	229	250	250	250
Number of agricultural operations that receive training	61	75	75	75
Number of individuals who received pesticide safety training in English	204	200	225	225
Number of individuals who received pesticide safety training in Spanish	210	200	175	175
Number of outreach and education seminars and workshops (including Train-the-Trainer Workshops)	61	62	58	63
Number of outreach and education seminar and workshop participants (including Train-the-Trainer Workshops)	4,806	4,950	4,250	4,550
Number of new outreach and educational materials developed (includes new PPT presentations, training resources, curricula, articles and interviews)	66	70	71	70
Number of people reached through outreach and education materials (new and existing)	25,629	23,800	23,150	23,150
Number of operations receiving assistance	54	67	70	75
Number of follow-up on-site visits	35	48	53	58
Number of Farm Bill contract management acres	21,050	25,000	25,000	25,000

◆ **Goal 2** To fulfill the purpose of A.R.S. 41-511.23(G) - Livestock and Crop Conservation Grant Program and that of the USDA-

Agricultural Marketing Service as authorized by the Specialty Crops Competitiveness Act of 2004.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of grant applications	36	158	40	0
Number of grants awarded	12	75	20	0
Amount of grant funds disbursed (in millions of dollars)	3.55	4.43	3.93	3.73
Amount of grant funds disbursed as Match to NRCS agreements (in millions of dollars)	1.2	1.3	1.3	1.2
Number of acres impacted through grants providing matching funds to NRCS agreements (as contracts are completed)	59,127	65,000	75,000	65,000

AHA 10.0	Program Summary
COMMODITY DEVELOPMENT AND PROMOTION	
Brett Cameron, Assistant Director	
Phone: (602) 542-0984	
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:

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

*Note: 29 of the FTE positions shown in this program reflect employees of the Arizona Cotton Research and Protection Council.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	3,290.6	3,096.2	3,096.2	3,096.2
Program Total	3,290.6	3,096.2	3,096.2	3,096.2
FTE Positions	30.5	29.5	29.5	29.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of free sale certificates issued	75	75	75	75
Number of products under free sale	2,711	2,650	2,650	2,650

HCA 0.0	Agency Summary
AHCCCS	
Thomas J. Betlach, Director	
Phone: (602) 417-4711	
A.R.S. § 36-2901 et seq.	

Mission:

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

Description:

Arizona Health Care Cost Containment System (AHCCCS), the State's Medicaid Agency, uses federal, state and county funds to provide health care coverage to the State's acute and long term care Medicaid population and low income groups. Since 1982, when it became the first statewide Medicaid managed care system in the nation, AHCCCS has operated in accordance with a federal Research and Demonstration waiver that allows for a total managed care model of service delivery.

Unlike programs in other states, that rely solely on fee-for-service reimbursement, AHCCCS makes prospective capitation payments to contracted health plans responsible for the delivery of care. The result is a managed care system that mainstreams recipients, allows them to select their providers, and encourages quality cost-effective care and preventive services.

The AHCCCS Administration is responsible for planning, developing, implementing, and administering the health care programs for low income Arizonans. Specifically, the AHCCCS Administration provides direction and oversight of operations related to eligibility, enrollment, quality of care, contracted health plans and providers, and procurement of contracted services.

AHCCCS oversees three main programs:

AHCCCS Acute Care

The majority of Acute Care Program recipients are children and pregnant women who qualify for the federal Medicaid Program (Title XIX). Although most are enrolled in AHCCCS contracted health plans, American Indians and Alaska Natives in the Acute Care Program may choose to receive services through either the contracted health plans or the American Indian Health Program. AHCCCS also administers an emergency services only program for individuals who, except for immigration status, would qualify for full AHCCCS benefits.

ALTCS

The Arizona Long Term Care System (ALTCS) provides acute care, behavioral health services, long-term care, and case management to individuals who are elderly, physically disabled, or developmentally disabled and meet the criteria for institutionalization. Whereas ALTCS members account for only 3.8% of the AHCCCS population, they account for approximately 23.7% of the costs. The ALTCS program encourages delivery of care in alternative residential settings. As in the Acute Care Program, elderly physically disabled and developmentally disabled members of all ages receive care through contracted plans called program contractors.

KidsCare

The Children's Health Insurance Program (CHIP), referred to as KidsCare, offers affordable insurance coverage for low-income families. Children under age 19 may qualify for the program if their family's income exceeds the limit allowed for Medicaid eligibility, but is below 200% of the Federal Poverty Level (FPL). With the exception of American Indians, who are exempt in accordance with federal law, parents pay a monthly premium based on income. The KidsCare program results in a federal contribution that equates to a \$3.00 federal match for every \$1.00 spent by the State. As with the Medicaid Acute Care Program, American Indian and Alaska Native children may elect to receive care through an AHCCCS-contracted health plan or the American Indian Health Program. The majority of children enrolled in KidsCare, however, are enrolled in AHCCCS health plans and

receive the same services available to children in the Medicaid Acute Care Program. In an effort to comply with Maintenance of Effort (MOE) requirements in the face of significant State budget concerns, enrollment in the KidsCare Program was frozen as of January 1, 2010. As of December 1, 2010, 23,980 KidsCare members remain enrolled.

Major medical programs include acute care, long term care, and behavioral health services. The AHCCCS Administration determines eligibility for the Arizona Long Term Care System (ALTCS), Children's Health Insurance Program (KidsCare), Qualified Medicare Beneficiaries, and 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), a component of the U.S. Department of Health and Human Services.

Agency Summary:	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADMINISTRATION	118,792.8	140,058.6	146,293.1
➤ AZ LONG TERM CARE SYSTEM (ALTCS)	2,128,169.6	2,226,071.0	2,458,108.4
➤ ACUTE CARE	4,164,226.3	5,197,537.3	5,345,369.3
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	2,907,518.9	2,795,851.5	3,411,065.8
➤ HEALTHCARE GROUP	48,766.9	53,054.7	47,779.8
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	98,888.3	49,942.9	43,156.7
➤ DIRECT SERVICE CLAIMING (DSC)	28,829.7	28,315.1	24,311.8
Agency Total:	9,495,192.5	10,490,831.1	11,476,084.9

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,205,103.6	1,376,901.2	2,160,367.2
Other Appropriated Funds	141,568.5	106,787.2	98,609.4
Other Non Appropriated Funds	8,148,520.4	9,007,142.7	9,217,108.3
Program Total	9,495,192.5	10,490,831.1	11,476,084.9
FTE Positions	3,017.4	2,983.4	2,995.4

Strategic Issues:

Issue 1 AHCCCS must pursue new and improved resource management strategies that respond to current resource constraints while maintaining access to care.

To accomplish this goal, AHCCCS plans to:

- Continue efforts toward more equitable and manageable provider rate structures through periodic review and rebase of Fee-For-Service (FFS) rates
- Maintain an actuarially sound annual average capitation rate (per member per month) that meets budgetary expectations
- Continue to evaluate and revise covered services as appropriate
- Continue to explore cost-effective purchasing options for selected Medicaid services
- Maximize use of non-State funding sources to support newly-mandated federal requirements
- Work to extend stimulus funding for Medicaid programs while, at the same time, enabling greater flexibility for states
- Implement Medical Management Team structure to enhance analyses and use of utilization data
- Develop and update annual Program Integrity Plan that improves Third Party Liability (TPL), Coordination of Benefits (COB), and Fraud and Abuse programs
- Maintain AHCCCS administrative costs at or below 1% (excludes DES)
- Explore equitable reimbursement strategies for the American Indian

- Develop systematic review of current claims/encounter edits

Issue 2 AHCCCS must pursue continuous quality improvement

To accomplish this goal, AHCCCS plans to:

- Continue to improve quality in Acute and Long Term programs through promotion of the Performance Improvement Process (PIP)
- Pursuant to the State Medicaid Health Information Technology Plan (SMHP), maximize Medicaid incentive payments to eligible providers who adopt and demonstrate meaningful use of electronic health records
- In collaboration with tribes and the Indian Health Service (IHS) Area Offices, engage in dialogue with IHS facilities, tribal health programs operated under P.L. 93-638, and urban Indian health programs (I/T/U) to improve AHCCCS knowledge and understanding of their quality assurance management and improvement processes

Issue 3 AHCCCS must maintain a core service delivery model that remains effective

To accomplish this goal, AHCCCS plans to:

- Retain the network of AHCCCS-registered providers available for contracting with AHCCCS Acute Care and ALTCS contractors
- Continue to promote and ensure access to care
- Maintain an infrastructure that encourages competition among contracted health plans and offers choice to members
- Continue to implement efficiencies that streamline administrative processes for AHCCCS and contractors
- Preserve the flexibility offered by the AHCCCS Waiver, including mandated managed care, coverage of a childless adult population, and ALTCS program choice limitations
- Implement health care reform measures
- Continue to promptly address Legislative mandates
- Maintain an RFP process that promotes quality and cost-effectiveness, and ensures a fair and informed selection among bidders

Issue 4 AHCCCS must maintain core organizational capacity, including Health Information Technology (HIT) and workforce planning, that effectively serves AHCCCS operations

To accomplish this goal, AHCCCS plans to:

- Promote use of electronic processes among AHCCCS members, providers, and staff
- Support transparency by reporting relevant information on the AHCCCS website
- Support collaboration with partnering organizations, including the Centers for Medicare and Medicaid (CMS), School-Based Claiming System (SBC), Hawaii Medicaid, Arizona Department of Health Services (ADHS), and Arizona Department of Economic Security (ADES)
- Address ongoing workforce concerns, including stress, reassignment, and retirement
- Ensure system-wide security and strict compliance with privacy regulations related to transfer of information
- Maintain IT network infrastructure, including server-based applications, ensuring business continuity

HCA 1.0	Program Summary
ADMINISTRATION	
Thomas J. Betlach, Director	
Phone: (602) 417-4711	
A.R.S. Title 36; Title XIX, SSA	

Mission:

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

Description:

The Administration contracts with health plans and program contractors that agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Responsibilities of Administration that relate to health plans and program contractors include rate negotiations, financial and operational oversight of health plans and program contractors, and quality of care assessments. The Administration also manages a fee-for-service payment system that covers medical bills for IHS enrolled members and emergency services for qualified aliens.

Additional responsibilities of Administration include the development and maintenance of the management information system, coordination of provider or eligibility grievances, policy development and research, agency financing and accounting, agency development and monitoring, third party liability recovery, and eligibility determinations for the Arizona Long-Term Care System and KidsCare. Eligibility for the Acute Care program is conducted by the Department of Economic Security and the Social Security Administration.

This Program Contains the following Subprograms:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	48,687.2	53,794.5	56,017.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	70,105.6	86,264.1	90,275.2
Program Total	118,792.8	140,058.6	146,293.1
FTE Positions	2,029.1	2,031.2	2,041.0

HCA 1.1	Subprogram Summary
CENTRAL ADMINISTRATION	
Thomas J. Betlach, Director	
Phone: (602) 417-4711	
A.R.S. § 36-2901	

Mission:

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

Description:

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

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	9,429.4	10,257.1	11,294.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,525.8	29,636.0	30,515.2
Program Total	34,955.2	39,893.1	41,809.3
FTE Positions	268.2	270.4	280.2

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of employee turnover	21.9	13.4	13.4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Cost/benefit ratio (in dollars) of audits and investigations related to reports of fraud and abuse.	1/7.76	1/7.76	1/7.77

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of timely submissions of "Waiver and Special Terms and Conditions" documents, reports, and State Plan Amendments to CMS	100	100	100

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

ensure compliance with federal and state legal requirements and changes in policy.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of timely submissions and approval of rule packages	NA	100	100
Explanation: No rule packages submitted in FY 2010			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of inquiries acknowledged within three days regarding client service issues	96	90	90

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of time the PMMIS is available to our users	99.8	99.0	99.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of administrative invoices paid within 30 days	94.3	95.0	95.0
Explanation: Refers to administrative invoices			
Percent of total programmatic payments completed electronically	97.5	95	97

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of enrollees filing a grievance	0.9	1.0	1.0

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

Mission:

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

Description:

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

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	24,394.6	27,479.4	28,665.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,208.1	32,775.6	35,907.5
Program Total	49,602.7	60,255.0	64,573.3
FTE Positions	1,004.4	1,001.4	1,001.4

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,092.7	2,276.4	2,276.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,449.7	3,031.8	3,031.8
Program Total	4,542.4	5,308.2	5,308.2
FTE Positions	74.7	75.3	75.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of acute and ALTCS health plan operational and financial reviews completed on time	100	100	100
Percent of financial viability issues detected prior to an impact on contract.	100	100	100

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Rural counties with at least two competitive risk health plans available	100	100	100
Explanation: Revised measure as percent			
Member satisfaction: percent of choice exercised in moving from current health plan	2.0	3.5	4.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
The number of encounters per member month	4.5	4.5	4.5
Omission error percent	14.0	12.9	11.9
Explanation: Weighted total omission and correctness rate source: FFY in which Data Validation Study completed.			

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Correctness error percent	17.7	15.8	13.2
Explanation:	Weighted total omission and correctness rate source: FFY in which Data Validation Study completed.		

HCA 1.4		Subprogram Summary
OFFICE OF MEDICAL MANAGEMENT		
Jennifer H. Amen, MD, MPH, Assistant Director		
Phone: (602) 417-4048		
A.R.S. Title 36; Title XIX, SSA		

Mission:

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

Description:

The Division of Fee-for-Service Management (DFSM) consists of prior authorization and claims administration. The prior authorization unit ensures that proposed services are medically necessary, provided in the most appropriate setting, and within the scope of AHCCCS coverage for fee-for-service members. The accuracy of payment for services is carefully monitored.

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,087.4	1,182.9	1,182.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,245.1	2,778.5	2,778.5
Program Total	3,332.5	3,961.4	3,961.4
FTE Positions	83.0	83.8	83.8

◆ **Goal 1** To streamline claims processing

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Fee-For-Service claims adjudicated within 30 days	99.6	95.0	95.0

HCA 1.5	Subprogram Summary
ADVISORY COUNCIL ON INDIAN HEALTH CARE (PASS-THROUGH)	
Fred Hubbard, Executive Director	
Phone: (602) 417-4610	
A.R.S. § 36-2902; Title XIX, SSA	

Mission:

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

Description:

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

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

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

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

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	101.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	98.6	0.0	0.0
Program Total	199.7	0.0	0.0
FTE Positions	3.6	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Advisory Council On Indian Health Care (ACOIH): Number of meetings annually	7	6	6

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

Mission:

To assist AHCCCS-eligible members in accessing health care.

Description:

The Division of Member Services (DMS) is responsible for the determination of eligibility for the Arizona Long Term Care System (ALTCs) and for other SSI-related Medical Assistance Only (MAO) programs; the state's Children's Health Insurance Title XXI Program (KidsCare) as well as Families with Children Medicaid programs for households that have both KidsCare and Medicaid-eligible members, Freedom to Work (FTW), Breast and Cervical Cancer (BCC), and for three Medicare cost-sharing programs.

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

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	11,582.0	12,598.7	12,598.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,578.3	18,042.2	18,042.2
Program Total	26,160.3	30,640.9	30,640.9
FTE Positions	595.2	600.3	600.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of applications processed on time	83	97	97
Percent of financial redeterminations processed on time	82	97	97

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Member File Integrity System: percent of timely reconciliation of AHCCCS data with other governmental data bases	99	99	99

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent accuracy of Communications Center for eligibility and enrollment verifications as measured by internal quality assurance.	96	98	98

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
ALTCS eligibility case error percent	3	3	3
Cost avoidance from Predetermination Quality Control Program (in millions)	15.26	15.50	15.75

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

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	122,627.7	132,010.1	205,371.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,005,541.9	2,094,060.9	2,252,736.6
Program Total	2,128,169.6	2,226,071.0	2,458,108.4
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
ALTCS monthly enrollment	50,125	52,754	55,117
Percent of members utilizing home and community based services	70.5	71.0	72.0

HCA 3.0	Program Summary
	ACUTE CARE
	Kate Aurelius, Deputy Director
	Phone: (602) 417-4458
	A.R.S. Title 36; Title XIX, SSA

Mission:

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

Description:

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

This Program Contains the following Subprograms:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	621,992.1	780,091.8	1,137,866.5
Other Appropriated Funds	38,295.7	38,295.7	38,295.7
Other Non Appropriated Funds	3,503,938.5	4,379,149.8	4,169,207.1
Program Total	4,164,226.3	5,197,537.3	5,345,369.3
FTE Positions	0.0	0.0	0.0

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	228,412.5	287,054.3	417,418.4
Other Appropriated Funds	15,341.2	15,341.2	15,341.2
Other Non Appropriated Funds	1,307,782.0	1,592,552.5	1,493,990.2
Program Total	1,551,535.7	1,894,948.0	1,926,749.8
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
1931 (b) Eligibility Family Assistance monthly enrollment	406,795	424,058	444,845
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	62.7	60.0	62.0

Explanation: The current HEDIS national mean for Medicaid managed care plans is 53%, so AHCCCS is performing well above the comparable national average.

HCA 3.2 Subprogram Summary

SUPPLEMENTAL SECURITY INCOME

Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2901

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	145,907.8	183,367.7	266,643.0
Other Appropriated Funds	9,799.8	9,799.8	9,799.8
Other Non Appropriated Funds	835,398.9	1,017,307.7	954,347.2
Program Total	991,106.5	1,210,475.2	1,230,790.0
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Supplemental Security Income monthly enrollment	111,968	116,997	121,962

HCA 3.3 Subprogram Summary

SOBRA WOMEN

Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to eligible pregnant women.

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	31,537.7	39,634.7	57,634.5
Other Appropriated Funds	2,118.2	2,118.2	2,118.2
Other Non Appropriated Funds	180,570.2	219,889.5	206,280.7
Program Total	214,226.1	261,642.4	266,033.4
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of women receiving cervical screening within a three year period	62.8	64	64

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

Mission:

To provide comprehensive quality health care to eligible children.

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	164,320.3	206,507.4	300,291.5
Other Appropriated Funds	11,036.5	11,036.5	11,036.5
Other Non Appropriated Funds	940,820.3	1,145,684.7	1,074,778.9
Program Total	1,116,177.1	1,363,228.6	1,386,106.9
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
SOBRA children monthly enrollment	331,789	346,599	363,581
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	62.7	60	62

HCA 3.5 Subprogram Summary
FEDERAL EMERGENCY SERVICES
 Jennifer H. Amen MD, MPH, Assistant Director
 Phone: (602) 417-4048
 A.R.S. § 36-2901

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	29,298.3	30,806.4	40,444.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	92,422.7	88,233.4	77,988.3
Program Total	121,721.0	119,039.8	118,433.0
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Federal Emergency Services monthly enrollment	57,462	45,462	39,462

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

Mission:

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

Description:

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

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

Under the Specified Medicare Beneficiary (SLMB) program, an eligible person has income above the FPL, but at or below 120% of FPL. The SLMB benefit is payment of the Part B premium. Prescriptions are no longer covered due to implementation of Part D. Individuals who meet SLMB eligibility requirements, except for income, may qualify to have AHCCCS pay their Part B Medicare Premium if their income does not exceed 135% FPL under the Qualified Individual I program.

AHCCCS determines eligibility for all Medicare cost-sharing programs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	22,454.5	29,494.4	52,208.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	85,295.6	93,041.5	127,372.7
Program Total	107,750.1	122,535.9	179,581.1
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Members enrolled monthly in the Medicare Premiums programs	34,107	37,151	40,074

HCA 3.7	Subprogram Summary
DISPROPORTIONATE SHARE PAYMENTS	
Shelli Silver, Assistant Director	
Phone: (602) 417-4647	
A.R.S. § 36-2903.01(R)	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	3,170.8	3,170.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,722.2	110,045.7	122,063.9
Program Total	18,722.2	113,216.5	125,234.7
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of dollars recouped after distribution	NA	0	0
Explanation:	Measure calculated following Contract Year Ending 09-30-2010		

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	61.0	56.1	55.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	548.7	504.8	495.2
Program Total	609.7	560.9	550.4
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Family Planning Services monthly enrollment	3,286	3,297	3,307

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

Mission:

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

Description:

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

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

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Children receiving adoption subsidy and foster care support (monthly enrollment figure)	NA	NA	NA

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

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	42,377.9	111,890.0	111,890.0
Program Total	42,377.9	111,890.0	111,890.0
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of timely payments made to hospitals with GME programs	NA	100	100

Explanation: Measure calculated following Contract Year Ending 09-30-2010

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

Mission:

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

Description:

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

The major provisions of the bill are:

- (1) 100% of FPL: (a) annual redeterminations, (b) streamlined eligibility determination, and (c) eligibility from the first day of the month of application (if otherwise eligible, or eligible the first day of the first eligible month).
- (2) Medical Expense Deduction: (a) can spend down income in excess of 40% of FPL with incurred medical bills; (b) spend down period is for three months--the month before the catastrophic event, the month during, and the month following; and (c) resources are limited to \$100,000 in net worth, no more than \$5,000 of which can be liquid assets.
- (3) AHCCCS and DES have an intergovernmental agreement to perform eligibility that includes: (a) performance measures/incentives, (b) management evaluation, and (c) eligibility quality control reviews.

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	390,831.9	402,029.5	752,390.2
Other Appropriated Funds	22,465.8	22,340.2	22,340.2
Other Non Appropriated Funds	2,494,221.2	2,371,481.8	2,636,335.4
Program Total	2,907,518.9	2,795,851.5	3,411,065.8
FTE Positions	791.6	771.1	772.9

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	380,938	418,260	450,181

HCA 5.0	Program Summary
HEALTHCARE GROUP	
Kevin Nolan, Deputy Director	
Phone: (602) 417-6763	
A.R.S. § 36-2912	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,979.1	5,183.7	3,537.6
Other Non Appropriated Funds	45,787.8	47,871.0	44,242.2
Program Total	48,766.9	53,054.7	47,779.8
FTE Positions	30.0	30.0	30.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Healthcare Group monthly enrollment	10,628	8,231	6,866

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

Mission:

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

Description:

This Title XXI program (KidsCare) was implemented in November 1998, covering uninsured eligible children up to the age of 19 with a gross household income up to 200% of FPL. KidsCare eligibility was streamlined, with the benefit package remaining the same as the Title XIX services package. It is delivered through contracted AHCCCS health plans.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	20,964.7	8,975.3	8,720.8
Other Appropriated Funds	77,827.9	40,967.6	34,435.9
Other Non Appropriated Funds	95.7	0.0	0.0
Program Total	98,888.3	49,942.9	43,156.7
FTE Positions	166.7	151.1	151.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
KidsCare monthly enrollment	30,672	20,075	16,475
Percent of children with access to primary care provider	88.8	87.0	88.0

HCA 7.0	Program Summary
DIRECT SERVICE CLAIMING (DSC)	
Marc Leib, MD, Chief Medical Officer	
Phone: (602) 417-4466	
34 CFR Part 300	

Mission:

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

Description:

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

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

Fewer LEAs are participating in the DSC program now than in previous years. Currently there are 151 LEAs participating.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,829.7	28,315.1	24,311.8
Program Total	28,829.7	28,315.1	24,311.8
FTE Positions	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of participating Local Education Authorities (LEAs)	150	150	150

APA 0.0	Agency Summary
BOARD OF APPRAISAL	
Dan Pietropaulo, Executive Director	
Phone: (602) 542-1593	
A.R.S. §§ 32-3601 et seq. Articles 1-5	

Mission:

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

Description:

The State Board of Appraisal processes the applications of those applying for real estate appraiser licensure, certification, or tax agent registration assuring that all candidates meet the education and experience requirements as set forth by the Appraisal Qualification Board of the Appraisal Foundation. The Board acts as a disciplinary body to ensure conformity to the statutes, rules, and regulations governing the agency. In addition to protecting the interests of the general public, the Board provides services for appraisers, course providers, property tax agents, other state appraisal boards, and lending institutions. As of July 29th, 2010 the Board is now charged with the registration and regulation of all Appraisal Management Companies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	615.2	616.6	822.8	786.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	615.2	616.6	822.8	786.9
FTE Positions	4.5	4.5	5.5	5.5

Strategic Issues:

Issue 1 To maintain 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 also undertaken the writing of the rules for SB 1351 and is completing all steps to bring them to finalization with the Secretary of States office. The Board is also undertaking the responsibility for the design, drafting, and implementation of all forms and processes necessary to implement SB 1351.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints received against appraisers	265	275	275	275
Number of complaint resolutions	165	185	185	185
Appraisers with more than one complaint filed	28	30	30	30

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt of application to test approval	60	60	60	60
Explanation: Monitor results and compare with previous year				
Average days from receipt of test scores to licensure/ certification	10	10	10	10
Average days from receipt of nonresident application to licensure/certification	3	3	3	3

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

unethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Disciplinary actions	25	25	25	25
Recidivism rate for those receiving disciplinary action	8	10	10	10
Average days from receipt of complaint to resolution	135	130	130	130
Average annual backlog of noncurrent cases	15	10	10	10

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Processing days from receipt of registration until name appears on list	10	8	10	10
Days from receipt of renewal form until the list is updated	15	10	10	10
Number of new and existing licensees	2,745	2,600	2,600	2,600
Administration as percent of total cost	2	2	2	2
Customer satisfaction rating (scale 1-8)	7	7.5	7.5	7.5

- ◆ **Goal 5** To implement the regulatory process as required by SB 1351 to regulate all Appraisal Management Companies. This will require completion of the rulemaking process, design and creation of all forms and internal processes for application, maintenance, and discipline.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
To adequately register all AMC's as prescribed by SB 1351.	41	125	150	150

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

Mission:

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

Description:

The Arizona Commission on the Arts is a 43-year-old agency of the State of Arizona which supports the development and retention of statewide jobs in the arts, culture and education sectors; access to vital, quality arts and arts education opportunities for all Arizona citizens; and increased economic impact in local communities through partnerships that develop tax and business revenue. Annually, Arts Commission grants and programs serve 10 million people, and 2.3 million Arizona youth are served by Arts Commission-sponsored arts education programs in private, charter and public schools. The Arts Commission maximizes resources in four key areas: Partnerships, Leadership Activities, Services and Strategic Funding.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	822.5	665.6	665.6	665.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,691.9	2,122.2	2,090.8	2,090.8
Program Total	3,514.4	2,787.8	2,756.4	2,756.4
FTE Positions	17.0	17.0	17.0	17.0

Strategic Issues:

Issue 1 Maximize support of the arts industry while sustaining reductions in state grant funding

As a result of the recession, the State of Arizona's fiscal crisis and ongoing reductions to the Arizona Commission on the Arts' overall budget, available state grant funding for the arts industry has diminished greatly. For fiscal year 2011, most agency grants will be reduced by approximately 55% and additional grant programs will be placed on indefinite hiatus. Arts organizations currently receiving support – 300+ organizations across the state – will receive 50% to 80% less than in previous years, when even at its peak level of funding Arizona's state arts agency support was well below the national average. These grant reductions come at a time when the arts industry continues to struggle mightily against decreased support from local businesses, foundations and charitable donations. The Arts Commission is focused on meeting the new and tremendous needs of the arts field in non-monetary ways, as reductions in grant funding have given birth to other acute needs for technical support, counsel, accountability training and crisis management guidance, all of which the Agency provides to constituents as part of its mission.

In fiscal year 2011 the Arts Commission intends to increase its support of the statewide arts industry in the areas of focused technical assistance and convenings across the state. Arts Commission leadership will refocus a percentage of labor previously applied to grant administration to increase staff availability, such that staff can provide expert counsel and resources to statewide arts businesses as those businesses attempt to stabilize and rebuild. This on-site support will occur in targeted Arizona communities and will be supported with comprehensive marketing efforts to ensure the greatest potential outreach and results.

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

Because of decreased financial investment from the public sector, local businesses, foundations and individuals, Arizona arts organizations are seeking new partners, programmatic opportunities and sources of revenue to allow them to continue their work in Arizona communities. In fiscal year

2011, the Arts Commission intends to increase its efforts to provide networking opportunities and research to the arts industry, such that arts leaders, arts businesses, and representatives from non-arts sectors can take advantage of innovative partnerships and funding opportunities. In addition the Arts Commission will expand its many existing long-term partnerships with non-arts entities by working with public policy forums and leaders such as those in education, workforce preparation, transportation, community development and revitalization, tourism, healthcare and services to the aging, to increase the potential for direct benefit to the statewide arts industry.

Issue 3 Maintain strong arts participation programs with diminished staff capacity

The Arizona Commission on the Arts has long been at the forefront of developing arts participation programs for citizens of all ages and abilities. Because of reductions to the Arts Commission's overall budget, the Agency has reduced its staff by 33%, decreasing staff capacity to provide statewide arts participation opportunities or outreach. In fiscal year 2011, the Arts Commission intends to plan strategic outreach programs in Arizona communities such that more Arizonans can participate directly in activities. In addition the Agency plans to develop and implement cost-effective outreach offerings through the use of technology and the Agency's newly renovated website.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Individuals benefiting from programs sponsored by Agency (in thousands)	10,965.0	9,000.0	9,000.0	10,000.0
Explanation:	Figures for this measure are compiled in our online grants program (EGOR) and reflect the total number of persons benefitting from programs supported by Arts Commission grants; figures provided by grantees as a part of their annual final reports.			
Number of applications for community-driven projects received/number funded	360/313	340/295	320/280	340/295
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Number of grant applications submitted by ethnic-run organizations	56	60	60	70
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Percentage of applications submitted by ethnic-run organizations funded	89	85	85	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Number of applications submitted by rural applicants	98	85	85	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Percentage of applications submitted by rural applicants funded	82	85	85	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	1,863.8	1,168.1	1,150.0	1,175.0
Explanation:	Figures for this measure are constructed by adding the following State monies provided to the Arts Commission: Community Service Projects, Arts Trust Fund, ArtShare Endowment Interest.			
Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	180/1.6	145/1.1	145/1.1	145/1.1
Explanation:	Figures for this measure are constructed as follows: Cumulative statewide arts budgets as entered into our online grants system (EGOR) by grantees/Total State dollars granted to Arizona arts organizations and schools by the Arts Commission.			
Number of public policy forums in which the Commission participates in order to integrate the arts	35	35	36	38
Explanation:	Figures for this measure reflect a subset of total leadership forums Arts Commission staff participate in annually as leaders in the field of arts and culture. This particular measure reflects participation and partnerships in non-arts sectors.			

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cumulative contributions to Arizona ArtShare including both non-designated funds and contributions to arts organization endowments (in thousands)	21,000.0	22,000.0	23,000.00	24,000.0
Explanation:	Figures for this measure reflect the cumulative contributions to statewide arts endowments since the inception of ArtShare. Each year Arizona arts organizations that maintain endowments are asked to send data detailing their endowment totals to the Arts Commission. Because of current economic challenges, organizations have had to use endowment principal for operations, contributions are significantly diminished, and investments have lost considerable value.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent satisfaction ratings (scale of 1-8)	7.00	7.00	7.00	7.10
Explanation:	Figures for this measure are compiled by Arts Commission staff and reflect ratings from the Agency's annual satisfaction survey as well as evaluations from all presentations, convenings, workshops and review panels.			
Number of outreach activities including site visits, public presentations, convenings and technical assistance	500	500	600	700
Explanation:	Figures for this measure are compiled by Arts Commission staff and reflect the total number of workshops, convenings, panels, training sessions and planning meetings led by the Arts Commission; the number of speaking engagements and panels involving Arts Commission staff; and the number of publications presented to the field as technical assistance.			
Number of Arizonans impacted by outreach activities (in thousands)	260.8	300.0	320.0	350.0
Explanation:	Figures for this measure are compiled by Arts Commission staff and reflect the total number of people participating in workshops, convenings, panels, training sessions and planning meetings led by the Arts Commission; the number of people attending speaking engagements and panels involving Arts Commission staff; and the number of people receiving publications presented to the field as technical assistance.			
Number of applications submitted by organizations that did not apply in previous year	65	70	70	75
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Percentage of applications submitted by organizations that did not apply in previous year funded	85	85	85	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Number of applications submitted for arts education programs/dollar amount funded (in thousands)	105/2,746	85/1,734	90/1,900	100/2,000
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			
Number of individual Arizona youth served by Commission programs and initiatives (in millions)	2.3	1.8	1.8	1.9
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).			

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

Mission:

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

Description:

The Office of the Attorney General was created by Article V, Section I of the Arizona Constitution. The Attorney General is an elected position and holds office for a four-year term. Powers of the Attorney General are conferred by the Arizona Constitution and by statute. One fundamental responsibility of the Attorney General is to act as legal advisor to all state agencies, boards and commissions except those few exempted by law. Additional 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 divided into legal divisions and administrative offices. The legal divisions are the Child and Family Protection Division, Civil Division, Civil Rights Division, Criminal Division, Finance Division, Public Advocacy Division, and Solicitor General's Office. Each division is further organized into sections that specialize in a particular area of practice. Administrative functions are performed or coordinated by the Executive Office, Policy and Program Development Office, and Employee Services Office.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ LEGAL SERVICES	84,552.6	90,110.2	90,110.2	90,110.2
➤ CENTRAL ADMINISTRATION	5,776.5	4,524.7	4,524.7	4,524.7
Agency Total:	90,329.1	94,634.9	94,634.9	94,634.9

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	17,774.4	17,548.0	17,548.0	17,548.0
Other Appropriated Funds	32,173.7	37,721.9	37,721.9	37,721.9
Other Non Appropriated Funds	40,381.0	39,365.0	39,365.0	39,365.0
Program Total	90,329.1	94,634.9	94,634.9	94,634.9
FTE Positions	719.5	748.7	748.7	748.7

Strategic Issues:

Issue 1 Border Security

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

Issue 2 Prosecution of Complex Financial Crimes

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

Issue 3 Consumer Protection

Consumer protection is fundamental to the mission of the Attorney General's Office. The Attorney General continues to fine tune existing programs and implement new programs that educate consumers and, through our enforcement, will deter illegal activity. Enforcement of consumer protection laws helps ensure that our citizens receive value for their spending dollar. Enforcement also supports a level playing field so that reputable businesses are not disadvantaged by those violating the law. The Office vigorously enforces the Arizona Consumer Fraud Act. In the wake of the state's home foreclosure crisis, the Office has stepped up its housing fraud prevention efforts and its investigation of mortgage schemes and loan modification scams.

Issue 4 Protection of the Elderly from Physical and Financial Abuse

The elderly, as a group, are under-protected by society and often fall prey to those who abuse them physically and financially. The Attorney General's Office continues to find ways to enhance the State's protection of this group.

Issue 5 Protection of Children

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

Issue 6 Protection of Civil Rights

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

AGA 1.0	Program Summary
LEGAL SERVICES	
Tim Nelson, Chief Deputy	
Phone: (602) 542-8080	
A.R.S. § 41-191	

Mission:

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

Description:

Legal services are provided through the following divisions of the Attorney General's Office: (1) Child and Family Protection Division; (2) Civil Division; (3) Civil Rights Division; (4) Criminal Division; (5) Finance Division; and (6) Public Advocacy Division. The Child and Family Protection Division provides legal services to the Department of Economic Services through the Protective Services Section, the Child Support Enforcement Section, and the Civil, Criminal Litigation and Advice Section. The Civil Division focuses on specialty areas of civil law and provides day-to-day legal services for a myriad of State agencies, departments, boards and commissions. The Civil Rights Division enforces state and federal statutes prohibiting discrimination in employment, voting, public accommodations and housing. The Criminal Division prosecutes a broad array of crimes, (including border-related crimes and crimes committed by organized criminal syndicates) using experienced criminal prosecutors and highly trained investigators. The Criminal Division also works with Arizona's crime victims and effectively represents the State in capital and non-capital criminal appeals and federal habeas actions. The Finance Division provides legal advice and litigation services to the Executive and Judicial Branches of State Government, collects debt owed to the State as well as providing budgetary, contract, accounting and financial control services, and information technology support to the Attorney General's Office. The Public Advocacy Division enforces the State's consumer protection, environmental, antitrust and tobacco laws while representing a number of client agencies including the Arizona Department of Environmental Quality, Arizona Game and Fish, the Department of Agriculture, the Department of Real Estate, the Securities Division of the Arizona Corporation Commission, the Arizona Department of Insurance, the Department of Financial Institutions and the Department of Health Services.

This Program Contains the following Subprograms:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	13,536.2	15,101.3	15,101.3	15,101.3
Other Appropriated Funds	30,635.4	35,956.2	35,956.2	35,956.2
Other Non Appropriated Funds	40,381.0	39,052.7	39,052.7	39,052.7
Program Total	84,552.6	90,110.2	90,110.2	90,110.2
FTE Positions	673.2	696.6	696.6	696.6

AGA 1.1	Subprogram Summary
PUBLIC ADVOCACY DIVISION	
Susan Segal, Division Chief Counsel	
Phone: (602) 542-8323	
A.R.S. § 41-191	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,259.2	2,520.1	2,520.1	2,520.1
Other Appropriated Funds	5,117.7	6,653.3	6,653.3	6,653.3
Other Non Appropriated Funds	1,888.8	1,137.5	1,137.5	1,137.5
Program Total	9,265.7	10,310.9	10,310.9	10,310.9
FTE Positions	109.1	104.1	104.1	104.1

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints opened	28,188	25,000	25,000	25,000
Explanation:	Increase in complaints due to economic downturn and increased mortgage foreclosures			
Complaints closed	22,023	23,000	23,000	23,000
Telephone calls received from the public	47,270	48,000	48,000	48,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Civil cases/investigations opened	54	65	60	60
Explanation:	The Division has mainstreamed and group investigations by matter as opposed to potential violator.			
Judgments	20	20	20	20

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Civil advice and litigation files open.	634	625	625	625
Explanation:	Reduction due to ADEQ having had a substantial reduction in their staff and monies			
Cases resolved within the year	109	110	110	110
Explanation:	Reduction due to ADEQ having had a substantial reduction in their staff and monies this past fiscal year.			
Hours spent on matters reviewed but not opened	5,643	5,600	5,650	5,650
Explanation:	Reduction due to ADEQ having had a substantial reduction in their staff and monies this past fiscal year.			
Administrative hearings set	128	100	100	75
Summary and trial judgments	17	15	18	20
Explanation:	Due to the economic climate, more companies violated regulations in an effort to cut their costs. These violations resulted in more enforcement matters being filed in FY2010.			

◆ **Goal 4** To provide the highest quality legal representation and advice to: Departments of Agriculture, Financial Institutions,

Game and Fish, Insurance and Real Estate.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cases opened	321	300	300	300
Enforcement and regulatory matters handled for agency clients	327	275	275	275
Explanation:	Increase due to Department of Real Estate "Continuing Education " cases are bundled together in groups.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Youth compliance checks conducted	2,592	2,000	2,000	2,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received	24	20	20	20
Explanation:	Gas prices did not spike as expected and consumers have become accustomed to the high prices.			
Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	100,876	100,000	75,000	50,000
Explanation:	It has taken longer than anticipated to obtain court approval of some settlements.			

AGA 1.2	Subprogram Summary
CIVIL RIGHTS DIVISION	
Melanie Pate, Division Chief Counsel	
Phone: (602) 542-7716	
A.R.S. §§ 41-191 and 41-1401	

Mission:

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

Description:

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

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,516.6	1,851.4	1,851.4	1,851.4
Other Appropriated Funds	51.0	70.6	70.6	70.6
Other Non Appropriated Funds	967.4	1,173.3	1,173.3	1,173.3
Program Total	2,535.0	3,095.3	3,095.3	3,095.3
FTE Positions	39.2	35.1	35.1	35.1

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of cases investigated	1,521	1,525	1,500	1,500
Number of cases resolved	957	1,025	1,000	1,000
Percentage of cases resolved using voluntary settlement agreements	12	15	15	15

Explanation: In FY2009, the percentage of voluntary settlement agreements was unusually high.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of lawsuits	23	25	25	25
Explanation:	This number includes all cases that were pending or newly opened in FY2010.			
Number of lawsuits resolved	9	15	15	15
Explanation:	Fewer investigations in FY2009 resulted in a reduction in lawsuits resolved in FY2010.			
Percentage of litigation cases resolved using voluntary settlement agreements	100	95	95	95

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of cases referred to mediation	456	425	425	425

Explanation: In FY2009, a reduced number of cases investigated resulted in a substantially lower number of cases that were referred to mediation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Civil Rights discrimination cases mediated	113	130	130	130
Percentage of total mediations in which agreement reached (including non-discrimination cases)	78	85	80	80
Maintain satisfaction rate of participants above 90 percent	92	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.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Approximate number of people assisted through litigation	1,500	2,000	2,000	2,000
Explanation:	This figure is approximate because it reflects estimated numbers of employees, staff, and other related persons who may have received additional training or other benefits due to agreements reached with the Division.			
Approximate number of people reached through presentation and training	4,500	4,500	4,500	4,500
Explanation:	This figure is approximate because it reflects estimated numbers of people who may have been reached through information booths at large public events, Division forums and training presentations, and various radio spots and television appearances in FY2010.			

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

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,109.0	8,590.8	8,590.8	8,590.8
Other Appropriated Funds	3,400.4	3,661.1	3,661.1	3,661.1
Other Non Appropriated Funds	35,379.7	35,027.4	35,027.4	35,027.4
Program Total	45,889.1	47,279.3	47,279.3	47,279.3
FTE Positions	179.8	222.9	222.9	222.9

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Death penalty cases open	134	144	154	154
Percentage of death penalty sentences affirmed by the Arizona Supreme Court	90	95	95	95
Number of briefs, habeas answers, petitions for review and responses to petitions for review filed	781	820	861	904

Explanation: Statistics are for the Criminal Appeals Section only.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cases open	779	802	826	850
Explanation:	The increase in FY2010 reflects multi-defendant wiretap cases and multi-defendant cases submitted by law enforcement agencies.			
Number of defendants charged	621	639	658	677
Forfeiture cases opened	1,939	500	550	600
Explanation:	The increase in FY2010 is due to one large case opened this year			
Amount forfeited to State (\$ millions)	8.6	5.5	5.5	5.5
Explanation:	The increase in FY2010			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cases open	1,126	1,159	1,192	1,227
Explanation:	The decrease in FY2010 resulted from fewer complex, multi-defendant cases.			
Total number of victims	29,477	6,500	6,500	6,500

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Restitution ordered by the courts (\$ millions)	13.0	8.5	8.5	8.5
Explanation:	The decrease in FY2010 reflects the restitution ordered in the Aspire case of \$46.1 million in FY2009.			
County Attorney conflict of interest referrals	67	60	60	60

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of victims served	7,631	9,000	8,500	7,000
Explanation:	The decrease in FY2010 results from the decline in number of large victim cases and subsequent reduction of victims served.			
Number of trainings and presentations given	55	50	50	50
% of Victims' Rights award recipients satisfied with the Victim's Rights Program	100	90	90	90

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Open cases	297	305	314	323
Law enforcement assists	1,943	1,000	1,130	1,160
Explanation:	The increase in FY2010 is due to the Division assisting other law enforcement agencies in their investigations due to agencies' reduction in staff.			

AGA 1.4	Subprogram Summary
CHILD AND FAMILY PROTECTION DIVISION	
Nicole Davis, Division Chief Counsel	
Phone: (602) 542-9948	
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 Division of Child Support Enforcement (DCSE). This includes establishing paternity and obtaining and enforcing support orders. The section also represents DCSE in appeals and class action litigation, and it provides general legal advice. CSE provides representation in 11 counties.

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

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	717.9	0.0	0.0	0.0
Program Total	717.9	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0	0.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of dependencies filed by DES (including supplemental and in-home petitions)	3,709	3,800	3,900	4,100

Explanation: In FY2009 and FY2010, DCYF expanded the use of in-home support services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	3,592	3,200	3,300	3,300
Explanation:	During FY2010, a new case management system was implemented. The new system has improved tracking capabilities allowing for the capture of data on hearings.			

- ◆ **Goal 2** To assist DES in establishing permanent living situations for children by providing legal services and representation in all stages of judicial proceedings that comply with "Model Court" timeframes for new cases.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of hearings held to establish a permanent plan within 12 months	4,970	4,500	4,500	4,500
Explanation:	In fall of 2008, legislation was enacted to require a permanency hearing for children under three, within 6 months of the dependency filing. This accounts for the increase in permanency hearings during FY2010.			
Number of reunifications achieved (child back with parents)	1,340	1,400	1,500	1,600
Explanation:	The reduced number of successful reunifications is consistent with the rise in guardianship and termination filings in FY2010.			
Number of guardianships achieved (child placed with guardian)	540	500	600	600
Explanation:	In FY2010, there was an increase in permanent guardianships achieved.			
Number of terminations achieved (child removed from parents)	2,218	1,900	1,900	1,900
Explanation:	In FY2010, there was an increase in termination of parental rights actions.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of court ordered cases ratio required	82.5	83.0	84.0	85.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of children with paternity established	2,249	2,250	2,200	2,200
Explanation:	This number has declined as paternity is more often established through the Administrative Voluntary Paternity Program.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administrative, Civil and Appellate litigation resolved	848	750	750	750
Explanation:	The CLA section implemented enhancements to its tracking system thereby accounting for UIB applications for appeal, both granted and denied.			
Civil Collection litigation resolved	309	250	250	250
Criminal prosecutions completed successfully	168	200	200	200
Explanation:	The decrease is directly related to the decline in the number of prosecutions filed between FY2009 and FY2010 and, a reduction in the number of matters referred by the client agency.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Civil judgments (\$)	579,094	600,000	600,000	600,000
Garnishment funds received (\$)	389,435	325,000	325,000	325,000
Explanation:	During FY2010, the Section collected a number of substantial judgments entered against bank garnishees.			
Criminal restitution ordered (\$)	452,279	600,000	600,000	600,000
Explanation:	The decrease is directly related to the decline in the number of prosecutions completed in FY2010.			
Criminal restitution received prior to sentencing (\$)	269,683	350,000	350,000	350,000
Explanation:	The decrease is due both to the decline in the number of prosecutions completed in FY2010 and the economic recession.			

- ◆ **Goal 7** To provide comprehensive legal advice to the Department of

Economic Security.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Hours of counsel and advice	22,398	22,000	22,000	22,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average billable hours: per employment lawsuit - AGO	643	650	650	650
Average billable hourly rate: per employment lawsuit - AGO	105	110	115	115
Average billable hourly rate: per workers compensation matter: AGO	107	96	96	96
Explanation:	The increase in FY2010 was caused by a reduction in billable hours for the year.			
Average billable hourly rate: per workers compensation matter - OSC	149	135	135	135
Explanation:	In FY2010, only 10 hours of outside counsel services was procured.			

Mission:

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

Description:

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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	335.4	614.7	614.7	614.7
Other Appropriated Funds	16,983.9	19,713.0	19,713.0	19,713.0
Other Non Appropriated Funds	92.8	101.4	101.4	101.4
Program Total	17,412.0	20,429.1	20,429.1	20,429.1
FTE Positions	226.8	225.6	225.6	225.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Amounts recovered, generated, and/or saved (in millions of dollars)	30.6	45	50	50
Explanation:	FY2010 results reflect the continued drop in the real estate market and the deferral of payments on some transactions.			

- ◆ **Goal 2** To provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average months in suit: per tort lawsuit - AGO	22	24	26	26
Explanation:	Average for any given year is based only on those cases which closed during that year. The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next. Additionally, criminal cases have priority over civil cases for judge assignments.			
Average months in suit: per tort lawsuit - OSC	66	50	50	50
Explanation:	Average for any given year is based only on those cases which closed during that year. The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.			
Average billable hours: per tort lawsuit - AGO	272	250	270	290
Average billable hours: per tort lawsuit - OSC	97	150	175	190
Explanation:	The decrease in FY2010 Actual for average billable hours per closed case is due to a decrease in the number and complexity of cases sent to outside counsel.			
Average billable hourly rate: per tort lawsuit - AGO	102	105	110	115
Explanation:	T			
Average billable hourly rate: per tort lawsuit - OSC	187	195	200	210
Explanation:	The increase in the average billable rate from FY2009 to FY2010 is due to increases in the hourly rates in the contract bids.			
Average months in suit: per employment lawsuit - AGO	21	25	25	25
Average months in suit: per employment lawsuit - OSC	22	34	35	35
Explanation:	It is increasingly difficult to get a meaningful average for outside counsel suits, because fewer cases are being assigned to outside counsel.			

AGA 1.6 Subprogram Summary

FINANCE DIVISION

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Adjusting journal entries processed	544	525	525	525
Explanation:	The increase in FY2010 is due changes made to streamline the processing of revenues and journal entries required to adjust Federal funds to account for the creation of the ARRA Fund.			

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,316.0	1,524.3	1,524.3	1,524.3
Other Appropriated Funds	5,082.5	5,858.2	5,858.2	5,858.2
Other Non Appropriated Funds	1,334.5	1,613.1	1,613.1	1,613.1
Program Total	8,732.9	8,995.6	8,995.6	8,995.6
FTE Positions	118.3	108.9	108.9	108.9

- ◆ **Goal 1** To collect debts owed to the State sufficient to fund Tax, Bankruptcy and Collection operations, all Collection Enforcement Revolving Fund authorized positions (47), and to revert excess monies to the State General Fund.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New cases opened	5,081	4,000	4,000	4,000
Explanation:	The Bankruptcy Collection Enforcement Section modified its opening and case management procedures for the Chapter 13 bankruptcy cases, which resulted in the increase in the FY2010 Actual - New Cases Opened.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Meetings with high-demand clients	16	12	12	12

- ◆ **Goal 3** To improve client satisfaction through advanced client agency training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Trainings with high-demand clients	17	12	12	12
Explanation:	The increase in FY2010 results from increased requests from client agencies to provide training in open meetings and public records law.			

- ◆ **Goal 4** To effectively leverage technologies through staff training and full utilization/implementation of software programs including Legal Files, RevQ, Access Databases, and Internal Asset Tracking System.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Staff training (number of hours)	494	250	250	250
Explanation:	The increase results from additional training conducted by the Library and other sections.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Adjusting journal entries processed	544	525	525	525

AGA 2.0	Program Summary
CENTRAL ADMINISTRATION	
Tim Nelson, Chief Deputy	
Phone: (602) 542-8080	
A.R.S. § 41-191	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Explanation:	The decrease in turnover rate from FY09 to FY10 is due to the economic downturn in Arizona.			

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,238.2	2,446.7	2,446.7	2,446.7
Other Appropriated Funds	1,538.3	1,765.7	1,765.7	1,765.7
Other Non Appropriated Funds	0.0	312.3	312.3	312.3
Program Total	5,776.5	4,524.7	4,524.7	4,524.7
FTE Positions	46.3	52.1	52.1	52.1

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administrative costs as a % of total costs	5.7	6.0	6.0	6.0
Explanation:	The decrease from FY2009 to FY2010 is attributed to a reduction in the payroll costs in the areas of the office that provided administrative support.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.15	7.20	7.20	7.20

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Days to respond to a request for a legal opinion	82.2	50	50	50
Explanation:	FY2010 Actual was higher than estimate because of a heavy litigation workload that included constitutionality of abortion-related legislation and defending budget-related legislation.			

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency staff turnover	15.7	17.0	18.0	18.0

ATA 0.0	Agency Summary
AUTO THEFT AUTHORITY	
Brian R. Salata, Executive Director	
Phone: (602) 364-2888	
A.R.S. § 41-3451	

Mission:

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

Description:

The Authority assists and provides grants to state and local law enforcement agencies for auto theft enforcement.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	5,081.4	5,134.8	5,134.8	5,134.8
Other Non Appropriated Funds	0.1	0.0	0.0	
Program Total	5,081.5	5,134.8	5,134.8	
FTE Positions	6.0	6.0	6.0	6.0

Strategic Issues:

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

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

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of studies conducted	4	4	6	6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of vehicles stolen statewide (2009 calendar year).	25,059	35,000	35,000	35,000

Explanation: FY09 - FY11 funding reductions may lead to an increase in the number of stolen vehicles. Once funding levels are restored in FY12, it's expected numbers will stabilize and continue in downward trend.

Arizona vehicle theft rate (# per 100,000 population)	380	531	531	531
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Explanation: 2009 data from AZ. DPS Crime in AZ. Report. FBI Uniform Crime Report to release final 2009 data October '10.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Task Force positions funded by AATA	38	32	48	48

Explanation: FY09 - FY11 funding reductions directly impact Task Force staffing levels.

Number of stolen vehicles recovered by AZ. Auto Theft Task Force	2,051	2,000	2,500	2,500
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Explanation: FY09 - FY11 reduced Task Force staffing may reduce or limit stolen vehicle recoveries. Once funding levels are restored in FY12, vehicle recoveries expected to increase.

Value of stolen vehicles recovered by Task Force (in millions of dollars)	24.7	20.0	30.0	30.0
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of felony arrests by Task Force	185	175	200	200
Number of "chop shops" investigated by Task Force	27	19	30	30
Number of insurance fraud investigations by Task Force	11	9	15	15
Number of training and investigative assistance provided by Task Force	851	817	900	900
Return on investment (for every dollar funded by the Arizona Auto Theft Authority amount recovered by Task Force)	7.45	7.00	10.00	12.00

Explanation: Lower return on investment is expected due to reduced funding and staffing. As funding levels increase, return on investment expected to increase.

Number of law enforcement grants awarded	14	7	0	0
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◆ **Goal 4** To assure deterrence of vehicle theft and associated criminal activity through effective auto theft (vertical) prosecution.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of prosecutors funded by AATA	2.5	3	6	7

Explanation: FY09 - FY11 funding reductions directly impact Vertical Prosecution staffing levels.

Number of participating counties	3	4	5	6
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Explanation: Due to reduced funding, 3 participating county attorney's offices not funded for FY10 and FY11.

Number of vehicle theft cases filed	309	900	1,500	1,800
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Explanation: ATA funding decreases have reduced program effectiveness.

Number of vehicle theft convictions	305	600	900	1,100
Percent of convictions to cases closed	0	91.5	95.0	95.0

Amount of restitution ordered	667,602	1,300,000	1,600,000	2,000,000
Number of training sessions provided	8	5	8	12

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Public Awareness grants to criminal justice agencies	26	0	10	15
Number of PACE (Public Awareness and Community Education) events statewide	230	45	120	140

Number of PACE events sponsored by AATA	30	20	20	20
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Number of PACE events sponsored by AATA grant agencies	200	25	100	120
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Number of AATA published Watch Your Car & theft prevention brochures distributed	10,000	10,000	10,000	10,000
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Explanation: MVD/Watch Your Car partnership mailing project not in effect as of FY08.

Estimated media exposures (in millions)	60	50	50	50
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Number of ACTIVE Watch Your Car (WYC) enrollments	70,500	62,000	55,000	50,000
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Explanation: The WYC program currently reduced to maintenance level due to decreased funding and staffing.

Number of ACTIVE Watch Your Car (WYC) enrollments	70,500	62,000	55,000	50,000
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◆ **Goal 6** To develop expertise and promote well-trained vehicle theft/insurance fraud investigators and prosecutors.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of professional training grants awarded to agencies	0	0	10	15
Number of criminal justice personnel receiving auto theft training	0	0	40	50

Explanation: FY09 - FY11 budget reductions resulted in \$0 funding for Professional Training Grant program.

Number of criminal justice personnel receiving auto theft training	0	0	40	50
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◆ **Goal 7** To maximize Agency effectiveness, efficiency and customer satisfaction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Ratio of administrative costs as a percent of total expenditures	5.34	5.50	6.0	6.0

Explanation: Ratio decrease result of FY09 - FY11 reduced staffing along with agency evaluation and reduction of admin expenses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of grant agency contractual compliance reviews	43	43	55	60
Explanation:	All grant agencies should be reviewed annually for compliance.			
Customer satisfaction rating (scale of 1-3, 1 highest rating)	1	1	1	1
Number of site visits to grant and statewide law enforcement agencies.	0	20	30	40
Initiate monthly e-newsletter and electronic communications with agency customers/stakeholders.	9	10	12	12
Explanation:	ATA developing more cost effective strategies for agency and stakeholder communications.			

BBA 0.0	Agency Summary
BOARD OF BARBER EXAMINERS	
Sam B. LaBarbera, Executive Director	
Phone: (602) 542-4498	
A.R.S. §§ 32-301 et. seq.	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	276.4	345.1	345.1	345.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	276.4	345.1	345.1	345.1
FTE Positions	4.0	4.0	4.0	4.0

Strategic Issues:

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

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

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

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

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

The Board has had great difficulty in recruiting and keeping staff. It needs to decide on what will attract qualified staff and implement an action plan.

◆ **Goal 1** To ensure that all licenses issued by the Board meet minimum requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of applications accepted for new barber/instructor examinations	248	275	300	325
Number of examinations for new barber/instructor failed	124	134	150	162
Percent of examinations for new barber/instructor failed	50	50	50	50
Number of applications for new barber/instructor licensees	276	300	325	350
Number of applications for new barber/instructor licenses rejected	25	25	25	25
Number of applications for new shop/school licenses	315	325	350	375
Number of applications for new shop/school licenses rejected	6	10	10	10

◆ **Goal 2** To ensure the proper use of sanitary procedures to prevent the transmission of disease, parasites, or injury to the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of inspections conducted	1798	3,200	3,200	3,200
Percent of total inspections passed	76	75	75	75
Number of complaints received	334	350	350	350
Avg. calendar days from receipt of complaint to start of investigation	16	21	21	21

◆ **Goal 3** To enforce legislative requirements concerning the regulation of barbers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of inspections conducted	1,798	3,200	3,200	3,200
Percent of inspections passed	76	75	75	75
Number of licenses revoked or suspended	4	4	4	4
Disciplinary hearings	30	15	15	15
Disciplinary hearings resulting in penalties	21	10	10	10

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days from receipt of application to issuance or denial	.17	3	3	3
Administrative cost as a percent of total cost	6.4	10	10	10
Number of barber/instructor and shop/school licenses	7,125	7,200	7,300	7,400

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

Mission:

To establish and maintain standards of qualifications and performance for licensed behavioral health professionals in the fields of counseling, marriage and family therapy, social work, and substance abuse counseling, and to regulate the practice of licensed behavioral health professionals for the protection of the public.

Description:

The Board licenses and biennially renews licensure for approximately 8,300 behavioral health professionals requiring these professionals meet minimum standards of education, experience, and competency as measured by examination. The Board also receives and investigates complaints, takes necessary disciplinary action, and responds to inquiries from consumers regarding the licensure status and complaint history of individual behavioral health professionals.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,207.5	1,437.7	1,463.9	1,463.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,207.5	1,437.7	1,463.9	1,463.9
FTE Positions	17.0	17.0	17.0	17.0

Strategic Issues:

Issue 1 Insufficient Staff

Due to the State hiring freeze and the Board's decision to not fill vacant positions, the Board employs only about two-thirds of its 17 FTE positions. The lack of personnel is having a serious impact on the Board's ability to provide timely services. As a result, the Board has been forced to eliminate all non-essential services until it can re-establish an appropriate staffing level. Excessive workload demands on current staff is also delaying the Board's efforts to hire and train new employees.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of application reviews completed within 180 days	98	90	90	90
Number of new and existing licenses issued	8,333	8,359	8,385	8,411
Administration as a percentage of total cost	9.5	4.2	3.9	3.9
Applications received	792	779	770	770
Individuals licensed	592	655	655	655
Renewals received	4,003	3,713	4,411	3,896
Average number of days to renew a license from receipt of application to issuance	29	30	30	30
Average number of days to process verifications.	4	10	10	10
Verifications received	237	200	200	200
Numbers of inspections/investigations	295	325	325	325
Average days to resolve a complaint	396	400	400	400
Number of complaints received about licensees	127	140	140	140
Customers satisfaction rating (scale 1- 8)	6.6	5.5	5.5	5.5

DIA 0.0	Agency Summary
ARIZONA BIOMEDICAL RESEARCH COMMISSION	
Dawn C. Schroeder, DDS, MA, Executive Director	
Phone: (602) 542-1028	
A.R.S. §§ 36-271 to 36-276	

Mission:

To advance medical research within the State of Arizona.

Description:

The Biomedical Research Commission awards contracts for medical research projects studying the causes of disease, epidemiology and diagnosis of disease, the formulation of cures, medically accepted treatment, and prevention of diseases. The Commission oversees research projects to ensure contract compliance, and serves as the technology transfer agent for discoveries made using State funding. The Commission also awards and manages contracts designed to advance biotechnology in the academic, non-profit, and for-profit sectors in Arizona.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ DISEASE CONTROL RESEARCH PROGRAM	2,813.7	3,524.9	3,524.9	3,524.9
➤ HEALTH RESEARCH PROGRAM	9,928.2	8,537.4	8,537.4	8,537.4
Agency Total:	12,741.9	12,062.3	12,062.3	12,062.3

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	500.0	500.0	500.0	500.0
Other Non Appropriated Funds	12,241.9	11,562.3	11,562.3	11,562.3
Program Total	12,741.9	12,062.3	12,062.3	12,062.3
FTE Positions	5.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 *Provide support and strategically placed funding to move the state's bioscience and biotechnology initiative forward.*

The Agency is uniquely positioned in the medical research community to provide gap funding to advance Arizona medical research to higher levels by encouraging institutional collaboration. Providing Arizona researchers with state funding improves their competitive position for grants at the federal level.

DIA 1.0	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 Biomedical Research Commission administers special projects such as the Parkinson's Disease Research Consortium; AZTransNet, a project that fosters research collaborations by removing barriers to institutional cooperation; and the collaborative ABRC Translational Research Initiative. Revenues for the fund are derived from the state lottery fund pursuant to A.R.S. §5-522 subsection E, monies appropriated by the legislature and gifts, contributions or other monies received by the Commission from any source.

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,813.7	3,524.9	3,524.9	3,524.9
Program Total	2,813.7	3,524.9	3,524.9	3,524.9
FTE Positions	2.5	2.5	2.5	2.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of scientific articles published	12	10	10	10
Number of abstracts published	8	6	6	6

◆ **Goal 2** To advance biotechnology by combining the expertise and resources of the Commission with that of other non-profit and for-profit institutions to remove impediments to inter-institutional biomedical research collaborations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of jointly funded projects with the non-profit and for-profit sectors	1	1	0	0

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 Biomedical Research Commission makes competitive research awards for a wide variety of medical research studies. These studies cover basic scientific research, translational research, and clinical research. The Health Research Program is funded by proceeds from the sale of tobacco products.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	500.0	500.0	500.0	500.0
Other Non Appropriated Funds	9,428.2	8,037.4	8,037.4	8,037.4
Program Total	9,928.2	8,537.4	8,537.4	8,537.4
FTE Positions	2.5	2.5	2.5	2.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of scientific articles published	52	45	45	45
Number of abstracts published	16	12	12	12

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of biannual workshop participants	0	150	0	0
Number of multi-investigator multidisciplinary projects submitted as a function of the total number of proposals received.	59/109	50/100	50/100	50/100

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of requests for proposals (RFPs) mailed.	1000	0	0	0

PDA 0.0	Agency Summary
STATE CAPITAL POST CONVICTION PUBLIC DEFENDER	
Martin Lieberman, Director	
Phone: (602) 771-9000	
A.R.S.41-4301	

Mission:

To provide representation to capital defendants in post conviction proceedings, as assigned by the Supreme Court, in accordance with guidelines established by the American Bar Association.

Description:

The Office was established in 2006 and began accepting cases in September 2007. All capital convictions are automatically appealed to the State Supreme Court. If the sentence is affirmed on appeal, the Supreme Court appoints counsel to represent the inmate in state post conviction relief proceedings. The agency accepts appointments to cases from the Supreme Court as resources allow.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	646.5	635.8	715.8	715.8
Other Appropriated Funds	0.0	0.0	0.0	170.0
Other Non Appropriated Funds	136.8	0.0	170.0	170.0
Program Total	783.3	635.8	885.8	1,055.8
FTE Positions	7.0	7.0	7.0	7.0

Strategic Issues:

Issue 1 *To add sufficient staff to be able to provide services to as many clients as possible*

Current funding levels do not provide the resources necessary to represent more than a handful of clients. As of August 5, 2010, there were fifteen inmates on death row without counsel; last year at this time, it was eighteen. It is anticipated that the numbers will increase as Maricopa County has had an aggressive capital punishment policy over the past few years and many of those cases are now on appeal. The Arizona Supreme Court estimates that it can decide approximately ten (10) death penalty appeals per year. In practice, however, it has decided about seven appeals each year for the past five years. Because the Court affirms the death sentence in approximately 80% of the cases, we can expect five or six new cases each year to be added to the list. As currently funded, the Office cannot absorb the caseload. The Office was awarded a one time grant for FY10 which allowed it to maintain pre-FY09 reduction staffing levels. That grant was not renewed in FY11. Without additional appropriations, the Office will continue to be unable to meet its objectives.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complete factual and legal investigation of case.	2	2	1	1
Explanation:	Estimates for 2011/12/13 recognize loss of FY10 grant.			
Number of professional staff providing high quality representation to clients	5.0	4.5	6.	6.
Explanation:	FY11 estimate results from loss of FY10 grant and expectation of supplemental appropriation. Otherwise, we will lose one position. FY2012/13 estimates are based on receipt of increased funding for paraprofessional staff. Otherwise, we will maintain FY11 levels.			

CSA 0.0	Agency Summary
STATE BOARD FOR CHARTER SCHOOLS	
DeAnna Rowe, Executive Director	
Phone: (602) 364-3080	
A.R.S. §§ 15-181 to 15-189	

Mission:

To foster accountability in charter schools, which will improve student achievement through market choice.

Description:

The Arizona State Board of Charter Schools reviews new, replication, and renewal applications and grants charters to qualified applicants and oversees all aspects of the charter schools it sponsors, which includes academic, financial and statutory compliance as well as adherence to the terms and conditions in the charter contract.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	721.0	802.6	1,037.2	1,027.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds		75.0	75.0	75.0
Program Total		877.6	1,112.2	1,102.7
FTE Positions	8.0	8.0	11.0	11.0

Strategic Issues:

Issue 1 Fulfilling Statutory Obligations and Meeting Caseload Requirements

With the 15 year contracts now expiring, the Board has implemented a renewal process for ensuring the continuation of quality charter schools through the evaluation of past fiscal, contractual and academic performance. Because renewal was not part of the Board's previous workload, resources have not previously been appropriated. In order to continue to promote quality charter schools, the Board must maintain quality authorizing practices as a mechanism for sustained results. This requires additional FTE positions and funding to maintain its work and fulfill its statutory obligations of sponsoring new charter holders, monitoring existing charter school performance and renewing eligible charter holders with the intent of providing alternative learning environments that improve pupil achievement.

◆ **Goal 1** To increase quality in sponsored charter schools by evaluating performance, assigning interventions, and monitoring compliance to ensure the continuation of schools that meet contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of students enrolled in sponsored charters.	118,916	120,000	121,000	121,500
Explanation: Total Average Daily Membership				
Number of sponsored charters with one or more sites in operation	378	380	388	396
Explanation: The numbers include all State Board of Education sponsored schools since the Charter School Board has agreed to provide oversight for these schools.				
Number of sponsored charter school sites in operation	496	501	509	507
Explanation: The numbers include all State Board of Education sponsored schools, but not district sponsored schools.				
Number of annual on-site monitoring visits	81	126	92	58
Number of contract amendments processed annually.	579	570	582	594
Number of charter school annual audits reviewed	349	370	388	396
Number of corrective action plans mandated.	112	186	158	128
Explanation: Any non-compliance matter requiring further action by charter holder and the Board.				

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of disciplinary actions that resulted in withholding of funds	24	25	40	31
Explanation: Pursuant to A.R.S. 15-185.H				
Number of Notices of Intent to Revoke Charter issued.	6	4	4	4
Explanation: Revocation proceedings cross fiscal years, but are only reported once.				
Number of charter contracts voluntarily surrendered.	7	5	5	5
Number of Consent/Settlement Agreements entered.	2	4	4	4
Number of charter contracts revoked.	1	2	2	2
Number of five-year interval reviews completed.	26	82	58	24
Number of five-year interval review schools required to submit performance management plans.	11	41	33	17
Percent of sponsored schools that meet identified academic improvement targets.	0	0	55	65
Percent of sponsored elementary schools performing at or above the state average percent proficient on state assessments in reading.	48	50	55	60
Percent of sponsored elementary schools performing at or above the state average percent proficient on state assessments in math.	39	45	50	55
Number of annual complaints regarding sponsored schools	129	120	120	120
Explanation: Complaints are reviewed for contractual compliance and processed accordingly.				
Customer satisfaction survey (Scale 1-8)	6.82	6.5	6	6
Explanation: Respondents are charter holders.				
Administration as a % of total cost	5.4	5.6	5.1	6.1

◆ **Goal 2** To approve quality applications and grant charters to qualified applicants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of sponsorship applications received.	97	106	73	60
Explanation: This number includes new, replication, transfer and renewal applications.				
Number of sponsorship applications approved.	66	62	44	27
Number of new application packages reviewed by staff for administrative completeness.	47	40	37	37
Number of new application packages considered by the Board.	21	11	12	12
Number of new application packages approved by the Board.	14	11	10	10
Number of replication application packages received.	4	9	6	6
Number of replication application packages considered by the Board.	4	9	6	6
Number of replication application packages approved by the Board.	4	9	6	6
Number of renewal applications prepared.	53	57	30	19
Explanation: Determination of application criteria based upon previous performance.				
Number of renewal applications submitted.	51	56	29	18
Number of renewal application packages approved by the Board.	48	51	27	10
Number of renewal applications requiring a performance management plan.	23	34	18	0

CEA 0.0	Agency Summary
BOARD OF CHIROPRACTIC EXAMINERS	
Patti Pritzl, Executive Director	
Phone: (602) 864-5088	
A.R.S. § 32-900 et. seq.	

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use chiropractic care.

Description:

The Board conducts examinations and evaluates applications from chiropractors seeking initial or renewal of licensure, as well as from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates complaints made against chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	433.6	442.4	445.2	448.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	433.6	442.4	445.2	448.0
FTE Positions	5.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 Agency revenues cannot meet expenses.

Revenues have fallen by \$64,000 while mandated increases in expenses for the Agency have exceeded \$60,000 over the past four years. As a result, the Agency's revenues no longer cover basic costs to maintain Agency functions of enforcement, licensing and customer service. The current legislature is not inclined to support legislation for the fee increase necessary to pay for the mandatory expense increase. The Agency has eliminated the dedicated attorney general service contract, out-of-state travel for participation in national regulatory planning and coordination, cut costs for supplies and postage, left an investigator position unfilled and now holds all hearings before the Board rather than the resource of the Office of Administrative Hearings. The agency is also unable to implement best practice strategies, such as encryption of Board material, has restricted services and is unable to implement new services as desired by the profession and the public. The agency will need to restrict expenses to within inadequate revenues to perform the mission of protecting the health, welfare and safety of the public. If the agency is unable to obtain a fee increase, loss of human resources will have further negative impact on the profession and the public.

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

Complaint investigations average 110 per year. The investigations have found some level of violation in about 80% of all cases and an average of 36% of all investigations result in disciplinary action. This reflects a substantial time commitment in the investigation of complaints. In addition, the Agency monitors 30 to 50 probationary files at any point in time. The Agency has one full time and trained enforcement officer. Any cuts to staffing will prevent the agency from performing its most basic function. As it is, the agency has left an investigator position unfilled.

Issue 3 The workload from requests for license verifications and credentialing remains high in both volume and in type of information requested.

Historically, license verifications received by the Agency have requested the Agency to confirm the license status of no more than ten licensees at a time. Verifications took a matter of one to two minutes each. Verification levels have risen from 70 to 100 requests from one credentialing company

at a time, with extensive records requests requiring that hard copy files be pulled, copied and sent via mail or fax. The time to verify each license has increased from five to ten minutes each. Additional fees have been instituted to fund facilitation of public records response time. The database and web site have been improved to allow on-line access to credentialing information and disciplinary actions. Ongoing trends in information technology and unfunded legislative and administrative mandates require continued funding development and emphasize the need to retain current staff members who have demonstrated the ability to manage some of the agency IT need.

Issue 4 Mandated information technology contracts or policies remain unfunded.

Unfunded mandates, such as AZNET, increase operating costs as much as four-fold. The agency requires legislative authorization to raise fees in order to fund the IT and communications mandates that are being issued.

Issue 5 There is an ongoing need for public outreach.

The public is largely unaware of the resources offered by the Agency or has developed a negative perception of health regulatory agencies due to the media's negative focus on the Medical Board. In addition, the Agency has a presence only in Maricopa County. There is an ongoing need for the Agency to provide outreach initiatives to the public throughout the state. The performance measures do indicate improvement in this area, however, this will always be a focus for growth and development.

Issue 6 Agency staff does not possess the technical knowledge sometimes required for complete analysis and investigation of a complaint.

At the recommendation of the Auditor General, the Agency had implemented contracts with chiropractic professionals to assist in the technical components of investigations. However, the combination of falling revenues and mandatory increases in expenses imposed by legislation has depleted all funds for this purpose. Board staff no longer has support from qualified chiropractic professionals for investigations other than limited volunteer resources.

Issue 7 The agency is no longer able to contract with the Office of the Attorney General for services, resulting in lack of legal guidance and adequate resources to conduct timely hearings and responses to appeals.

At the recommendation of the Office of the Auditor General, the Board had contracted for dedicated A.G. services to provide timely services for the conduct of hearings, adequate resources for Superior Court Appeals, and adequate Board meeting coverage and legal advice. Due to the fall in revenues and mandatory increased expenses, the Board can no longer afford a contract for dedicated legal services. As a result, the Board does not always have legal counsel available while the Board is meeting, placing the State of Arizona at risk of liability. History also tells us that the lack of a contract for legal services delays conduct of hearings by up to 4 years, and the lack of consistency in legal advice and attorney familiarity with the Chiropractic Act creates a liability for both the Board and the State.

Issue 8 Much of the Boards technical equipment is end of life.

In 2004, the Board began using laptops for Board meetings rather than paper materials. The move was a cost savings for the agency and afforded greater protection for confidential information, particularly patient records. Three of the nine laptops have had to be replaced within the last two years, and the remaining 7 laptops are end of life. Due to falling revenues and increased mandatory expenses, the Board does not have the funds to replace equipment.

◆ **Goal 1** To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety, and welfare of the public is protected.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of applications for licensure received	104	110	110	110
Explanation:	This measure is used to assess future revenues.			

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days between receipt of complete application and Board action	20	25	25	25
Explanation:	This performance measure determines if the Board is meeting the licensing time frames required in law.			
Number of new licenses issued	96	100	100	100
Explanation:	This measure identifies a trend that impacts revenue, staffing and resources planning			
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0
Explanation:	This performance measure is related to the Board's mission to protect the health, welfare and safety of the public.			
Number of licenses eligible for renewal	2,493	2,500	2,550	2,600
Percent of license renewal applications processed within 15 business days	100	95	95	95

- ◆ **Goal 2** To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of new complaints filed	85	115	115	115
Percent of complaints resolved within 180 days of receipt with no hearing required	54	80	80	80
Average number of months to resolve a complaint by administrative hearing	0	8.0	0	0
Total number of investigations conducted	164	160	165	165
Percent of concluded investigations resulting in disciplinary action	22	22	22	22

- ◆ **Goal 3** To ensure Board and staff competence and knowledge.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	100	97	97	97
Administration as a percent of total cost	15	17	17	17

- ◆ **Goal 4** To increase public awareness of agency functions, resources, and public records accessibility.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Web site access count	19,140	29,000	39,000	39,000
Self assessment surveys returned.	20	30	30	30
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	0	1	1	1

ECA 0.0	Agency Summary
CLEAN ELECTIONS COMMISSION	
Todd F. Lang, Executive Director	
Phone: (602) 364-3477	
A.R.S. §§ 16-901 et seq	

Mission:

To fairly, faithfully, and fully implement and administer the Arizona Citizens' Clean Elections Act.

Description:

The Citizens' Clean Elections Act was a campaign finance reform measure initiated by Arizona citizens and approved by majority vote in 1998. The Act created a new campaign financing system for statewide and legislative offices that provides public funding to qualified candidates who agree to abide by CCEC guidelines. Candidates wishing to utilize public funding for statewide and legislative offices must become certified as participating candidates by agreeing to abide by all contribution and expenditure limits imposed in the Act and then obtain a certain number of \$5 qualifying contributions, depending on the office sought, in order to qualify for public funding. Non-participating candidates must accept campaign contributions at amounts that are 20 percent less than allowed in statute and comply with reporting requirements specified in the Act. The Commission sponsors debates and develops a procedure for publishing a document having space of predefined size for a message chosen by each candidate. The document is mailed before the primary and general elections to every household that contains a registered voter. The Commission is composed of five members of which no more than two can be from the same political party nor can more than two be residents of the same county. Appointments are for a five-year term.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	16,864.9	21,145.7	21,145.7	21,145.7
Program Total	16,864.9	21,145.7	21,145.7	21,145.7
FTE Positions	5.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 Legislation

The Commission will pursue legislative changes to the Clean Elections Act (A.R.S. § 16-940 through 961) to address concerns raised by the Commission, candidates, and members of the public from the 2010 election cycle. The intent of the proposed legislative changes is to clarify the law. All proposed legislative changes further the purpose of the Act, which is to diminish the influence of special interest money, encourage citizen participation in the political process, and promote freedom of speech under the U.S. and Arizona Constitutions.

Issue 2 Voter Education

The Commission will continue its active program of voter education. The Commission sponsors candidate debates, publishes a candidate statement pamphlet for both the primary and general elections, mails the pamphlet to each household in Arizona with a registered voter, holds candidate training seminars, and travels statewide to communicate with and educate voters.

◆ **Goal 1** To provide public funding to qualified candidates.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of certified participating candidates (calendar years)	129	129	135	140

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of candidates submitting candidate statements (calendar years)	125	125	120	120
Number of candidate statement pamphlets mailed to AZ households (calendar years in thousands)	0	3,800.0	0	3,800.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of cap spent on administration and enforcement (calendar years)	3.5	5.0	5.0	5.0

EPA 0.0	Agency Summary
DEPARTMENT OF COMMERCE	
Don Cardon, Director	
Phone: (602) 771-1100	
A.R.S. § 41-1501	

Mission:

To provide state leadership to create and retain quality jobs and strengthen Arizona's economic base.

Description:

As the State's principal economic development agency, the Department of Commerce, which is in the process of becoming the Arizona Commerce Authority, develops and implements the state's economic development plan directed at creating and retaining quality jobs statewide. Accordingly, the Authority implements statewide strategies that promote Arizona's global competitiveness; facilitates the coordination of the state's workforce development system; supports the expansion of existing businesses, including small and minority-owned businesses; conducts targeted business attraction to enhance economic diversification; and promotes international trade and investment.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION AND RESEARCH	3,765.0	3,746.3	3,746.3	3,746.3
➤ BUSINESS DEVELOPMENT	51,824.7	15,252.9	15,252.9	15,252.9
➤ ENERGY DEVELOPMENT AND UTILIZATION	21,373.6	44,402.5	44,402.5	44,402.5
Agency Total:	<u>76,963.3</u>	<u>63,401.7</u>	<u>63,401.7</u>	<u>63,401.7</u>

Funding and FTE Summary:

(Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,570.9	3,566.5	3,566.5	3,566.5
Other Appropriated Funds	2,677.5	4,357.4	4,357.4	4,357.4
Other Non Appropriated Funds	70,714.9	55,477.8	55,477.8	55,477.8
Program Total	<u>76,963.3</u>	<u>63,401.7</u>	<u>63,401.7</u>	<u>63,401.7</u>
FTE Positions	127.3	137.9	137.9	137.9

Strategic Issues:

Issue 1 Job Training Fund

Arizona's ability to attract a new economic investment to our state is strengthened through the creation of more high-skilled jobs that are locally and globally competitive and diverse. Arizona's Job Training Program helps address the lack of job-specific skills and low per capita income levels by partnering with the private sector to provide funding for customized job training.

Future legislative sweeps to this fund would result in the State's inability to reimburse employers for the job training expenses they incurred while creating and retaining jobs. Further, it would be detrimental to the State's ability to sustain the Program thereby forfeiting new skilled jobs being created in Arizona and negatively impacting the State's economic recovery.

Issue 2 Motion Picture Development & Attraction

The Commerce Film Office works to promote, develop, and attract economic opportunities in regards to the Film, Television, and Interactive Entertainment industries. The office acts as a central point of contact to help facilitate projects in these fields throughout Arizona.

In FY 2009, the legislature did not include a designated budget appropriation for the office. The staff for the program was absorbed by Commerce's Innovation and Global Business Development Division.

Issue 3 Commerce and Economic Development Commission

(CEDC) Fund

There is a high probability additional sweeps of the CEDC Fund will result in claims of "detrimental reliance" and possibly, legal action.

The monies in the CEDC Fund have long been appropriated for purposes other than those for which it was created, primarily to fund portions of the agency. As a result, Arizona is at a competitive disadvantage when recruiting new companies because there are extremely limited "deal-closing" funds available. This contrasts with Arizona's competitor states, which have significantly greater resources for business attraction.

In FY 2011, revenues of approximately \$3.5 million are projected to be received by the CEDC fund, but more than \$3.5 million will be expended. In addition, over \$9 million has been swept from the CEDC over the last two fiscal years.

In addition, \$1.75 million has been encumbered and set aside for two deal-closing awards made prior to FY 2009 that have or will result in roughly 245 jobs. These awards are scheduled to be paid out after five years and only after the companies prove they created the jobs at the promised salaries. As a result, by design, these funds have been, and will continue to be, pending in the CEDC Fund. The companies have all relocated and are creating jobs as promised. As such, we anticipate that sweeping these funds will expose the state to claims and potential legal action.

Issue 4 GADA – Greater Arizona Development Authority

The Greater Arizona Development Authority (GADA) was created by the Arizona State Legislature to assist local and tribal governments and special districts with the development of public infrastructure. GADA leverages its approximately \$12 million fund to lower the costs of financing and help accelerate project development for public facilities.

Since FY 2008, GADA has experienced \$8.2 million in legislative sweeps. According to existing law, GADA is mandated to maintain a minimum amount of funding in its fund, as it pledged to bondholders as a security. The funding sweeps and investment loss has resulted in GADA's inability to pursue additional bonding.

Issue 5 Bond Fund – (Private Activity Bonds)

Since passage of the Deficit Reduction Act of 1984, the Arizona Department of Commerce has been statutorily responsible for allocating the state ceiling for Private Activity Bonds (PAB). Beginning with a \$1.1 million legislative sweep in FY 2009 and followed by an \$803,900 legislative sweep in FY 2010, there are virtually no funds to operate the PAB program. Historically, the amount collected in application and confirmation fees has been larger than the amount used to operate the program. The current economic downturn has translated to decreased program activity such that it is not anticipated that the PAB program will have the ability to generate revenue as it had in the past.

Issue 6 Application Fees for Business Development Programs administrative support.

Beginning in January 2010, the Department is authorized to collect application fees from companies seeking qualification under the Renewable Energy Tax Incentive Program. Further, beginning in January 2011, the Department is authorized to collect application fees from companies seeking tax credit refunds under the Research and Development Program pursuant to A.R.S. §41-1507. The statutes for each of these programs do not identify the use for these application fees. The Department requests that these application fees be utilized to support the administration of the programs as intended.

Issue 7 Research Administration (Move to OSPB)

The Department of Commerce is being dissolved and reorganized into the Arizona Commerce Authority. Research, including labor market, economic and demographic programs are outside of the scope of the new authority and must be moved to a different agency. The Office of Strategic Planning and Budgeting has been selected as the new home for Research.

Issue 8 Military Installation (move to Dept of Emergency Management)

Effective July 30, 2010 Laws 2010, 2nd Regular Session, Chapter 208 shifted the administration of the Military Installation Fund from the

EPA 1.0		Program Summary	
ADMINISTRATION AND RESEARCH			
Jerry Ewing, Deputy Director			
Phone: (602) 771-1162			
A.R.S. § 41-1504			

Mission:

To be a model of good government by providing strong leadership, clear direction, and quality support services that will enable the Agency to operate in an effective and efficient manner.

Description:

Administration and Finance supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ Research Administration

Funding and FTE Summary: (Thousands)	FY 2010	FY 2011	FY 2012	FY 2013
	Actual	Estimate	Request	Request
General Funds	345.9	236.8	236.8	236.8
Other Appropriated Funds	104.6	235.0	235.0	235.0
Other Non Appropriated Funds	3,314.5	3,274.5	3,274.5	3,274.5
Program Total	3,765.0	3,746.3	3,746.3	3,746.3
FTE Positions	47.5	46.5	46.5	46.5

EPA 1.1 Subprogram Summary
ADMINISTRATION
 Jerry Ewing, Deputy Director
 Phone: (602) 771-1162
 A.R.S. §§ 41-1504 et. seq.

EPA 1.2 Subprogram Summary
RESEARCH ADMINISTRATION
 William Schooling, State Demographer
 Phone: (602) 771-1179
 A.R.S. §§ 41-1504, 41-1505

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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	66.4	3.7	3.7	3.7
Other Appropriated Funds	104.6	88.7	88.7	88.7
Other Non Appropriated Funds	1,635.3	1,492.1	1,492.1	1,492.1
Program Total	1,806.3	1,584.5	1,584.5	1,584.5
FTE Positions	20.0	20.0	20.0	20.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of surveys marked "very good" or "excellent" from annual survey of Administration Division's internal customers	81	80	80	80

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of network up-time	99	99	99	99

Mission:

To provide employment, economic, and demographic information, and federally-required data and analyses that enables sound policy and decision-making by Arizona state government, and communities, businesses, and residents of the state.

Description:

Research provides core services in: 1) demographic research and analysis, including constitutionally-required population estimates; 2) employment and unemployment data, and 3) strategic economic research, including occupation and industry projections. Information is made available to the public. Leaders in business and all levels of government use these data to assist in making informed decisions. In addition, Research provides population projections and maintains data partnerships with the Employment and Training Administration, the Bureau of Labor Statistics, and the Census Bureau.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	279.5	233.1	233.1	233.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	1,676.7	1,782.4	1,782.4	1,782.4
Program Total	1,956.2	2,015.5	2,015.5	2,015.5
FTE Positions	22.0	21.0	21.0	21.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of stakeholders who rated Research information they received as very or extremely useful, timely, and relevant	86	78	80	80
Number of reports in on-line economic clearinghouse database	786	800	900	900
Number of Populations Statistics Unit Page website hits	23,329	26,000	27,000	27,000
Number of Labor Market Information training and presentations statewide.	10	9	8	8
Number of Labor Market Information website visits.	239,481	218,000	200,000	200,000

EPA 2.0	Program Summary
BUSINESS DEVELOPMENT	
Sandra Watson, Assistant Deputy Director	
Phone: (602) 771-1215	
A.R.S. §§ 41-1504 et. seq.	

Mission:

To enhance Arizona's global competitiveness, creating jobs and a higher standard of living for Arizonans.

Description:

The Business Development team works with strategic partners and provides leadership that increases the retention, expansion, and location of businesses across the state. Commerce provides a single point of contact and promotes all of Arizona as a great place to do business. The Business Development team supports the expansion of existing businesses, including small, minority-, and women-owned businesses; conducts targeted business attraction focused on Arizona's key industries; promotes international trade and investment; and facilitates innovative and technology-based companies to enhance economic diversification and create high-quality jobs.

This Program Contains the following Subprograms:

- ▶ Business Assistance Center
- ▶ Business Development Finance
- ▶ Job Training
- ▶ Apprenticeship Service
- ▶ Greater Arizona Development Authority
- ▶ Motion Picture Development

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,225.0	3,329.7	3,329.7	3,329.7
Other Appropriated Funds	2,572.9	3,935.7	3,935.7	3,935.7
Other Non Appropriated Funds	46,026.8	7,987.5	7,987.5	7,987.5
Program Total	51,824.7	15,252.9	15,252.9	15,252.9
FTE Positions	50.2	51.7	51.7	51.7

EPA 2.1	Subprogram Summary
BUSINESS ASSISTANCE CENTER	
Sandra Watson, Senior Director	
Phone: (602) 771-1215	
A.R.S. §§ 41-1504 et. seq.	

Mission:

To promote the development and expansion of small, minority-, and women-owned businesses.

Description:

The Small Business Services team serves as the primary liaison and service provider for small business development in Arizona by providing information, resources and assistance to entrepreneurs, government agencies, and business organizations that are focused on small, minority-, and women-owned business endeavors.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,431.2	2,440.8	2,440.8	2,440.8
Other Appropriated Funds	1,166.0	2,084.7	2,084.7	2,084.7
Other Non Appropriated Funds	38,630.7	527.0	527.0	527.0
Program Total	42,227.9	5,052.5	5,052.5	5,052.5
FTE Positions	22.7	23.1	23.1	23.1

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of responses to inquiries (includes phone, walk-in, mail, fax and online program, and emails)	69,089	75,000	80,000	80,000

- ◆ **Goal 2** To create opportunities that increase market penetration of Arizona products and services internationally. The Business Development team encourages retention, expansion, and location of businesses across the state.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of substantive export and trade related technical assistance sessions provided to export-ready, growth-potential companies and individuals	278	200	200	200
Number of trade events (trade shows, trade missions, conferences and workshops)	56	80	80	80
Number of companies participating in trade events	150	250	250	250
Percentage of companies rating service as "important" or "very important" to the ability of their business to access foreign markets	90	85	85	85
Customer satisfaction rating for business development program (Percentage rating services as good or excellent).	85	85	85	85

- ◆ **Goal 3** To promote foreign investment in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Potential foreign investors attracted to Arizona for site visits	27	10	14	14

- ◆ **Goal 4** To enhance awareness of Arizona as a premier state for business relocation and expansion activities in targeted industries.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of companies recruited to rural locations	19	5	5	5
Locate/expansion capital investment (in millions)	168.5	412	412	412

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average hourly wage rate per job	15.95	19.00	19.00	19.00
Explanation: Based on companies receiving business development assistance.				
Jobs created by companies utilizing Commerce Business Development programs	2551	3000	10,000	10,000
Number of new company relocations, expansions	15	15	15	15

- ◆ **Goal 5** To enhance technical and financial resources of stakeholders in rural Arizona to strengthen statewide economic and community vitality.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of REDI-certified (rural) communities currently implementing local/regional economic development efforts	44	44	44	44
Number of active Main Street communities implementing strategic plans	15	15	15	15

EPA 2.2	Subprogram Summary
BUSINESS DEVELOPMENT FINANCE	
Sandra Watson, Assistant Deputy Director	
Phone: (602) 771-1215	
A.R.S. § 41-1504	

Mission:

To provide quality management of financial incentive programs and offer technical expertise in support of the Agency's economic development goals.

Description:

The Department of Commerce is statutorily responsible for numerous economic development finance and tax programs which are administered by the Finance and Investment Division. These programs include management of the State's federal private activity bond volume cap, Enterprise and Military Reuse Zones, the Greater Arizona Development Authority, Commerce and Economic Development Commission, Economic Strengths Projects, and five tax credits (small business opportunity, motion picture, healthy forest, commercial solar and military restructuring). The Division processes applications, certifies/approves applicants according to statutory requirements, provides technical assistance, and maintains public and confidential records.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	606.6	700.4	700.4	700.4
Other Appropriated Funds	1,406.9	1,851.0	1,851.0	1,851.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	2,013.5	2,551.4	2,551.4	2,551.4
FTE Positions	7.0	7.0	7.0	7.0

- ◆ **Goal 1** To administer the Private Activity Bond program fairly and consistently.
- ◆ **Goal 2** To administer the Enterprise Zone program fairly and effectively.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of jobs created by companies participating in the Enterprise Zone program	3,785	3,500	3,600	3,600
Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	1,299	700	725	725

EPA 2.3	Subprogram Summary
JOB TRAINING	
Sandra Watson, Assistant Deputy Director	
Phone: (602) 771-1215	
A.R.S. §§ 41-1541 to 41-1544	

Mission:

To promote economic prosperity by providing qualified businesses with the resources to train and develop Arizona's workforce.

Description:

The Arizona Department of Commerce Job Training Program is a job-specific reimbursable grant program that supports the design and delivery of customized training to meet specific needs of employers, create new jobs and help increase the skill and wage levels of employees in Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	7,023.7	7,039.9	7,039.9	7,039.9
Program Total	7,023.7	7,039.9	7,039.9	7,039.9
FTE Positions	13.2	12.3	12.3	12.3

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of companies assisted	0	25	40	40
Number of workers under contract to be trained	0	2,500	4,000	4,000
Explanation: Forecasted to go through training to increase their job skills.				
Number of new jobs created as a result of the grant program.	0	250	400	400
The Job Training program was placed on hold in January 2009 after budget sweeps depleted the fund.				
Percent of Job Training Funds distributed to Small Business.	0	25	25	25

The Job Training program was placed on hold in January 2009 after budget sweeps depleted the fund.

EPA 2.4	Subprogram Summary
APPRENTICESHIP SERVICE	
Sandra Watson, Assistant Deputy Director	
Phone: (602) 771-1215	
A.R.S. § 41-1504	

Mission:

To ensure a vibrant registered apprenticeship program in Arizona that will contribute to the future growth and development of a quality workforce system in Arizona.

Description:

The Arizona Department of Commerce apprenticeship program assists employers in developing registered apprenticeships that address their labor needs to help them compete in the global economy. Apprenticeship programs provide structured training that combines on-the-job training with related theoretical and practical classroom instruction to prepare exceptional workers for Arizona's industry.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	187.2	188.5	188.5	188.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	150.5	155.9	155.9	155.9
Program Total	337.7	344.4	344.4	344.4
FTE Positions	5.8	6.8	6.8	6.8

◆ **Goal 1** To implement an effective apprenticeship training system designed to produce highly skilled workers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of active registered programs	111	118	125	125
Percentage of registered programs with rural employers	30	32	35	35
Number of workers in registered apprenticeship programs	3,316	4,000	4,200	4,200

EPA 2.5 Subprogram Summary

GREATER ARIZONA DEVELOPMENT AUTHORITY

Sandra Watson, Asst Deputy Director
 Phone: (602) 771-1215
 A.R.S. § 41-1554

EPA 2.6 Subprogram Summary

MOTION PICTURE DEVELOPMENT

Sandra Watson, Asst Deputy Director
 Phone: (602) 771-1215
 A.R.S. §§ 41-1504 et. seq.

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	221.9	264.7	264.7	264.7
Program Total	221.9	264.7	264.7	264.7
FTE Positions	1.5	2.5	2.5	2.5

◆ **Goal 1** To increase development of public infrastructure projects.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Amount of financial assistance (in millions) loaned to cities, towns, counties, and special districts. GADA Fund has experienced budget sweeps and is close to an inability to pursue bonding.	23.3	0	0	0
Amount of savings (in millions) for cities, towns, counties, tribes, and special districts from participation in the GADA program over private financing.	1,500	0	0	0

GADA Fund has experienced budget sweeps and is close to an inability to pursue bonding.

Mission:

To enhance Arizona's film and visual arts production industry.

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.

◆ **Goal 1** To enhance Arizona's imported film and visual arts production industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of projects attracted or facilitated	30	na	na	na

EPA 3.0	Program Summary
ENERGY DEVELOPMENT AND UTILIZATION	
Jerry Ewing, Deputy Director	
Phone: (602) 771-1162	
A.R.S. §§ 41-1504 et. seq.	

Mission:

To provide leadership on policy and programs that drive Arizona's sustainable energy development, economic prosperity, and security.

Description:

The Energy Office works in partnership with local governments, utilities, and other public and private organizations to implement and facilitate programs that will increase the efficient use of energy resources to ensure that energy resources remain available, reliable, and affordable. This office also manages new federal-state energy programs created through ARRA.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	186.7	186.7	186.7
Other Non Appropriated Funds	21,373.6	44,215.8	44,215.8	44,215.8
Program Total	21,373.6	44,402.5	44,402.5	44,402.5
FTE Positions	29.6	39.7	39.7	39.7

- ◆ **Goal 1** To strengthen existing and build new partnerships with government entities, businesses and industry, and community groups that result in sustainable energy development, economic prosperity, and security.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Estimated present value of energy/dollars saved (in millions) by encouraging the incorporation of building science principles	125	180	180	180
Number of rural communities participating in the Municipal Energy Management Program/Community Energy Program.	na	na	na	na
British Thermal Units (in billions) displaced with energy efficiency and renewals to energy projects in cities and counties.	na	2.5	2.5	2.5
Kilowatt Hours (in millions) produced annually from renewable energy systems installed.	na	1.0	1.0	1.0

CNA 0.0	Agency Summary
CONSTABLE ETHICS STANDARDS AND TRAINING	
Vince Roberts, Chairman	
Phone: (602) 252-6563	
A.R.S. 22-136	

Mission:

To regulate and support the performance of elected and appointed constables in Arizona.

Description:

The Constable Ethics Standards and Training Board is a citizen Board whose membership consists of a county manager, constables, a justice of the peace, a sheriff, a representative of the multi-housing industry, and a representative of the general public. As an entity, it works to regulate and support the performance of elected and appointed constables in Arizona through the active enforcement of a professional code of conduct and the issuance of grants for constable training & equipment.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	276.0	213.6	213.6	213.6
Program Total	276.0	213.6	213.6	213.6
FTE Positions	0.0	0.0	0.0	0.0

Strategic Issues:

Issue 1 *The CNA will spend FY11 and FY12 refining the Constable Code of Conduct and will continue to improve upon ways to resolve citizen complaints against constables.*

The CNA will spend FY11 and FY12 refining the Constable Code of Conduct and will continue to improve upon ways to resolve citizen complaints against constables.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
The number of revisions made to the Constable Code of Conduct.	3	15	2	1

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
The number of rules adopted in fiscal year	0	5	0	0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
The number of citizen complaints against constables received by the Board.	19	12	12	12
The number of citizen complaints against constables resolved by the Board.	15	10	10	10

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
The number of grants awarded.	37	40	40	40

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of constables reporting approved training.	47	75	80	80

RGA 0.0	Agency Summary
REGISTRAR OF CONTRACTORS	
William Mundell, Director	
Phone: (602) 542-1525	
A.R.S. § 32-1101	

Mission:

To promote quality construction by Arizona contractors through a licensing and regulatory system designed to protect the health, safety, and welfare of the public.

Description:

The Agency licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors. The Agency also administers the Residential Contractors' Recovery Fund, which reimburses residential property owners for poor workmanship or non-performance by a licensed residential contractor.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
REGULATORY AFFAIRS	8,768.7	12,181.0	12,181.0	12,181.0
RECOVERY FUND	5,945.6	6,165.3	6,165.3	6,165.3
Agency Total:	14,714.3	18,346.3	18,346.3	18,346.3

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	8,768.7	12,181.0	12,181.0	12,181.0
Other Non Appropriated Funds	5,945.6	6,165.3	6,165.3	6,165.3
Program Total	14,714.3	18,346.3	18,346.3	18,346.3
FTE Positions	154.8	152.8	152.8	152.8

Strategic Issues:

Issue 1 Efficient Delivery of Services

Current agency procedures for issuing and renewing licenses, investigating complaints, and providing financial reimbursement through the Recovery Fund are labor-intensive and lengthy in duration. To the extent possible under statute, and with respect for the legal requirements to ensure due process, the agency will identify and implement ways to streamline and simplify these operational processes to serve the public in a more timely manner.

Issue 2 Technology Resources

Based on the ROC's recently completed business technology assessment, the agency will develop an implementation plan to replace its 30-year-old COBAL based information technology (IT) and communication systems, thereby providing opportunities for re-engineering appropriate business processes throughout all areas of the agency. Implementation and integration of these systems will provide faster, more efficient customer services to the public as well as enhance staff efficiency by reducing duplication of effort and shortening time spent on various data-gathering and verification tasks.

RGA 1.0	Program Summary
REGULATORY AFFAIRS	
Wilma Himel, Assistant Director Administration	
Phone: (602) 542-1525	
A.R.S. § 32-1101	

Mission:

To protect the health, safety, and welfare of the public by ensuring regulations and workmanship standards governing residential and commercial construction are being enforced, while maintaining a high level of service to all stakeholders.

Description:

The program licenses and regulates residential and commercial contractors.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	8,768.7	12,181.0	12,181.0	12,181.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	8,768.7	12,181.0	12,181.0	12,181.0
FTE Positions	144.8	144.8	144.8	144.8

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of contractors licensed in state	58,358	56,672	55,035	53,445
Percent of licensing customers indicating they received good or better customer service	83	83	83	83

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received - licensed contractors	6,431	6,431	6,431	6,431
Total complaints closed through compliance	4,542	4,542	4,542	4,542
Average number of days from receipt of licensed complaint to conduct jobsite inspections	19	19	19	19
Percent of inspections customers indicating they received good or better customer service	89	89	89	89

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of cases resulting in a citation for hearing	3,153	3,153	3,153	3,153
Total number of disciplinary license revocations and suspensions	2,472	2,472	2,472	2,472

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints received - unlicensed contractors	1,985	1,985	1,985	1,985
Average number of days per complaint from receipt to investigation completion	27	27	27	27

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of investigations customers indicating they received good or better customer service	99	99	99	99

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of unique visitors to agency website	532,792	570,201	570,077	569,952
Incoming telephone calls to the agency	220,114	220,114	220,114	220,114

Program Summary	
RGA 2.0	RECOVERY FUND
Tyler Palmer, Audit & Planning Mgr	
Phone: (602) 771-6710	
A.R.S. § 32-1131	

Mission:

To provide a measure of reimbursement to consumers who have been injured by an act, representation, transaction or conduct of a licensed residential contractor.

Description:

The Residential Contractors' Recovery Fund was established to assist persons who have hired licensed residential contractors in the recovery of monetary damages as a direct result of a violation by the contractor. The fund pays a maximum of \$30,000 for a violation. The maximum payout per residential contractor's license is \$200,000.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	5,945.6	6,165.3	6,165.3	6,165.3
Program Total	5,945.6	6,165.3	6,165.3	6,165.3
FTE Positions	10.0	8.0	8.0	8.0

- ◆ **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.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Claims closed with payout	398	484	484	484

CCA 0.0	Agency Summary
CORPORATION COMMISSION	
Ernest G. Johnson, Executive Director	
Phone: (602) 542-3931	
Arizona Constitution Article XV, A.R.S. § 40-101 et seq.	

Mission:

To exercise exclusive state regulatory authority over public service corporations (public utilities) in the public interest; to grant corporate status and maintain public records; to ensure the integrity of the securities marketplace; and to foster the safe operations of railroads and gas pipelines in Arizona.

Description:

The Corporation Commission was established by Article 15 of the State Constitution and is composed of five elected Commissioners. Commissioners are currently serving terms that expire in 2010 or 2012. The seats are staggered in four-year terms. Staffing is provided in seven divisions, each headed by a division director serving under the Commission's Executive Director, who is the chief executive officer and responsible for the day-to-day operations of the divisions. The Commission's primary responsibilities include reviewing and establishing public utility rates, regulating the sale of securities, ensuring pipeline and railroad safety, and administering the Arizona Corporations Code. The Commission also serves as the repository of corporate annual reports and other publicly available documents filed by corporations in accordance with state law.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	3,020.1	3,012.4	3,040.4	3,040.4
➤ HEARINGS	1,491.1	1,542.5	1,542.5	1,542.5
➤ CORPORATIONS	3,958.2	4,421.8	4,421.8	4,421.8
➤ SECURITIES	4,433.5	4,531.2	4,500.0	4,500.0
➤ RAILROAD SAFETY	560.8	650.0	650.0	650.0
➤ PIPELINE SAFETY	1,578.2	1,582.1	1,582.1	1,582.1
➤ UTILITIES	5,875.7	5,887.4	5,821.9	5,544.0
➤ LEGAL	1,751.2	1,887.7	1,887.7	1,800.0
➤ INFORMATION TECHNOLOGY	2,496.3	2,379.8	2,379.8	2,379.8
Agency Total:	25,165.1	25,894.9	25,826.2	25,460.6

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	588.7	622.2	623.4	623.4
Other Appropriated Funds	23,534.4	24,146.7	24,108.0	24,108.0
Other Non Appropriated Funds	1,042.0	1,126.0	1,094.8	729.2
Program Total	25,165.1	25,894.9	25,826.2	25,460.6
FTE Positions	320.3	318.3	318.3	315.3

Strategic Issues:

Issue 1 *Continue modernization of Agency processes and service delivery to keep up with the rapid population growth of the constituency it serves.*

There are increasing demands on existing resources due not only to population growth, but from the growing number of difficult and complex issues the Commission is required to hear and rule upon. For example, the transition to competition in the telecommunications industries has resulted in the explosive growth in numbers of entities the Commission regulates. In addition, the Telecom Act of 1996 (TA96) imposes and delegates certain obligations on the Commission. These obligations and delegations require the Commission to arbitrate/mediate various issues that arise from interconnection agreements. This has led to an increase in applications for

arbitration between and among companies. In the long term, there will be a natural exiting of market participants due to competitive pressures and Commission resources may be sufficient. A similar transition in the electric industry has not occurred as previously expected. For various reasons, including the vacating of large portions of the electric competition rules by the courts, retail competition has not developed in the Arizona electric industry. Because of this the Commission has had to process traditional rate cases for electric utilities. Additionally, because of developments in the natural gas and wholesale electric power markets, the Commission has had to enhance its oversight of the actions of regulated utilities that participate in or may be impacted by market-related activities. Also, the Commission has identified revamping the resource planning process in Arizona and complying with the requirements of the Federal Energy Policy Act of 2004 as priorities.

Issue 2 *Develop and strengthen human resources within the Agency.*

In order to keep pace with increasing overall demands on existing Commission resources, the Agency needs to continue to fill critical vacant positions with quality personnel. In addition, the Commission needs to retain the valuable personnel currently on staff. Finally, the Commission should constantly seek to improve the abilities and capabilities of its personnel through on-going training and equipment (hardware and software) support.

CCA 1.0	Program Summary
ADMINISTRATION	
Kimberly Battista, Interim Administration 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 staff, 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. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	27.8	0.0	1.2	1.2
Other Appropriated Funds	2,906.8	3,012.4	3,039.2	3,039.2
Other Non Appropriated Funds	85.5	0.0	0.0	0.0
Program Total	3,020.1	3,012.4	3,040.4	3,040.4
FTE Positions	34.0	34.0	34.0	34.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of open meetings held	117	130	135	140
Agenda items considered	814	850	875	900
Claims processed	1,700	2,000	2,100	2,200
Revenue deposited with the Treasurer (in millions)	58	60	62	65

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Purchase orders issued	481	500	525	550

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. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,491.1	1,542.5	1,542.5	1,542.5
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,491.1	1,542.5	1,542.5	1,542.5
FTE Positions	16.0	16.0	16.0	16.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Rehearings granted - Hearing Officer's error	0	0	0	0
Procedural Orders issued	632	600	625	625
Proposed Orders issued	183	150	155	155

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Open Meeting items processed	1,350	1,200	1,200	1,200
Filings docketed (in thousands)	10.3	10	10	10
Number of Decisions	584	600	600	600

CCA 3.0	Program Summary
CORPORATIONS	
Jeff Grant, Director	
Phone: (602) 542-3521	
A.R.S. Title 10	

Mission:

To approve corporate names and grant corporate or limited liability company status to companies organizing under the laws of the State of Arizona; to issue licenses to foreign corporations and limited liability companies who wish to transact business in this State; to collect annual reports from all corporations of record; and to maintain these files for the benefit of public record and service of process.

Description:

The Corporations Division is comprised of seven areas (Annual Reports, Corporate Filings, Name Reservations, Corporate Records, Certifications, STARPAS/MIS, and Administration). The Division also provides staffing for the Tucson office of the Corporation Commission to serve the residents of Southern Arizona. The Tucson Office, however, may be closed due to ongoing budget difficulties.

The Corporations Division 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 who do not comply with Arizona law.

The Division collects annual reports 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 annual reports. 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 information. 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 is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,958.2	4,421.8	4,421.8	4,421.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	3,958.2	4,421.8	4,421.8	4,421.8
FTE Positions	82.5	79.5	79.5	79.5

◆ **Goal 1** To provide customers with timely processing of their business documents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent expedited achieved within 5 business days	62	80	100	100
Percent regular achieved within 30 business days	62	80	100	100
Range of days to process expedited requests - corporate filings	3-14	2-10	2-5	2-5
Range of weeks to process regular requests - Corporate Filings	3-8	3-7	3-6	3-6
Total active corporations and Limited Liability Corporations recorded	635,858	665,000	665,000	665,000
Total filings	213,557	220,000	220,000	220,000
Average turnaround time (days) for normal Annual Reports	24	26	26	26
Average turnaround time (days) for expedited Annual Reports	2	3	3	3
Annual reports filed	119,998	170,000	170,000	170,000
Number of e-filed Annual Reports	77,394	100,000	100,000	100,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total Number Offered - Corporate Filings	9,899	10,000	10,000	10,000
Total Answered-Corporate Filings Section	6,100	6,200	6,200	6,200
Total Number Offered - Call center	140,419	150,000	150,000	150,000
Total Answered- Call center	120,526	134,000	134,000	134,000
Total Number Offered - Annual Reports	25,232	27,000	27,000	27,000
Total Answered-Annual Reports Section	23,276	25,000	25,000	25,000
Tucson Office Calls Answered	14,422	10,000	10,000	10,000
Division-wide incoming calls for corporate filings and records, annual reports, and Tucson office	180,550	187,000	187,000	187,000
Division-wide calls answered	164,324	171,200	175,000	175,000
Days to process expedited - Records Section	1-3	1-3	1-3	1-3
Days to process regular - Records Section	5-7	5-7	5-7	5-7
Mail and counter work orders	29,107	33,000	33,000	33,000
Number of web site hits (in thousands)	62,100	65,000	65,000	65,000
Corps. Homepage hits (in thousands)	2,922.3	3,000	3,000	3,000
Explanation: Changed count from "hundreds" to "thousands" in FY08.				
Corp. Filings Forms (in thousands)	1,108.1	1,200	1,200	1,200
Annual Report Hits (in thousands)	275.3	275	275	275
Corp Records images (in thousands)	15.4	16	16	16
Total number of image downloads (in thousands)	15,568.9	16,000	16,000	16,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total mail received - division-wide, including faxes	211,697	215,000	215,000	215,000
Initial Processing Section documents scanned	279,556	290,000	290,000	290,000
Division checks processed	110,761	110,000	110,000	110,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
General in-house class hours	148	1,525	1,525	1,525
Class hours per full-time equivalent (FTE)	2.43	25	25	25

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Overall satisfaction score from customer surveys on a 8.0 scale	7.8	7.8	7.8	7.8

Explanation: (on scale of 1-8; 8=high)

CCA 4.0	Program Summary
SECURITIES	
Matthew Neubert, Director	
Phone: (602) 542-0605	
A.R.S. §§ 44-1801 to 44-2041	

Mission:

To ensure the integrity of the securities marketplace through investigative actions as well as the registration and/or oversight of securities, securities dealers and brokers, investment advisers, and their representatives; to enhance legitimate capital formation; and to minimize the unnecessary burden and expense of regulatory compliance by legitimate businesses.

Description:

The Division consists of four sections: Registration and Compliance, General Counsel, Enforcement, and Administrative Support. The Division reviews prospective offerings of securities to ascertain that full and fair disclosure is made to potential securities investors and that the terms of offerings are not inherently fraudulent. Securities dealers and salespersons are required to register with the Division. Investment advisers and their representatives are required to be licensed by the Division unless exempt. The Division reviews these applications and monitors the conduct of dealers and salespersons, investment advisers, and their representatives and investigates possible violations. Where the evidence warrants, the Division brings administrative, civil, or criminal enforcement actions. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints	392	250	250	250
Enforcement action: investigations initiated	43	45	45	45
Enforcement action: subpoenas issued	412	300	300	300
Commission Order: Cease and Desist	46	35	35	35
Commission Order: Fines- Respondents	75	50	50	50
Commission Order: Restitution - Respondents	53	40	40	40
Civil Cases - initiated	0	2	2	2
Number of indictments - True Bills	6	7	7	7
Civil Proceedings: Closed	1	3	3	3
Civil Proceedings: Open at Year End	4	2	2	2
Total Examinations Under Oath	51	50	50	50
To Hearing	8	5	5	5
Administrative Proceedings: Number Respondents	80	45	45	45
Administrative Proceedings: Initiated	32	20	20	20
Civil Proceeding Initiated : Number Defendants	0	5	5	5
Number Criminal Defendants - Indicted	11	10	10	10
Criminal Restitution Orders	14	8	8	8
Defendants Pleas and Convictions	8	8	8	8
Investigations Closed	56	25	25	25
Investigations Open at Year End	81	70	70	70
Number Respondents: Commission Orders	84	65	65	65

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.1	0.0	0.0	0.0
Other Appropriated Funds	4,257.9	4,500.0	4,500.0	4,500.0
Other Non Appropriated Funds	175.5	31.2	0.0	0.0
Program Total	4,433.5	4,531.2	4,500.0	4,500.0
FTE Positions	55.3	55.3	55.3	55.3

- ◆ **Goal 1** To ensure that registered securities offered to public investors are structured fairly and equitably and fully disclose all information necessary for an investor to make an informed decision.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applications/filings	22,829	20,000	20,000	20,000
Registrations/exemptions	24,152	21,000	21,000	21,000
Exemptions (Rule 126)	1,214	1,500	1,500	1,500
Pre-Filing Conference	0	0	0	0
Number of months required to review applications	1.5	1.5	1.5	1.5
Other Exemptions	109	100	100	100
Name Changes	2,614	2,000	2,000	2,000
Dealer Examination	12	15	15	15
Dealer Registration	2,146	2,000	2,000	2,000
Salesman Registration	161,787	150,000	150,000	150,000
IA Registrations	390	350	350	350
IAR Registrations	5,149	4,000	4,000	4,000
IA Examinations	39	35	35	35
Public Educational Programs	49	55	55	55
Legislative Initiatives	1	0	0	0
No Action Letters	0	0	0	0
Regulatory Initiatives	0	0	0	0
Training Programs	3	5	5	5
Legal Research & Analysis Projects	88	50	50	50

- ◆ **Goal 2** To reduce the public investor losses and protect Arizona's reputation from damage caused by fraudulent sales and services peddled to victims by unlicensed and unregistered frauds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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CCA 5.0	Program Summary
RAILROAD SAFETY	
Steve Olea, Interim Director	
Phone: (602) 262-5601	
A.R.S. §§ 42-201 et. seq.	

Mission:

To ensure that the citizens of Arizona as well as railroad employees throughout the State have a Railroad System that is operated and maintained in as safe a manner as possible.

Description:

The Railroad Safety Section is responsible for inspection activities on both intrastate and interstate railroads operating in Arizona. Inspection activities are carried out under the authority of the federal government 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. Inspectors conduct inspections, informing railroads of any defects that are found. Defects must be corrected and verified by a re-inspection. If an inspector finds that defects were not corrected and no effort was made to address the problem, he/she may submit a federal violation against the company. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	560.8	622.2	622.2	622.2
Other Appropriated Funds	0.0	27.8	27.8	27.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	560.8	650.0	650.0	650.0
FTE Positions	6.0	6.0	6.0	6.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Miles of railroad track inspected	1,112	1,200	1,200	1,200
Freight cars inspected	2,143	3,000	3,000	3,000
Locomotive units inspected	154	160	160	160
Operating practices inspections	71	0	0	0
Hazardous materials inspections	3,283	3,600	3,600	3,600
Grade crossing inspections	213	250	250	250
Industrial spur track inspections	8	15	15	15
Federal violations filed	22	25	25	25
Derailments	19	20	20	20
Number of grade crossing accidents	20	25	25	25
Other accidents	1	2	2	2
Grade crossing complaints	35	30	30	30
Other complaints	11	15	15	15
Operation Lifesaver presentations	3	3	3	3
HazMat Accidents/Incidents	17	12	12	12

◆ **Goal 2** To ensure rail/highway grade crossings safety.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Grade crossings improved	11	12	12	12
New Grade Crossings Installed	0	2	1	1
Signal & Train control inspections	13	15	15	15
Signal system components inspected	502	575	575	575

CCA 6.0	Program Summary
PIPELINE SAFETY	
Steve Olea, Interim Director	
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. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	844.7	900.0	900.0	900.0
Other Non Appropriated Funds	733.5	682.1	682.1	682.1
Program Total	1,578.2	1,582.1	1,582.1	1,582.1
FTE Positions	17.0	17.0	17.0	17.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Fines collected (in thousands)	49	50	50	50
Total intrastate inspections	87	100	80	80
Violations: Intrastate (major operators only)	187	165	165	165
Explanation: Prior years include master meter operators				
Violations: Master Meter	1,144	1,200	1,189	1,189
Total master meter inspections	1,211	1,400	1,329	1,329
Total number code compliance inspections	1,298	1,500	1,410	1,410
Total Bluestake violations written	135	200	167	167
Random Bluestake inspections	33	60	42	42
Seminars/Public awareness meetings held	30	30	28	28
Investigated incidents	255	400	272	272
Total number of Interstate pipeline safety violations	0	0	0	0
Total interstate inspections	5	25	15	15

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total intrastate violations corrected (major operators only)	190	100	167	167
Major pipeline operators training classes held	2	0	0	2
Master Meter training classes held/persons attending	15/272	17/325	16/268	16/268
Bluestake training classes held/persons attending	15/1,432	20/2,000	17/1,129	17/1,129
Total master meter violations corrected	1,159	1,400	1,237	1,237

- ◆ **Goal 3** To receive and maintain an interagency agreement with the Federal Dept. of Transportation to ensure safe operations of interstate pipeline.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Renewal of interstate agreement for gas and liquid	2	2	2	2

- ◆ **Goal 4** To maintain and improve the professional skills of the ACC pipeline staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Development/updating of training courses for staff	6	6	6	6

CCA 7.0	Program Summary
	UTILITIES
	Steve Olea, Director
	Phone: (602) 542-4251
	A.R.S. § 40-201 et. seq.

Mission:

To conduct research and analysis and provide recommendations to the elected commissioners on all matters relating to the regulation of public service corporations (public utilities) under the state constitution and statutes to ensure their actions are consistent with the public interest.

Description:

The Utilities Division carries out its responsibilities through five organizational sections: Finance and Regulatory Analysis, Telecom and Energy, Engineering, Compliance, and Consumer Services. The Utilities Division makes specific recommendations to the Commissioners to assist them in reaching decisions regarding public utility rates, financial condition and quality of service for approximately 670 traditional utilities. The Division implements the Commission rules for deregulation of segments of the telecommunications and electric industries. The Division conducts research, presents evidence in hearings, and contracts with utility rate analysts and expert witnesses in carrying out its responsibilities. The Division also monitors compliance with Commission decisions. The staff conducts public workshops and other public proceedings on various regulatory topics. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	5,828.2	5,562.4	5,496.9	5,496.9
Other Non Appropriated Funds	47.5	325.0	325.0	47.1
Program Total	5,875.7	5,887.4	5,821.9	5,544.0
FTE Positions	70.0	70.0	70.0	68.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Utilities regulated	708	720	730	750
Rate cases completed	35	38	40	43
Tariff applications processed	149	150	160	170

- ◆ **Goal 2** To promote the transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition while ensuring safe and reliable service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
CLEC applications filed	9	10	10	10
Reseller applications filed	11	12	15	15
Certifications processed: CLECs	11	12	12	12
Certifications processed: Resellers	20	20	20	20
CLEC interconnection agreements processed	51	60	65	70

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Consumer complaints/requests submitted electronically	11,619	12,780	14,250	14,250

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of public awareness functions	22	24	26	28
Number of water workshops	0	2	2	2
Number of electric workshops	80	10	10	10

CCA 8.0		Program Summary
		LEGAL
		Janice Alward, Chief Counsel
		Phone: (602) 542-6029
		A.R.S. § 40-106

Mission:

To provide legal representation to the Corporation Commission in the performance of all of its powers and duties, except for matters pertaining to the activities of the Securities Division.

Description:

Matters handled by the Legal Division fall into five general categories: Commission dockets; federal regulatory dockets; litigation; other administrative matters; and special projects. The Legal Division represents the Commission in all matters relating to public utility-rate setting, and in other areas not associated with the Securities Division. Securities-related legal cases are litigated by the Attorney General's Office. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,751.2	1,800.0	1,800.0	1,800.0
Other Non Appropriated Funds	0.0	87.7	87.7	0.0
Program Total	1,751.2	1,887.7	1,887.7	1,800.0
FTE Positions	19.5	20.5	20.5	19.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Education and training expenditures	6,720	6,720	6,720	6,720
Attorney legal education classes completed	6	6	6	6
Job-related education classes for attorneys	37	37	37	37
Classes completed: job-related education for support staff	3	3	3	3
Classes completed: other education	0	0	0	0
Expenditures on advanced research tools	31,943	34,000	34,000	34,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Docketed matters handled	483	500	500	500
Administrative hearing days handled by the Legal Division	92	100	100	100
Orders to Show Cause prepared by the Legal Division	1	1	1	1
Formal complaints prepared by the Legal Division	1	1	1	1
Discovery/Data Requests/ Responses/ Oppositions prepared	433	450	450	450
Motions, Briefs, & others Pleadings prepared	318	350	350	350

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Commission actions appealed to courts	3	3	3	3
Motions, briefs and other pleadings filed in courts	14	20	20	20

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Open/Special Open Meetings attended by Legal counsel	65	65	65	65
Explanation: On numerous occasions, more than 1 staff member attend.				
Line Siting hearing days attended by counsel	23	23	23	23
Explanation: On numerous occasions, more than 1 staff member attend.				
Commission Staff Meetings attended by counsel	35	35	35	35
Explanation: On numerous occasions, more than 1 staff member attend.				
Commission hearing days attended by counsel	135	135	135	135

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.

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. The Division is working towards improving efficiency through modernization of electronic processing and enhancing the Division's information technology and infrastructure.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2,496.3	2,379.8	2,379.8	2,379.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	2,496.3	2,379.8	2,379.8	2,379.8
FTE Positions	20.0	20.0	20.0	20.0

- ◆ **Goal 1** To provide electronic interaction effectively with the public and other governmental entities. In addition, to implement effective protocols, software, and communication with the public to allow them to retrieve and submit data, forms, and all other documents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of website hits to databases (in millions)	56	60	65	65
Number of entities available via the internet (in thousands)	636	650	660	670
Number of dockets available via the internet	16	17	17	18
Number of filings submitted electronically to the ACC (in thousands)	301	400	500	500
Streaming Audio listening time hours (in thousands)	22	23	23	23

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of hits to agency intranet pages (in thousands)	2,510	2,600	2,700	2,800
Percentage of staff using electronic document management integrated with business processes.	60	70	75	75

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of staff in attendance at IT-related training classes	76	100	100	100
Number of staff in attendance at formal IT-related security classes	23	50	50	50

DCA 0.0	Agency Summary
DEPARTMENT OF CORRECTIONS	
Charles L. Ryan, Director	
Phone: (602) 542-5225	
A.R.S. § 41-1602	

Mission:

To serve and protect the people of Arizona by securely incarcerating convicted felons, by providing structured programming designed to support inmate accountability and successful community reintegration, and by providing effective supervision for those offenders conditionally released from prison.

Description:

The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, welfare services and health care services including medical, nursing, dental, mental health, and pharmacy are provided to inmates. In addition, work, education, career training, substance abuse treatment, religious services, and recreation are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release. In the community, the Department supervises offenders released from prison to serve the remainder of their sentence on community supervision. The Department also provides for the return to custody of those offenders who violate conditions of supervision and who represent a serious threat to the safety of the community.

Agency Summary:

	(\$ Thousands)		
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ PRISON OPERATIONS AND SERVICES	961,245.0	996,000.2	1,067,527.9
➤ COMMUNITY CORRECTIONS	14,783.7	16,807.7	16,548.0
➤ ADMINISTRATION	37,208.0	41,550.8	47,859.5
Agency Total:	1,013,236.7	1,054,358.7	1,131,935.4

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	871,270.8	948,692.9	1,028,930.0
Other Appropriated Funds	39,061.9	43,654.0	42,154.0
Other Non Appropriated Funds	102,904.0	62,011.8	60,851.4
Program Total	1,013,236.7	1,054,358.7	1,131,935.4
FTE Positions	9,450.3	10,205.4	10,786.4

Strategic Issues:

Issue 1 Managing Inmate Population Growth

Inmate population has increased from an average daily population of 29,936 in FY 2001 to 39,628 in FY 2010 (32.4 percent increase). In FY 2010, the Department had an average daily bed deficit of 4,638. Although inmate population growth slowed in FY 2010, the Department must continue to use planning and process improvement strategies throughout the organization to maximize resources and ensure the safety of the public, staff, and inmates. As part of this strategic issue, the Department will focus on the maximization of inmate programming and complex scheduling; re-evaluation of the inmate earned incentive program and the inmate classification system, effective management of an aging inmate population; development of a viable workforce through effective staff recruitment and retention; and appropriate allocation of resources to address unmet state prison physical plant needs.

Issue 2 Sentencing Reform and Strategies for Alternatives to Inmate Incarceration

As Arizona continues to look for solutions to prison overcrowding and growing corrections costs that do not compromise public safety, attention is being paid to sentencing reform and alternatives to incarceration. One viable approach, referred to as Structured Release, involves programs designed to act as enhancements or alternatives to traditional correctional incarceration and correctional community supervision models. Structured Release programs can be used during any portion of an offender's court ordered sentence, including incarceration and supervised early release subject to continued monitoring and compliance for the remainder of the sentence. Such programs slow prison population growth and aid in reducing recidivism. As part of this strategic issue, the Department will focus on the further exploration of viable Structured Release programs, such as day reporting centers and residential centers for offenders on supervised release; the enhancement of inmate transition and re-entry programming; and the refinement of inmate risk and needs assessment tools.

Issue 3 Maximizing efficiency through privatization of services and public/private partnerships

The Department has been actively engaged in privatization and efficiency efforts since 1986. With over 500 current contracts, the Department uses private contractors for many functions, including private prisons that house inmates in-state; correctional health services; inmate food services; inmate commissary services; inmate telephone services; and inmate career training provided through Arizona Community Colleges. As part of this strategic issue, the Department will focus on the privatization of all correctional health care services; the legislatively mandated addition of 5,000 private medium/minimum beds; and the exploration of viable opportunities for additional privatization.

Issue 4 Integration of ADC Technology and Service Delivery

The need for viable technology, optimal platform development, process automation, and system integration is essential to the ability of the Department to continue to effectively carry out its mission and its obligations to the public. Without viable hardware and software solutions, integrated platforms, and automated processes in place, it will become increasingly difficult for the Department to provide appropriate services in an efficient and safe manner. As part of this strategic issue, the Department will focus on the migration of the AIMS mainframe system to new web-based technology; the exploration of optimum blends of hosted and in-house hardware/software platforms designed to increase efficiency; and the enhancement of disaster recovery capabilities and disaster recovery exercise cycles.

DCA 1.0	Program Summary
PRISON OPERATIONS AND SERVICES	
Charles L. Ryan, Director	
Phone: (602) 542-5225	
A.R.S. § 41-1602	

Mission:

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

Description:

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

This Program Contains the following Subprograms:

- ▶ Security
- ▶ Inspections and Investigations
- ▶ Inmate Education, Treatment, and Work Programs
- ▶ Health Care
- ▶ Private Prisons
- ▶ Prison Management and Support

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	822,087.0	893,993.9	967,922.3
Other Appropriated Funds	38,543.2	42,861.3	41,361.3
Other Non Appropriated Funds	100,614.8	59,145.0	58,244.3
Program Total	961,245.0	996,000.2	1,067,527.9
FTE Positions	8,881.8	9,618.1	10,195.1

DCA 1.1	Subprogram Summary
SECURITY	
Robert Patton, Division Director	
Phone: (602) 542-3894	
A.R.S. § 41-1604	

Mission:

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

Description:

This subprogram is responsible for implementation and oversight of operational areas of inmate accountability; key control; security/facility inspections; inmate regulations; inmate transportation; emergency preparedness; incident management; inmate escape prevention/response; searches; substance abuse detection; interdiction and control; execution procedures; inmate death or hospitalization notification/disposition; tool and restricted product control; inmate levels of supervision; armory procedures; and security systems. It also includes evaluating and allocating security staff and providing for their in-service training; implementing gang management strategies; developing operational intelligence (acquisition, analysis, storage, dissemination); and enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	395,088.9	484,302.7	527,375.8
Other Appropriated Funds	337.0	360.0	360.0
Other Non Appropriated Funds	50,896.3	13.2	-486.8
Program Total	446,322.2	484,675.9	527,249.0
FTE Positions	7,082.9	7,679.9	8,225.9

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of escapes of inmates from any location	1	5	0
Number of major rule violations per 1,000 inmates per annual average daily population	354	350	325
Number of inmate on staff assaults per 1,000 offenders per annual average daily population	8.83	9.50	9.75
Explanation: (All assaults, including those that did not result in physical injury)			
Number of inmate on inmate assaults per 1,000 inmates per annual average daily population	17.36	17.44	17.44
Number of major inmate disturbances	4	0	0
Number of inmate homicides	3	1	0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of inmate random positive urinalysis results per 1,000 inmates per annual average daily population	29	29	29

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of formal inmate grievances (excluding health grievances) per 1,000 inmates per average daily population	87.67	88.00	88.00
Number of inmates lawsuits (non-habeas) per 1000 inmates per annual average daily population	1.97	1.95	1.95

DCA 1.2 Subprogram Summary
INSPECTIONS AND INVESTIGATIONS
 Charles Flanagan, Deputy Director
 Phone: (602) 542-5225
 A.R.S. § 41-1604

DCA 1.3 Subprogram Summary
INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS
 Laura Krause, Division Director
 Phone: (602) 364-3234
 A.R.S. § 41-1604, 1604.02, 41-1623

Mission:

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

Description:

This subprogram conducts administrative investigations in support of the hiring and retention of professional staff through enforced policy compliance; conducts investigations into criminal acts and civil violations committed by inmates, staff, or others, to support successful prosecution and/or effective applications of discipline; develops intelligence, and investigates Security Threat Group activity to support management of inmates and the safe operation of institutions; provides consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,937.3	7,587.4	7,587.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	6,937.3	7,587.4	7,587.4
FTE Positions	105.0	109.0	109.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of administrative investigations completed within established time frames	84.96	100	100
Average annual peer audit percent score of all state prisons	99.87	TBD	TBD
Explanation: (The Arizona Department of Corrections is revising the audit tool.)			
Average annual core competency test score for correctional series staff	80.78	85.00	85.00
Average annual core competency test score for non-correctional series staff	71.73	85.00	85.00

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	16,746.7	18,164.5	18,164.5
Other Appropriated Funds	839.9	1,005.1	1,005.1
Other Non Appropriated Funds	33,219.4	42,946.0	42,739.3
Program Total	50,806.0	62,115.6	61,908.9
FTE Positions	401.7	450.6	450.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of all eligible inmates participating in appropriate work, education and treatment assignments	78.90	79.00	79.00
Number of inmate hours worked through the Work Incentive Pay Plan	25.5M	26.5M	26.5M
Number of hours provided to communities by inmates per established IGAs or work contracts	1.9M	2.0M	2.1M

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of ACI inmate hours worked	3.2M	3.7M	4.2M
Dollar amount deducted from ACI inmates wages being deposited directly in the State General Fund	2.2M	2.6M	2.9M

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of inmates achieving grade eight proficiency	5,548	5,650	5,700
Number of inmates achieving the General Equivalency Diploma (GED)	1,074	2,880	2,940
Number Work Based Education certificates earned	3,300	3,300	3,300
Number of inmates receiving special education services	336	365	375
Percent of special education inmates receiving special education services	100	100	100

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of eligible inmates completing substance abuse treatment	1,810	2,400	2,600
Number of eligible inmates completing sex offender treatment	182	220	220

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of inmates involved in spiritual services	14,734	15,799	16,864
Number of volunteer spiritual service hours provided	43,282	44,565	45,848

DCA 1.4	Subprogram Summary
HEALTH CARE	
Dr. Michael Adu-Tutu, Division Director	
Phone: (602) 364-2900	
A.R.S. § 31-201.01, 41-1604	

Mission:

To provide cost-effective constitutionally mandated correctional health care.

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	116,668.3	120,737.1	128,030.6
Other Appropriated Funds	9,582.1	11,499.4	11,499.4
Other Non Appropriated Funds	228.2	248.0	248.0
Program Total	126,478.6	132,484.5	139,778.0
FTE Positions	655.6	707.7	709.7

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of inmates requiring ongoing mental health services admitted for psychiatric hospital care	2.75	2.75	2.75
Number of formal inmate health grievances per 1000 inmates per annual average daily population	24.32	18.22	18.26
Percent of ADC state prison complexes accredited by the National Commission on Correctional Health care (NCCHC)	90	90	90
Explanation: (New FY 2010 Performance Measure)			
Percent of accredited ADC state prison complexes maintaining National Commission on Correctional Health Care (NCCHC) accreditation	100	100	100

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average length of stay for in-patient hospital care in days	5.7	TBD	TBD
Average cost per inmate for health care	4,006	TBD	TBD
Explanation: (Cost Per Inmate Calculations are estimates until the 1-Year Administrative Adjustment period is complete. This occurs one year after the end of the Fiscal Year.)			
Number of inmates requiring outside health care as a result of assault per 1000 inmates per annual average daily population	34	TBD	TBD
Number of inmates diagnosed with chronic care conditions per 1,000 inmates per average daily population for the fiscal year	167	TBD	TBD

DCA 1.5 Subprogram Summary
PRIVATE PRISONS
 Robert Patton, Division Director
 Phone: (602) 542-3894
 A.R.S. § 41-1604, 1604-02

DCA 1.6 Subprogram Summary
PRISON MANAGEMENT AND SUPPORT
 Robert Patton, Division Director
 Phone: (602) 542-3894
 A.R.S. § 41-1604

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	147,752.2	112,703.4	129,502.2
Other Appropriated Funds	27,018.7	29,996.8	28,496.8
Other Non Appropriated Funds	1,615.2	350.0	350.0
Program Total	176,386.0	143,050.2	158,349.0
FTE Positions	31.0	31.0	39.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average annual audit percent score of audited private prisons	98.42	TBD	TBD

Explanation: (The Arizona Department of Corrections is revising the audit tool.)

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	138,893.8	150,498.8	157,261.8
Other Appropriated Funds	765.5	0.0	0.0
Other Non Appropriated Funds	14,655.7	15,587.8	15,393.8
Program Total	154,315.0	166,086.6	172,655.6
FTE Positions	605.6	639.9	660.9

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average daily inmate population	40,458	TBD	TBD
Average daily bed deficit	4,638	TBD	TBD

DCA 2.0	Program Summary
COMMUNITY CORRECTIONS	
Robert Patton, Division Director	
Phone: (602) 542-3894	
A.R.S. § 41-1604	

Mission:

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

Description:

This program is charged with supervising offenders on community supervision and identifying and returning to prison offenders who violate conditions of supervision and represent a serious threat to public safety. The program refers to law enforcement and prosecutorial agencies sex offenders subject to registration, community notification and sexually violent person laws; coordinates sex offender registration prior to release; assists in the apprehension, extradition and transportation of fugitives; completes due process on all offenders returned to custody; represents the Department at revocation hearings conducted by the Board of Executive Clemency; conducts administrative hearings; provides criminal history information to authorized criminal justice agencies; manages the implementation of the Interstate Compact for the Supervision of Adult Inmates and Offenders (parolees); collaborates with state and community agencies; and interacts with individual victims and victim associations.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	12,470.5	13,545.8	13,545.8
Other Appropriated Funds	518.7	792.7	792.7
Other Non Appropriated Funds	1,794.5	2,469.2	2,209.5
Program Total	14,783.7	16,807.7	16,548.0
FTE Positions	193.1	192.0	192.0

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of offenders on community supervision returned to prison for technical violations	12	11	11
Explanation: (Revised FY 2010 Performance Measure)			

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of offenders on community supervision returned to prison for a new crime	1	1	1
Explanation: (Revised FY 2010 Performance Measure)			

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of offenders on community supervision returned to prison for absconding	3	3	3
Explanation: (Revised FY 2010 Performance Measure)			

DCA 3.0	Program Summary
ADMINISTRATION	
Charles L. Ryan, Director	
Phone: (602) 545-5225	
A.R.S. § 41-1602, 41-1604	

Mission:

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

Description:

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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	36,713.2	41,153.2	47,461.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	494.8	397.6	397.6
Program Total	37,208.0	41,550.8	47,859.5
FTE Positions	375.4	395.3	399.3

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of employee formal grievances	223	240	240
Explanation: (To ensure complete adherence to policy, an informal review process implemented under the prior Administration was eliminated in FY 2010, resulting in a higher number of formal filings.)			
Percent of employee grievances upheld and/or modified in favor of the employee	39	35	35
Explanation: (New FY 2010 Performance Measure)			
Annual Correctional Officer II vacancy rate percentage	6.31	5.00	6.50
Annual Correctional Officer II turnover rate percentage	10.67	10.00	10.75
Annual employee turnover rate percentage (excluding Correctional Officer IIs)	13.75	12.00	11.75
Percent of staff completing mandatory training	89.10	90.00	91.00
Number of executives and managers participating in professional development courses	85	95	105

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of network uptime	99	99	99
Customer satisfaction survey rating of 3.5 or above for IT Applications/Data Management Unit on a scale of 1 to 5	4.36	3.50	3.50

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

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of public complaints and	30,567	31,000	32,000

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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requests for assistance regarding inmates resolved

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Number of crime victim Notifications of Release sent 5,004 5,000 5,000

Number of service contacts provided to crime victims (all crimes) 7,383 7,500 7,500

Explanation: (New FY 2010 Performance Measure)

Dollar amount of court-ordered restitution collected from inmates 1.6M 1.7M 1.7M

Average dollar amount of court-ordered restitution paid per inmate required to pay court-ordered restitution 206.60 215.00 225.00

CBA 0.0	Agency Summary
BOARD OF COSMETOLOGY	
Donna Aune, Executive Director	
Phone: (480) 784-4539	
A.R.S. § 32-501 et seq.	

Mission:

To ensure the public health, welfare, and safety through education and enforcement of the cosmetology laws and rules by the efficient regulation of salons, schools, and individuals who practice cosmetology.

Description:

In order to achieve its mandate of protecting the public in Arizona, the Board of Cosmetology issues 12 categories of licenses to salons, schools and individuals who qualify by reciprocity or through the administration of a written and practical examination. The Board enforces regulation by routine health and safety inspections of salons and schools, investigates consumer complaints, conducts hearing and imposes enforcement action when appropriate. The Board also establishes health and safety standards, educational and curriculum standards and oversight, and provides monthly classes on infection control and law and regulation practices for the general licensing population by registration. The Board also uses the educational classes for remediation and regulatory rehabilitation of violators by Board Order as terms of probation. Furthermore, The Board offers electronic services to customers to increase efficiency and reduce the demands on full-time staff. The Board is recognized by national industry entities as being progressive, insightful, and a leader in cosmetology regulation.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,666.1	1,739.8	1,739.8	1,739.8
Other Non Appropriated Funds	0.0	83.0	83.0	83.0
Program Total	1,666.1	1,822.8	1,822.8	1,822.8
FTE Positions	24.5	24.5	24.5	24.5

Strategic Issues:

Issue 1 Increased efficiency through system maintenance and upgrades

The ALL agency 15% reduction notification last year FY 2010 put our upgrades and system maintenance on hold which is a reflection of our under appropriated difference at year end reporting. When notified that BOC was not one of the agencies applicable for the 15% reduction, a PIJ (project investment justification) was submitted at the end of FY 2010 in order to use left over appropriation amount for system upgrade, but this project was denied.

The Board must continue to inform the licensees of the efficiency and accuracy that can be achieved through electronic filing. This can be accomplished through continued notification sent with license renewal applications, licenses, and providing information to anyone walking into or phoning the office. The licensees and public, maintenance and enhancement of the current system will allow user friendly use and increase applications on-line which must be continued.

"True Identification" is another Board concern for the public, regarding licensees with pictures on licenses'. Inspectors/Investigators must have the ability to identify the individuals performing services that fall under legislated areas of regulation. This will contribute to the consumer's protection and safety and a decrease of customer injuries and consumer complaints with fraudulent licenses'.

Issue 2 Improved enforcement efficiency

The agency is at a 45% reduction in staff positions leading to a longer processing time for investigations, preventing the agency from meeting its health and safety performance objectives. Furthermore, the regulatory requirements in Arizona are comprehensive and complex for businesses

such as salons; salons must often hold six or more professional licenses in addition to city and county permits to operate legally.

Issue 3 Other operating expenses

To improve efficiency, the board must be able to effectively keep up with the ongoing growth of the industry. The agency provides service for over 110,000 applicants, a number which grows yearly. Cost increases, i.e. contractual issues for rent, attorney services, and computer system maintenance; postage; supplies; facility maintenance; utilities; printing; travel; and other operating expenses eat into the money earmarked for employee training and system upgrades. To allow the Board to fulfill its mandate within constraints of a limited appropriated budget, the Board is seeking to reduce expenditures on items classified as "other operating expenses" and concentrate funding on critical issues.

Issue 4 Continuity Plan

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

Issue 5 Employee Development

The Board recognizes the value of good employees and must nurture professional growth and development. The Agency has continually reduced personnel requirements by maximizing the use of technology as well as undertaking ongoing review and care of its employees. As a result the agency has retained personnel longevity and satisfaction. However, the reduction of staff caused by the hiring freeze and the reduction of pay (furloughs, performance pay, etc.,) has caused a downgrade of employee moral and challenges their dedication. The agency must communicate appreciation to the current employees by providing professional development and implementing the technology necessary for staff to meet the demands for even greater efficiency.

Issue 6 External Partners

To maintain its relationship with current partners, the leadership involvement that has proven to assist the board to benchmark and remain current both as a regulatory agency and as the profession requires must be continued. These partners include The Internal Revenue Service (for small business participation and investigative tax fraud), Cut it Out (in partnership with the Attorney General), National Interstate Council of State Boards of Cosmetology, National Accreditation Commission of Cosmetology Arts and Sciences, Council for Licensure, Enforcement and Regulation Federation Association of Regulatory Boards, AACCS American Association of Cosmetology Schools, The Salon Association, and others. All require travel to meeting locations or electronic participation at the very least which must continue to be funded.

Issue 7 Public Communication

Ongoing communication with the Arizona Legislature and State Administration about the importance of the mandate and the funding necessary to continue responsible regulation is required. Regulatory pamphlets, health and safety information classes, and issues of public interest require publication to be available to answer regulatory questions and issues. Reorganization and the continuing restructuring of the Agency website is also needed to improve communication with a highly colorful, artistic and ever- changing profession.

Issue 8 Rule Promulgation (Declaration)

Rule promulgation is needed for the ability to be able to require all license renewal applications to be accompanied with the application 2 current photographs. With an updated system those pictures would be scanned and printed on licenses. At this time the BOC requires pictures to be submitted for all first licenses, but requires rule promulgation for renewals. Consistency and efficiency will prevent unforeseen hindrances in legislative and regulatory interpretations.

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days from receipt of completed application to issuance of license	21	17	17	17
Total individuals and establishments licensed	107,000	109,000	109,000	109,000

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total inspections conducted	5,975	5,890	5,890	5,890
Total complaints and application denials	2,473	2,400	2,400	2,400
Average calendar days to resolve a complaint	120	120	120	120

◆ **Goal 3** To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public and the Board by delivering courteous, efficient, and cost effective service to the citizens, owners, and employees of state government.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Educational class opportunities offered to the public in class or over the internet	24	48	48	48
Explanation:	The Board wants to mandate (Rule Law Change) that all reciprocity applications take classes			
Percent of citizen satisfaction surveys reporting Board service as satisfied or higher	90	95	95	95

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituents aided in transferring to another governmental jurisdiction or educational institution.	2,294	3,000	3,000	3,000
Licenses accepted through reciprocity from another state or country.	2,607	3,000	3,000	3,000
Percentage of applicants or license holders reporting very good or excellent.	96	95	95	95

JCA 0.0	Agency Summary
CRIMINAL JUSTICE COMMISSION	
John A. Blackburn, Jr., Executive Director	
Phone: (602) 364-1146	
A.R.S. § 41-2401	

Mission:

To sustain and enhance the cohesiveness, the effectiveness, and the coordination of the criminal justice system in Arizona; to monitor the criminal justice system and identify needed revisions to the system; to monitor existing criminal justice statutes and proposed or new criminal justice statutes and identify needed revisions in the statutes or proposed legislation; to acquire and administer designated funds for the enhancement of specified criminal justice programs and activities in the State of Arizona; and to make reports on these activities and functions.

Description:

The Commission administrates several federal criminal justice grants provided to local law enforcement agencies.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ AGENCY MANAGEMENT	1,592.6	1,119.7	1,119.7	1,119.7
➤ CRIME VICTIMS	4,469.8	5,387.1	5,387.1	5,387.1
➤ STATISTICAL ANALYSIS CENTER	638.4	605.7	605.7	605.7
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	24,764.3	17,896.8	18,442.9	18,442.9
➤ CRIME CONTROL	4,538.9	6,217.3	7,057.9	7,057.9
Agency Total:	36,004.0	31,226.6	32,613.3	32,613.3

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	5,869.0	6,323.2	6,869.3	6,869.3
Other Non Appropriated Funds	30,135.0	24,903.4	25,744.0	25,744.0
Program Total	36,004.0	31,226.6	32,613.3	32,613.3
FTE Positions	31.2	31.2	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 \$8 million per year for two years and would continue to seek funds for the third year. This strategic issue ties with the critical funding issue submitted in the FY12-13 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	277.5	314.4	314.4	314.4
Other Non Appropriated Funds	1,315.1	805.3	805.3	805.3
Program Total	1,592.6	1,119.7	1,119.7	1,119.7
FTE Positions	12.0	12.0	12.0	12.0

◆ **Goal 1** To acquire and distribute timely, accurate information regarding relevant criminal justice legislation at both state and federal levels and to provide an effective mechanism for both legislative advocacy and related informational resources.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of agency legislative events	207	200	200	200
Number of criminal justice legislative liaison meetings coordinated	35	30	30	30

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	181	175	175	175

◆ **Goal 3** To provide a continuous, organized forum for the discussion of the criminal justice system, the identification of changes needed, the development of change mechanisms including legislative proposals, and the coordination of information regarding these activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Organize, support and conduct meetings under the Commission responsibility to produce effective results	51	35	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	127	125	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.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	90	100	100	100
Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	90	100	100	100
Accurately and successfully publish, distribute reports containing reliable info and data on crime activity and the criminal justice system in AZ	90	100	100	100

- ◆ **Goal 5** To develop and sustain programs, functions and activities related to the criminal justice system that increases productivity in the system, enhances the coordination of the system and the effectiveness of the system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100	100	100	100
Develop and sustain fiscal processes that successfully acquire, allocate, monitor, and report on all programs, functions and activities under the Commission's control	100	100	100	100
Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100	100	100	100

- ◆ **Goal 6** To provide a continuity of reliable, accurate, responsible service that meets the statutory mandates for the Commission and enhances the cohesiveness, the effectiveness and coordination of the criminal justice system in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	90	100	100	100
Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	95	100	100	100

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of required reports published	34	13	13	13

JCA 2.0	Program Summary
	CRIME VICTIMS
	Larry Grubbs, Crime Victims Program Manager
	Phone: (602) 364-1146
	A.R.S. §§ 41-2407 et. seq.

Mission:

To administer the Crime Victims Programs under the authority of the Arizona Criminal Justice Commission in a reliable and accurate manner which provides support to all agencies that assist and compensate the victims of crime.

Description:

The Crime Victims Program administers the Arizona Crime Victim Compensation Fund, the Arizona Crime Victim Assistance Fund, and the Office of Justice Programs, Office for Victims of Crime, Victims of Crime Act (VOCA) victim compensation grant. The funds are disseminated on a state-wide basis through a grant and formula allocation to public and private service providers and operational units. These provide financial assistance, services, and reimbursement to victims of crime. This program also monitors all victim-related legislation on both the federal and state levels and disseminates this information to victim advocates and programs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,873.0	4,046.0	4,046.0	4,046.0
Other Non Appropriated Funds	596.8	1,341.1	1,341.1	1,341.1
Program Total	4,469.8	5,387.1	5,387.1	5,387.1
FTE Positions	5.0	5.0	5.0	5.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Obtain increased spending authority for the crime victim compensation program	2.49M	2.49M	2.49M	2.49M
Increase in compensation awards reported by Operational units	2.49M	2.49M	2.49M	2.49M
Increase in eligible benefits available to crime victims	2.49M	2.49M	2.49M	2.49M

- ◆ **Goal 2** To effectively manage the allocation and administration of Crime Victim Compensation Funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Continuity of administration in the 15 counties	15	15	15	15
Percent of counties in which case reviews completed	66	60	60	60
Percent of cases reviewed showing no deficiencies	85	90	90	90
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	60	60	60	60

- ◆ **Goal 3** To effectively manage the allocation and administration of state crime victim assistance funds to provide a high probability of relieving the impact of crime on crime victims.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applicants requesting funds	53	55	55	55
Grants awarded in a timely manner to victim services providers	46	44	44	44
Number of site visits completed	34	25	25	25
Program audits reflecting no deficiencies	32	24	24	24
Program single audits reflecting compliance with Administrative Rules	34	25	25	25

JCA 3.0	Program Summary			
STATISTICAL ANALYSIS CENTER				
Phillip Stevenson, Statistical Analysis Center Director				
Phone: (602) 364-1146				
A.R.S. § 41-2405				

Mission:

To improve the criminal justice system in Arizona through the efforts of a quality Statistical Analysis Center.

Description:

The Statistical Analysis Center's purpose is to oversee the research, analysis, studies, reports, and publications regarding crime and criminal justice statistics for the benefit of criminal justice agencies across the State. The Statistical Analysis Center also conducts the biennial School Drug Survey (AYS) which provides critical information to the Governor and Legislature regarding the use of drugs among students in Arizona. Other statistical and research projects are conducted by the Center with the approval of the Executive Director.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	146.0	235.2	235.2	235.2
Other Non Appropriated Funds	492.4	370.5	370.5	370.5
Program Total	638.4	605.7	605.7	605.7
FTE Positions	6.5	6.5	6.5	6.5

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of studies/research projects proposed by internal and external customers	25	25	25	25
Number of studies/reports completed and published	11	20	10	20
Number of research products mailed via US mail to external customers (paper reduction).	0	25	5	25
Number of public and media data requests processed	15	15	20	20
Number of legislative and policy-maker data requests processed	45	40	45	50

JCA 4.0	Program Summary			
CRIMINAL JUSTICE SYSTEM IMPROVEMENT				
Pat Nelson, CJ Systems Improvement Program Manager				
Phone: (602) 364-1146				
A.R.S. § 41-2405				

Mission:

To improve the criminal history records in the State of Arizona as well as manage criminal justice records integration and criminal justice system improvements projects through out the state.

Description:

The Records Improvement Program is an ongoing, long-term effort to coordinate the process of the integration of all criminal justice information systems. This is accomplished through the development and implementation of a comprehensive criminal justice records improvement plan. Activities in this area include, but are not limited to, encouraging and facilitating the development of common data standards among criminal justice agencies, facilitating the development and implementation of automated records systems and processes, encouraging and facilitating interagency cooperation and information sharing, and other activities intended to increase the accuracy, completeness, and timeliness of criminal justice and criminal history information.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,556.9	1,700.8	2,246.9	2,246.9
Other Non Appropriated Funds	23,207.4	16,196.0	16,196.0	16,196.0
Program Total	24,764.3	17,896.8	18,442.9	18,442.9
FTE Positions	3.0	3.0	3.0	3.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of grant applications submitted to proper agencies.	4	4	4	4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Meetings conducted annually	6	6	6	6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Meetings coordinated to discuss record improvement challenges by records coordinator annually.	23	12	12	12
Percentage of increase in disposition reporting utilizing the Records Quality Index (ROI) tool for record improvement projects funded through the program annually.	1	5	5	5

- ◆ **Goal 4** To introduce legislation to change/improve criminal history reporting as needed.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Bills submitted to Legislature	0	0	1	0
Bills passed by the Legislature for the improvement of criminal history record reporting	0	0	1	0

- ◆ **Goal 5** To administer, monitor, and evaluate grant projects on a continual basis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Site visits to grantee agencies	8	8	8	8

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Assistance provided to grantee agencies	8	8	8	8
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	320	280	280	280

- ◆ **Goal 6** To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of the Arizona Records Improvement Plan.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Grants awarded to agencies for improvement of criminal justice/history records	5	12	12	12

- ◆ **Goal 7** To apply for available funds from federal Justice Department agencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of grant applications submitted to proper agencies	7	4	4	4
Number of grant awards provided to the Commission by the various granting agencies	4	4	4	4
Number of applicants requesting funding	13	12	12	12

JCA	5.0	Program Summary
CRIME CONTROL		
Tony Vidale, Crime Control Program Manager		
Phone: (602) 364-1146		
A.R.S. § 41-2402		

Mission:

To enhance and coordinate the funded efforts to deter, investigate, prosecute, adjudicate, and punish drug, violent crime, and criminal street gang offenders.

Description:

The program administers the federally funded Edward Byrne Memorial Justice Assistance Grant (Byrne JAG Grant Program), a congressionally consolidated local law enforcement program in 2004 previously known as Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and the Local Law Enforcement Block Grant Program (LLEBG). This grant program provides enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth under A.R.S. § 41-2402. The Arizona Criminal Justice Commission is designated as the State Administrative Agency (SAA) for this program. In 1996 the Arizona Criminal Justice Commission was also designated as the State Administrative Agency for the Residential Substance Abuse Treatment Grant Program. This program also administers a number of non-grant projects such as Fill the Gap funds for distribution to counties.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	15.6	26.8	26.8	26.8
Other Non Appropriated Funds	4,523.3	6,190.5	7,031.1	7,031.1
Program Total	4,538.9	6,217.3	7,057.9	7,057.9
FTE Positions	4.7	4.7	4.7	4.7

- ◆ **Goal 1** To distribute appropriated funds and court fines to County Attorneys as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to county attorneys fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Completion of annual report by due date.	1	1	1	1

- ◆ **Goal 2** To distribute appropriated funds and court fines to County indigent defense agencies and contract indigent defense as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to indigent defense fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Completion of annual report by due date.	1	1	1	1

- ◆ **Goal 3** To effectively manage the acquisition, allocation and administration of local, state and federal grant funds to provide a high potential for significant productivity and impact on drug, violent and street gang crime in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Grants identified, applications submitted and approved by funding authorities	2	2	2	2

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	35	60	65	65
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	13	40	40	40
Number of arrests made by grant-funded task forces	7,811	6,000	6,000	6,000
Convictions reported by grant-funded prosecution projects	22,703	25,000	25,000	25,000
Percent of grant agreements executed in a timely manner by Commission staff	100	100	100	100
Percent of requests for training/technical assistance received and filled	100	100	100	100
On-site monitoring visits conducted by Commission staff	0	10	15	15
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	1	1	1	1
Complaints received by Commissioners regarding actions by the Commission staff in the administration of sub-grants	0	0	0	0
Percent of complete, accurate reports submitted on or before due dates	100	100	100	100

SDA 0.0 Agency Summary
ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND
 Robert E. Hill, Superintendent
 Phone: (520) 770-3704
 A.R.S. § 15-1300 et. Seq

Mission:

To work together with parents, school districts, advocacy organizations, business and community members to create nurturing environments in which children with a vision or hearing loss 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 Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to children and youth, with a vision or hearing loss, 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. 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 some children referred with multiple disabilities.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ PHOENIX DAY SCHOOL	12,862.7	11,693.5	11,960.2	11,960.2
➤ TUCSON CAMPUS	16,144.3	18,477.6	18,744.3	18,744.3
➤ REGIONAL COOPERATIVES	16,921.4	17,405.4	17,405.4	17,405.4
➤ PRESCHOOL	5,421.5	5,353.5	5,620.1	5,620.1
➤ ADMINISTRATION	4,888.2	5,168.9	5,168.9	5,168.9
Agency Total:	56,238.1	58,098.9	58,898.9	58,898.9

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	21,580.3	22,045.4	22,845.4	22,845.4
Other Appropriated Funds	13,954.8	14,729.5	14,729.5	14,729.5
Other Non Appropriated Funds	20,703.0	21,324.0	21,324.0	21,324.0
Program Total	56,238.1	58,098.9	58,898.9	58,898.9
FTE Positions	968.6	967.4	967.4	967.4

Strategic Issues:

Issue 1 Fostering the development of parent and community partnerships

The Principals have implemented and coordinated a number of activities to involve more parents with the schools and their child's educational program.

Parent folders are used to inform parents of learning occurring in the classroom, activities at the school, and events in the community. Parent groups are also active on both site-based campuses. Parent groups provide support and information to other parents regarding the education of students with visual impairment. Parent groups provide support to school events for students in the form of after school activities.

Staff is involved in presenting information to community organizations and parents regarding advocacy and general information for accessing educational programs. Agency staff provides speakers, location, and child care for meetings to occur and to encourage a larger number of parents. ASDB is developing cooperative arrangements with other community agencies to support provision of service for our 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 our 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 Hard of Hearing, Deaf, or Visually Impaired individuals, to increase choices and opportunities for the students. Agencies include SAAVI, CPY, VCD, AFB, COPD and FBC.

Issue 2 Developing and maintaining a proactive work environment within the Agency.

The Department of Human Resources implemented a number of changes to enhance operations in the Agency with the goal of being able to respond quicker to employee needs and requests. ASDB is part of the HRIS system which will better track work schedules, leave, etc. An HRIS Specialist is being employed with time dedicated solely to maintaining the HRIS and TMG systems and to keep the Agency in line with state requirements. Specialists in HR have developed a schedule for visiting ASDB sites outside of Tucson. They are conducting employee meetings to answer questions about benefits, policies, etc.

The Professional Development Leadership Team is developing a survey of the schools to assess the environment and to provide information to be used as part of a strategic plan to improve the organizational climate.

Issue 3 Embracing technology into instructional and operational activities of the Agency.

Educational technology has become a joint effort of the site-based programs. A representative group from both site-based programs worked together to develop an Educational Technology Plan, which was submitted and approved by the Arizona Department of Education. The Agency also submitted the GITA plan to the State. Staff attended a variety of technology workshops across the country, returned to the educational programs and presented information to be immediately utilized by teachers. An excess costs grant was written and successfully obtained to purchase assistive technology for use with students with visual impairment and blindness. The Agency database is being centralized for use from anywhere in the state to provide the most up-to-date information on students. The database provides demographic information that can be used for accountability reports. The database will be expanded to include additional information on student progress. An Internet based program called PowerSchool has been implemented at the site-based schools. This allows parents to review their son or daughter's school information from home using a secure password. It also allows parents and teachers to communicate directly via the Internet. The infrastructure of the technology system has been enhanced at the Agency to make communication more effective and efficient. New methods of communication are being provided for Hard of Hearing and Deaf students through the implementation of a system-wide video relay system.

In order to facilitate communication, Internet and e-mail access is available to all agency personnel as well as the public. All programs in the Agency are now connected and able to access the Internet for resources. E-mail has increased the ability of staff to communicate across the state and results in faster services to students.

The current infrastructure will be reviewed to improve functionality, security, and to reduce downtime. Specifics could include the tying together of (1) assistive technology, (2) dormitory wiring/fiber/wireless, (3) Tucson Campus building wiring/fiber/wireless, and (4) upgrade and combination of overall technological capabilities and resources (both business support and assistive technologies working in a symbiotic relationship). This will be done in conjunction with GITA, AZNET and ASDB.

Issue 4 Enhancing recruitment and retention of employees.

Hiring enough qualified teachers is critical to the success of ASDB. The competition for teachers has become very intense with many districts offering bonuses as well as other incentives. ASDB continues to focus on three areas: hiring, staff services, and staff development.

To increase the awareness of potential teachers, ASDB has initiated a

national recruiting effort. The Agency works with several university programs around the country to recruit talented future professionals to ASDB. Presentations are made by ASDB teachers at universities and colleges that have teacher preparation programs to communicate information regarding the Agency and the students served. Student teachers and graduate interns are encouraged to come to ASDB to complete their university program.

The Internet is being used as a means to recruit qualified staff from around the country. Websites offered by the Arizona Department of Education, Jobing.com, Gateway and professional organization websites are a few of the most popular sites. The selection process has been revamped for principals, directors and supervisors to reflect more consistency, more assessment steps, and greater inclusion of constituents in the selection panel.

Formal presentations and training's are made available during the school year to educate and inform staff regarding employment issues to enhance benefit opportunities. Employee seminars are held to inform staff of current benefits. New employee orientations are held to provide organization and procedural information regarding agency function.

An extensive staff development program has been implemented to educate staff in strategies and techniques to improve student classroom performance. The focus is on developing existing skills, developing new skills, and succession planning. In addition to regularly scheduled staff meetings, larger blocks of time are reserved for more in-depth presentations by outside professionals and staff returning from national conferences.

Compensation issues are currently not being addressed adequately due to budgetary deficits at the state level. The Agency continues to compare salaries of staff with other equal positions at other state agencies and at school districts to keep information current.

Issue 5 *Provide leadership and organizational support.*

ASDB Leadership has restructured the Agency to create more communication and interaction opportunities between the site-based and cooperative programs consisting of the Northern and Southern Regions. This structure is in response to the need to provide a continuum of service for all Hard of Hearing, Deaf, or Visually 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 our students access to 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 ASDB 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 our constituents.

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 our Hard of Hearing and Deaf students. Quality Programming for the Visually Impaired training is being conducted at all regional cooperatives and at the site-based programs. A curriculum selection process and accompanying textbook purchases have been completed at the site-based programs. Curriculum enhancement activities continue in the areas of science and social studies through History Alive! and Science Alive! trainings. Currently, curriculum is being evaluated in Language, Reading, Mathematics, and Science.

Instructional accountability continues to be a critical focus area of the Agency. A large data 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 coordinator has

created an ongoing dialogue with ADE to obtain test results for those students that require accommodations.

Issue 7 *Reviewing the Agency structure to enhance communication, efficiency and effectiveness.*

The Agency is restructuring the operation of the Early Childhood Program in response to increased demand on a statewide basis. The Birth to Three Program is being assessed and ideas proposed to promote better and increased services to infants and toddlers in home based programs. The Three to Five Program is being assessed to look at how to provide preschool services closer to the students' homes across the state. The Agency continues to investigate ways to increase services through partnerships with local school districts. Regional Directors and Principals have monthly meetings to review agency issues.

Issue 8 *Providing students and staff with appropriate facilities.*

The Legislature appropriated \$19 million dollars to be used to address building needs on both campuses. A new middle school/high school has been constructed on the Phoenix campus and was occupied for the 2008-2009 school year. In Tucson, the current student health center and OT/PT buildings were also completed January 2009. The building also includes a new Career and Technical Education center. The final four dormitories that did not have air conditioning have had air-conditioning added. In Phoenix, satellite programs have been established in elementary schools, in partnership with school districts, to serve Hard of Hearing, Deaf, or Visually Impaired preschool students closer to their homes. Additional programs are being explored with other local school districts. Since these programs are dependent on the availability of space, it is not always possible to have satellite programs where they are needed the most.

SDA 1.0	Program Summary
PHOENIX DAY SCHOOL	
Robert Hill, Superintendent	
Phone: (520) 770-3704	
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.

Description:

PDSD was established in 1967 and has expanded over the years from its inception as an elementary school to include a middle school and high school. The campus in North-Central Phoenix sits on 14 acres and currently provides educational services to approximately 315 students aged 5 through 22 who live within the metropolitan Phoenix area for whom daily transportation is feasible.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,368.2	3,571.4	3,838.1	3,838.1
Other Appropriated Funds	5,866.3	5,950.0	5,950.0	5,950.0
Other Non Appropriated Funds	2,628.2	2,172.1	2,172.1	2,172.1
Program Total	12,862.7	11,693.5	11,960.2	11,960.2
FTE Positions	191.6	177.0	177.0	177.0

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	100	95	95	95
Percent of IEPs developed with participation of parent	100	95	0	0

◆ **Goal 2** To exceed all expected performance standards as identified by the AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with the quality of the program in Phoenix	98	95	95	95
Percent of parents satisfied with their involvement in the program	100	95	95	95

◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with the quality of transportation services provided at PDSD	98	95	95	95
Percent of parents satisfied with the quality of food services provided at PDSD	95	85	90	90
Percent of parents satisfied with the quality of medical services provided at PDSD	100	95	95	95

SDA 2.0	Program Summary
TUCSON CAMPUS	
Robert Hill, Superintendent	
Phone: (520) 770-3704	
A.R.S. § 15-1300 et. Seq	

Mission:

To create a nurturing environment in which children who are visually impaired, 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.

Description:

ASDB's Tucson Campus is the home of the Arizona School for the Deaf (ASD), the Arizona School for the Blind (ASB), 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 220 students aged 5 through 22 attend the Tucson Campus, and of these about 68 live in the campus residence halls.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	10,287.4	11,822.3	12,089.0	12,089.0
Other Appropriated Funds	5,063.6	5,929.5	5,929.5	5,929.5
Other Non Appropriated Funds	793.3	725.8	725.8	725.8
Program Total	16,144.3	18,477.6	18,744.3	18,744.3
FTE Positions	302.3	309.6	309.6	309.6

◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts in Tucson	100	95	95	95
Percent of IEPs developed with participation of parent	100	95	95	95
Percent of parents satisfied with their involvement in the program in Tucson	98	95	95	95
Percent of parents satisfied with the quality of educational programs provided to their child.	98	95	95	95

◆ **Goal 2** To exceed all expected performance standards as identified by the AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with the quality of the program in Tucson	98	95	95	95

◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with the quality of transportation services provided at ASD/ASB in Tucson.	97	95	95	95
Percent of parents satisfied with the quality of food services provided at ASD/ASB in Tucson.	90	90	90	90
Percent of parents satisfied with the quality of medical services provided at ASD/ASB in Tucson.	99	95	95	95

SDA 3.0	Program Summary			
	REGIONAL COOPERATIVES			
	Robert Hill, Superintendent			
	Phone: (520) 770-3704			
	A.R.S. § 15-1300 et. Seq			

Mission:

To work together with parents, school districts, advocacy organizations, business and community members to create nurturing environments in which children with a vision or hearing loss 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 ASDB staff. The decision is based on the individual comprehensive evaluation and the Individual Education Plan.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	936.2	1,072.0	1,072.0	1,072.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	15,985.2	16,333.4	16,333.4	16,333.4
Program Total	16,921.4	17,405.4	17,405.4	17,405.4
FTE Positions	348.6	355.4	355.4	355.4

◆ **Goal 1** To operate the Cooperatives in a cost effective manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Per student costs for Cooperatives	15,463	15,508	15,508	15508

◆ **Goal 2** To provide quality programming for students

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents rating the program as good or excellent	97	95	95	95

◆ **Goal 3** To provide programming meeting the individual needs of students

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents rating the student IEP progress as good or excellent	98	95	95	95

◆ **Goal 4** To increase the number of students served through the regional cooperatives.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of students served by the regional cooperatives and the Outreach program	1631	1600	1600	1600

◆ **Goal 5** To increase the number of school districts served by the Cooperatives

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of districts served by the Cooperatives	248	215	240	240

SDA 4.0	Program Summary			
	PRESCHOOL			
	Robert Hill, Superintendent			
	Phone: (520) 770-3704			
	A.R.S. § 15-1300 et. Seq			

Mission:

To look at the whole child, as a member of a family, as a child first who happens to be visually impaired, blind, hard of hearing or deaf. We are committed to nurturing the child and the family through education, involvement and continued support. We are sensitive to the cultural, emotional, social and educational priorities of each family. We are committed to fostering a partnership with families that will enable the child with visual impairments to reach personal independence.

Description:

There are two components to the Preschool program offered by ASDB - Parent Outreach and Preschool. The Parent Outreach Program serves children birth to three with hearing or vision loss 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 (AHCCCS), and the Arizona Department of Education (ADE). Currently, 590 children are served by the program. The Preschool program serves VI and HI children from 3 to 5 in a structured learning environment on the Tucson campus and in Phoenix at several locations throughout the metropolitan area. Services offered to eligible children, their families and school districts include: Family education, developmentally appropriate center based preschool education, comprehensive educational assessment, functional vision assessments, audiological assessment, orientation/mobility services, physical therapy, sensory integration therapy, occupational therapy, speech/communication therapy, feeding therapy, transition to kindergarten and transportation.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,693.0	1,454.2	1,720.8	1,720.8
Other Appropriated Funds	3,024.9	2,850.0	2,850.0	2,850.0
Other Non Appropriated Funds	703.6	1,049.3	1,049.3	1,049.3
Program Total	5,421.5	5,353.5	5,620.1	5,620.1
FTE Positions	56.3	51.4	51.4	51.4

◆ **Goal 1** To increase the number of students participating in the Parent Outreach Program

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of students served annually through the Parent Outreach Program and the Preschool program.	591	500	500	500

◆ **Goal 2** To provide quality programming for preschool students

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents rating overall quality as good or excellent	100	95	95	95
Percent of parents indicating the staff regularly communicates with them.	100	95	95	95
Percent of parents who feel their child is progressing satisfactorily toward their child's IEP/IFSP goals.	100	95	95	95

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with their level of participation in the IEP/IFSP and MET process.	100	95	95	95
Percent of parents satisfied with the services and specialized equipment provided based on the IEP/ISFP.	96	95	95	95

SDA 5.0		Program Summary
ADMINISTRATION		
Robert Hill, Superintendent		
Phone: (520) 770-3704		
A.R.S. § 15-1300 et. Seq		

Mission:

To provide leadership and vision for the Arizona State Schools for the Deaf and the Blind programs and to secure, maintain, and protect resources needed to meet the mission of the Agency.

Description:

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to children and youth, with a vision or hearing loss, 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. 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 some children referred with multiple disabilities.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	4,295.5	4,125.5	4,125.5	4,125.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	592.7	1,043.4	1,043.4	1,043.4
Program Total	4,888.2	5,168.9	5,168.9	5,168.9
FTE Positions	69.8	74.0	74.0	74.0

- ◆ **Goal 1** To prudently and fairly manage personnel resources of the Agency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of permanent certified positions filled PDS	86	85	85	85
Percent of permanent classified positions filled PDS	89	85	85	85
Percent of permanent certified staff turnover PDS	14	10	10	10
Percent of permanent classified staff turnover PDS	15	25	25	25

- ◆ **Goal 2** To effectively manage facilities, transportation, food service and loss prevention to ensure that these services are supportive of the educational programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with the quality of the medical services provided at ASDB.	99	95	95	95
Percent of parents satisfied with the quality of transportation services provided at ASDB.	97	95	95	95
Percent of parents satisfied with the quality of food services provided at ASDB.	91	90	90	90

- ◆ **Goal 3** To maintain a positive relationship with parents

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with leadership at ASDB	98	90	90	90
Percent of parents rating overall quality of services as good or excellent based on annual survey PDS	99	95	95	95

- ◆ **Goal 4** To exceed all expected performance standards as identified by the AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents satisfied with instructional programs and services as measured by a survey PDS	99	95	95	95
Percent of students graduating from PDS with a high school diploma	100	100	100	100
Percent of students graduating from ASB and ASD with a high school diploma	100	100	100	100

◆ **Goal 5** To prudently and fairly manage personnel resources of the Agency

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of permanently certified positions filled (TC)	95	90	90	90
Percent of permanent classified positions filled (TC)	98	80	80	80
Percent of permanent certified staff turnover (TC)	22	10	10	10
Percent of permanent classified staff turnover (TC)	12	25	25	25

◆ **Goal 6** To maintain a positive relationship with parents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents rating overall quality of services as good or excellent based on annual survey (TC)	98	90	90	90

◆ **Goal 7** To provide quality services to the schools within the Regional Cooperatives

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of parents with students served through the cooperatives satisfied with the services provided by ASDB.	99	95	95	95

DFA 0.0	Agency Summary
COMMISSION FOR THE DEAF AND HARD OF HEARING	
Sherri L. Collins, Executive Director	
Phone: (602) 542-3336	
A.R.S. §§ 36-1941 through 36-1978	

Mission:

To ensure, in partnership with the public and private sectors, accessibility for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties to improve their quality of life.

Description:

The Arizona Commission for the Deaf and the Hard of Hearing (ACDHH) acts as an information bureau for the Deaf, Hard of Hearing, DeafBlind, and individuals with speech difficulties, as well as for state agencies and institutions providing services to those consumers. Local government and other public or private community agencies also benefit from ACDHH information, programs and activities. For example, ACDHH Deaf and Hard of Hearing Specialists provide sensitivity training for state agencies and other organizations and groups that work with the Deaf, Hard of Hearing, DeafBlind, and individuals who have speech difficulties.

ACDHH also administers a telecommunications equipment distribution voucher program that loans equipment to qualifying Arizona State residents. The Arizona Relay Service (7-1-1), which allows equal accessibility of public telephone service, is available through ACDHH as well. The service is administered by ACDHH and is required by the Federal Communications Commission. ACDHH is also mandated to license American Sign Language interpreters and certify American Sign Language teachers.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ COUNCIL ACTIVITIES	1,091.4	1,671.6	1,671.6	1,671.6
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	1,922.5	2,300.8	2,300.8	2,300.8
Agency Total:	<u>3,013.9</u>	<u>3,972.4</u>	<u>3,972.4</u>	<u>3,972.4</u>

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,013.9	3,972.4	3,972.4	3,972.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	<u>3,013.9</u>	<u>3,972.4</u>	<u>3,972.4</u>	<u>3,972.4</u>
FTE Positions	<u>15.0</u>	<u>15.0</u>	<u>15.0</u>	<u>15.0</u>

Strategic Issues:

Issue 1 Maintain Effective Quality Assurance of Arizona Telecommunications Relay Services

1A.) The Commission monitors the delivery of telecommunication relay services through a third party contract. The services provide access to functionally equivalent telephone services for Arizonans who are Deaf, Hard of Hearing, Deaf-Blind or speech disabled. The commission reviews and monitors quality assurance standards set by the Federal Communications Commission and specific negotiated quality, service delivery and customer service standards set by the Commission for services unique to Arizona. The Commission reviews monthly reports provided by the contractor to measure call answering standards, the number of completed calls and customer service satisfaction. The Commission also conducts annual site visits to monitor employee performance. The Commission also receives weekly reports from the AZ Relay Outreach Specialist to monitor local education, outreach and training. The Commission shall continue to negotiate for the highest quality assurance measurements for each contract renewal.

1B.) Continue to advocate for the best technological access to telecommunication services for the Deaf and the Hard of Hearing. The newest technology available to consumers in the deaf and hard of hearing communities is video and internet protocol services. State relay administrators have been informed of the impending transfer of the new technology costs to individual states. The current appropriation will not satisfy the impending cost of intrastate video and internet protocol relay services. The Commission will attend state, local and national meetings to participate in discussions regarding the FCC's determination of the assignment of costs to states for video and internet protocol services. The Commission shall determine the impact on AZ service delivery, monitor the need to request additional funding to maintain functionally equivalent access to telecommunication services, advocate for funding at the legislature and educate the public about these services.

Issue 2 Administer the statewide Telecommunications Equipment Distribution Program

ACDHH is responsible for the distribution of telecommunication devices to citizens who qualify. The commission shall continue to provide outreach and education to inform the public about the program, receive and screen applications, provide one on one training and customer service for the repair and replacement of defective devices. The Commission shall increase consumer awareness by increasing links to service related sites.

Issue 3 Increase Public Awareness

There are more than 643,000 Arizonans with varying degrees of hearing loss and more than 70,000 individuals who are profoundly deaf. The Commission serves a large number of citizens who are hard of hearing, deaf, deafblind and individuals who have speech difficulties. Thousands more are either un-served, or underserved due to limited staffing. The Commission serves thousands who are hearing family members, friends, employers and co-workers from the general public. This is possible only through the outreach and education efforts of the staff. The Commission continues to form collaborative partnerships with many agencies to spread the word about services. The Department Economic Security, Rehabilitation Services Administration, Area Agency on Aging, Maricopa Community Colleges, Department of Emergency Management and many civic organizations of and for the deaf and the hard of hearing. The Commission has also improved its website by offering video blogs to educate the general public about issues of hearing loss, deaf culture and the employment of the deaf and the hard of hearing. The Commission will continue to seek opportunities to partner for the development of public service announcements, and the submission of articles in professional magazines, local, state and national newspapers.

Issue 4 Determine American Sign Language Teacher Standards

In the state AZ there are no standards for individuals who teach American Sign Language. The Commission shall gather information via community forums, formation of work groups made up of AZ stakeholders including but not limited to consumers, professionals and others. The Commission shall consult Maricopa Community Colleges staff, University staff, other states with certification standards and the American Sign Language Teachers Association to assist in determining the best standards for American Sign Language Teachers in Arizona.

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 to improve the quality of services available for the 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. Support staff responds to hundreds of inquiries regarding technology, laws, and availability of services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,091.4	1,671.6	1,671.6	1,671.6
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,091.4	1,671.6	1,671.6	1,671.6
FTE Positions	12.0	12.0	12.0	12.0

◆ **Goal 1** To increase public awareness of accessibility issues related to the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of information and referral contacts	1,535,113	600,000	600,000	600,000
Explanation: Media impressions as well as direct contacts.				
Total number of website visits	50,000	60,000	70,000	80,000
Total number of advertisements	16	20	20	20
Total number of articles	68	50	50	50
Number of persons receiving training, exhibits and workshops providing information on the Arizona Commission for the Deaf and Hard of Hearing, the Arizona Relay Service, and the Arizona Telecommunications Equipment Distribution Program	19,537	25,000	25,000	25,000
Number of newsletters distributed	15,000	18,000	15,000	15,000

◆ **Goal 2** To increase the number of public and private sector partnerships in providing training and program services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of partnerships formed	9	5	5	5

◆ **Goal 3** To prepare present and future American Sign Language instructors for national-level standards and certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of workshop hours	0	1	0	0

◆ **Goal 4** To improve interpreter support services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of general licensed interpreters	286	295	349	403
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	117	120	120	120
Number of complaints about certified/licensed interpreters	6	5	5	5

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of licensed legal interpreters	27	36	44	52
Number of provisional interpreters	88	123	158	193

◆ **Goal 5** To improve public relations on issues related to hearing loss.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of printed articles related to the Arizona Commission for the Deaf and Hard of Hearing	68	50	50	50
Number of printed articles related to the Arizona Telecommunications Equipment Distribution Program	8	15	15	15
Number of printed articles related to the Arizona Relay Service	12	10	10	10
Number of telecommunication advertisements for Arizona Relay Service	12	10	10	10
Number of telecommunication advertisements for Arizona Telecommunications Equipment Distribution Program	4	10	10	10

DFA 2.0	Program Summary
TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	
Lynn Wakefield, Business Manager	
Phone: (602) 542-3363	
A.R.S. §§ 36-1941 through 36-1978	

Mission:

To provide telecommunications access for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

Description:

The Agency provides various assistive devices on a loaner basis to Arizona residents who are Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties. In addition the Agency, through a contract with an interstate telephone company (currently Hamilton Communications), provides telephone relay services 24 hours a day. This relay service provides a link between Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties and all other telephone users.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,922.5	2,300.8	2,300.8	2,300.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,922.5	2,300.8	2,300.8	2,300.8
FTE Positions	3.0	3.0	3.0	3.0

◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of telecommunications relay service calls completed without a complaint	99.5	99.5	99.5	99.5
Annual call minutes for the telecommunications relay service	1,285,155	1,571,685	1,922,098	2,350,638

◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of customer satisfaction with equipment distribution voucher program	96.3	90.0	90.0	90.0
Number of equipment distributed to consumers	359	500	600	700
Explanation: Refurbished equipment distributed to reduce costs.				
Number of applications distributed to consumers regarding the equipment distribution program	2,340	1,500	1,500	1,500
Number of demonstrations performed	198	250	250	250
Explanation: Demonstration sites closed.				

DXA 0.0	Agency Summary
BOARD OF DENTAL EXAMINERS	
Elaine Hugunin, Executive Director	
Phone: (602) 242-1492	
A.R.S. §§ 32-1201, 32-1299	

Mission:

To provide professional, courteous service and information to the dental profession and the general public through examination, licensing, complaint adjudication and enforcement processes to protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system.

Description:

The State Board of Dental Examiners examines, licenses, and certifies professionals to practice in the field of dentistry. The Board also accepts complaints against licensees and certificate holders, investigates allegations, and administratively adjudicates complaints. The Board serves approximately 8,000 professionals licensed or certified to practice in the state, as well as all Arizona citizens who receive their professional services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	948.9	1,150.1	1,197.1	1,197.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	948.9	1,150.1	1,197.1	1,197.1
FTE Positions	11.0	11.0	11.0	11.0

Strategic Issues:

Issue 1 Information Technology Development

The Agency launched the new database on March 26, 2010 moving the Agency from a DOS platform to a Windows environment. Now that the basic database is in place, the next step is preparation to offer online renewals which will not only be convenient to the Agency's licensees, but will reduce agency operating expenses. The following steps are required to accomplish online renewals: 1) Legislative changes to the Dental Practice Act; 2) Development of the online renewal component within the new database; and 3) Online payment options.

The Agency previously reported a strategic issue was to take control of the Agency's website and enable the public to access licensing and complaint histories. This in part has been accomplished. The Agency has staff who is able to make content changes to the website including a daily update of the licensee directory which enables the public to access licensing and complaint histories which are one to two days old. With the launch of our new database, the Agency plans to transition to real-time public access.

In an effort to keep the licensees informed of changes to the Dental Practice Act, the Agency has published and mailed a newsletter. In FY10, the Agency found that copying and mailing a newsletter was not only cost prohibitive, but leaves a large carbon footprint. The Agency plans to utilize its website to publish newsletters.

◆ **Goal 1** To ensure the health, safety, and welfare of the public through regulation of the dental profession.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days from receipt of completed application to issuance or denial of certification or license	3	10	10	10
Total number of applications received	740	816	816	816
Total number of individuals or facilities licensed	8,161	8,319	8,476	8,636
Customer satisfaction rating (scale 1-5)	5	4	4	4
Total number of licenses/renewals issued	3,316	3,024	3,113	3,022

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days to renew a license (from receipt of application to issuance)	10	10	10	10
Percent of cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	148	90	90	90
Average number of calendar days from receipt of complaint to resolution of complaint	114	150	150	150
Percent of investigations resulting in disciplinary or enforcement action	8	15	15	15
Number of licenses revoked or suspended	15	11	11	11
Total number of investigations conducted	454	516	516	516
Total number of complaints received annually	370	452	452	452
Total number of inspections conducted	211	175	175	175
Percent of total licensees with disciplinary action	1	5	5	5

◆ **Goal 2** To ensure compliance with statutory mandates

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Publication of periodic newsletter that provides information to licensees regarding statutes and rules	0	2	2	2
Administration as a percent of total cost	4.5	5.0	5.0	5.0

DPA 0.0	Agency Summary
DRUG AND GANG PREVENTION RESOURCE CENTER	
Phone: (602) 496-1320	
A.R.S. § 41-2402,H	

Mission:

To help organizations, individuals, neighborhoods, and communities decrease drug and gang related problems and other destructive behaviors. To help Arizonans encourage and develop healthy and successful families and communities.

Description:

The Arizona Drug and Gang Prevention Resource Center is a statewide resource system that assists agencies, organizations, and coalitions in their community's drug and gang prevention activities. The Center manages an information clearinghouse (exhibits; literature distribution; video, book, curricula, visual learning aids & games and material loans), addresses evaluation of prevention programs, provides training and technical assistance in utilizing programs designated as Model, Effective or Promising. The Center collaborates with state and local government agencies, school districts, and social service organizations in the submission of grant proposals to enhance funding for prevention and to improve the lives of Arizonans.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	344.4	344.4	344.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	0.0	344.4	344.4	344.4
FTE Positions	6.3	6.3	6.3	6.3

CDA 0.0	Agency Summary
EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD	
Rhian Evans Allvin, Executive Director	
Phone: (602) 771-5100	
ARS § 8-1181, ARS Title 8, Chap 13	

Mission:

To increase the quality of, and access to, the early childhood development and health system that ensures a child entering school comes healthy and ready to succeed.

Description:

The Arizona Early Childhood Development and Health Board or First Things First (FTF) is a voter approved initiative to ensure the quality and accessibility of early childhood development and health programs at the community level. Proposition 203 created a new, state - level board, the Arizona Early Childhood Development and Health Board, which provides oversight and guidance on the implementation of the Proposition. First Things First is also the name of the state agency created to carry out the work of the Arizona Early Childhood Development and Health Board.

The Arizona Early Childhood Development and Health Board receives revenues from additional tax levied on tobacco products. Ninety percent of the monies deposited into the Early Childhood Development and Health Fund are devoted to the program costs and ten percent are devoted to administrative costs.

First Things First establishes Regional Partnership Councils throughout the state. The Regional Partnership Councils are to include eleven members who reside or work in the region. Funding will be based on the number of children ages birth to five years living in the area, as well as the number of young children whose incomes do not exceed 100% of the federal poverty level. Programs funded through the AZECDH Board may be conducted either by grantees in the region or directly by the Regional Partnership Council.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	68,965.6	209,613.0	153,819.5	153,759.7
Program Total	68,965.6	209,613.0	153,819.5	153,759.7
FTE Positions	146.8	160.8	160.8	160.8

Strategic Issues:

Issue 1 *Increasing quality and availability of early care and education services in Arizona.*

FTF will improve/accomplish this by:

- a) Improving the quality of early childhood development and health programs.
- b) Increasing access to quality early childhood development and health programs.
- c) Increasing access to preventative health care and health screening for children through age five.
- d) Offering parent and family support and education concerning early child development and literacy.
- e) Providing professional development and training for early childhood development and health providers.
- f) Increasing coordination of early childhood development and health programs and public information about the importance of early childhood development and health.

◆ **Goal 1** To support the building of a comprehensive, high quality early childhood development and health system

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Dollars (in millions) awarded in	110	128	120	120

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
support of direct program delivery				
Number of awards made	260	250	250	250
Number of Board service program goal areas funded	6/6	6/6	6/6	6/6

◆ **Goal 2** To increase public awareness of, and support for early childhood investment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Dollars (in millions) spent on Communications	1.6	6.3	6.5	6.6
% of regions participating in a coordinated communications strategy	77	85	85	85
% of Arizonans who see 0-5 education as important as K-12	62	63	64	65

◆ **Goal 3** To achieve high level of integration, coordination and collaboration with early childhood partners and stakeholders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Estimated number of grants that have Grant and Sub-Grantee relationship	26	30	30	30
Number of multi-agency grants FTF is the recipient of	2	2	2	2
% of Council seats/positions (required by statute to have broad and diverse community and sector composition) not filled	15	10	10	10

◆ **Goal 4** To monitor and report on services, results, and outcomes

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Dollars (in millions) spent on evaluation and Needs & Assets	5.0	8.8	8.9	8.9
% of grantees (providing direct client services) reporting on units served	99	99	99	100
# of years a longitudinal study on system outcomes for children 0-5 in AZ has been in place (or operating/running)	2	3	4	5

◆ **Goal 5** To provide a cohesive and efficient delivery support structure within FTF

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Staff Vacancy Rate (%)	29	25	20	15
Staff External Turnover Rate (%)	10	9	8	7
Staff External Voluntary Turnover Rate (%)	8	7	6	5
% of regional councils with dedicated staff	94	100	100	100
% of female (vs. male) employees	88	90	80	70
% of minority employees	40	45	43	40

◆ **Goal 6** To be fiscally accountable to the citizens of Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Major Deficiencies in the Annual Audit	0.0	0.0	0.0	0.0

DEA 0.0	Agency Summary
DEPARTMENT OF ECONOMIC SECURITY	
Neal Young, Director	
Phone: (602) 542-5678	
A.R.S. § 41-1954	

Mission:

To promote the safety, well-being and self-sufficiency of children, adults, and families.

Description:

The Department of Economic Security (DES) is an integrated human services agency that provides critical protective and assistance services each month to more than one million of Arizona's children, adults and families.

Together, DES' programs impact the safety, well-being and self-sufficiency of Arizonans. Some of these programs include: Child Protective Services; Children Services to provide families the tools they need to care for their children; child care assistance for working parents; Adult Protective Services; domestic violence shelter and supports; early intervention services for infants and toddlers at risk of developmental delays; home and community-based services for individuals with developmental disabilities and the aged; independent living programs for both seniors and young adults; unemployment insurance; employment assistance including vocational rehabilitation and job training; nutrition assistance 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 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADMINISTRATION	155,096.8	146,843.7	146,843.7
➤ DEVELOPMENTAL DISABILITIES	988,752.6	977,137.2	1,052,102.5
➤ BENEFITS AND MEDICAL ELIGIBILITY	1,877,455.8	2,119,642.8	2,397,742.8
➤ CHILD SUPPORT ENFORCEMENT	55,557.4	66,751.6	66,751.6
➤ AGING AND COMMUNITY SERVICES	173,466.4	136,759.5	136,759.5
➤ CHILDREN, YOUTH AND FAMILIES	558,235.0	487,634.2	487,634.2
➤ EMPLOYMENT AND REHABILITATION SERVICES	2,427,853.6	1,827,437.9	679,349.1
Agency Total:	6,236,417.6	5,762,206.9	4,967,183.4

Funding and FTE Summary:

(Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	522,490.0	637,103.9	762,439.3
Other Appropriated Funds	410,436.3	470,996.0	470,996.0
Other Non Appropriated Funds	5,303,491.3	4,654,107.0	3,733,748.1
Program Total	6,236,417.6	5,762,206.9	4,967,183.4
FTE Positions	8,835.8	8,968.0	8,968.0

Strategic Issues:

Issue 1 Core Mission, Accountability, and Efficiency

The Department has a proud history of innovation and efficiency in the delivery of human services and must continue to innovate and find ways to improve efficiency throughout the agency. The Department will need to ensure that core services continue while incorporating inventive and efficient business strategies to successfully provide services to Arizona's most vulnerable populations.

The agency has been working to improve the accountability of its programs in order to ensure that they are being administered as effectively and efficiently as possible to be of a maximum benefit to the people they serve. To that end, the Department has identified a variety of new performance measures and is monitoring them frequently and examining them closely to assess areas of the agency that are performing at a high level as well as areas where the Department can improve the delivery of its services.

As the Department manages through a rapidly changing environment and intensifies its focus on its core work, the Department is also working to strengthen its workforce. Given the difficult economic climate in Arizona and the nation, the Department must provide resources and supports to the maximum extent possible to ensure that staff are able to stay focused on the agency's core mission and continue working hard for the families and individuals DES serves.

Issue 2 Economic and Social Stressors

Arizona and the nation are experiencing an unprecedented economic downturn. The nation's mortgage foreclosure crisis and associated losses in the housing and construction industries have hit Arizona disproportionately hard. The unemployment rate remains well above nine percent. The economic decline creates competing stressors on state government and on DES services in particular. The decline has caused state revenue to fall sharply, leaving less money available to provide services, while at the same time also leading to greater demand for Department services. There have been dramatic rises in unemployment insurance caseloads, as well as increases in the number of families seeking assistance to meet basic needs such as housing, food, and health care. People who have never experienced financial difficulties in the past are coming to DES for services.

In Arizona, more than 14 percent of people live in poverty, and nearly 21 percent of Arizona's children are living below the federal poverty level. The federal poverty level for a family of four is currently \$22,050. The number of individuals living at or below 200% of the poverty level (a more accurate indicator of being in or near poverty) is about 34 percent of Arizona's population. One in three Arizonans is struggling to make ends meet. According to the U.S. Census Bureau's 2008 American Community Survey, over 750,000 Arizona children (age 18 and under), or 45 percent of all children in Arizona, live in low-income families at or below 200% of the poverty level.

In addition to the stress caused by the economic downturn, violence against children continues to be a substantial concern, oftentimes brought on by multiple risk factors including poverty and substance abuse, thus establishing critical needs for protective, remedial, preventive, and intervention services for children and families. The current economic situation may create even more intense stress on already fragile family environments, further compounding these issues. Additionally, as more people have children later in life, a growing segment of the population is raising children while simultaneously caring for aging parents. Supports may be necessary for these caregivers to succeed in meeting this challenge.

Issue 3 Federal Funding

The Department's recent annual state budgets have relied heavily on federal funds in order to reduce the state's General Fund support for the Department. In fiscal year 2010, a significant amount of federal support expired. The Legislature responded to the expiration of this federal funding by including \$102 million in General Fund to sustain critical operations in child welfare, developmental disabilities, and Temporary Assistance for Needy Families for fiscal year 2011. Additional federal funding expires in fiscal year 2011. Therefore, to sustain the operation of these important programs for the full 2012 fiscal year and subsequent years, a significant state-investment will be necessary to backfill the remainder of the expiring federal funds.

The expiring federal funds are from the American Recovery and Reinvestment Act of 2009 (ARRA, P.L. 111-5), which was signed into law On February 13, 2009. ARRA, which is commonly referred to as the federal stimulus, temporarily augmented the funding provided under a number of the Department's federal grants. As a result, the Legislature was not only able to address caseload growth with federal funds, but was also able to significantly reduce the Department's General Fund base. In the absence of the required investment to backfill the expiring federal funds, additional reductions to already significantly reduced Department services will be required.

Issue 4 Collaboration with Community and Faith-Based Partners

The Department places an emphasis on collaboration with community and faith-based partners to accomplish its goals. DES recognizes that all communities are unique, and believes that those within a community often have a greater understanding of the best ways to meet their community's needs. This integrated and innovative approach to human services is crucial to developing and incorporating systems to best assist the populations the agency serves and to achieve the best possible outcomes for the vulnerable individuals, children and families of Arizona.

The Department is committed to continuing to expand and strengthen these relationships by involving faith-based partners and community constituencies in strategic planning and resource allocation efforts. The Department is enhancing the role of faith-based partners, family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families.

DEA 1.0	Program Summary
ADMINISTRATION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954	

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Administrative support areas provide leadership, direction, coordination, and support to the Department and its six client 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

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	48,254.3	67,790.4	67,790.4
Other Appropriated Funds	6,309.3	7,963.0	7,963.0
Other Non Appropriated Funds	100,533.2	71,090.3	71,090.3
Program Total	155,096.8	146,843.7	146,843.7
FTE Positions	1,140.2	1,140.2	1,140.2

DEA 1.1	Subprogram Summary
CENTRAL ADMINISTRATION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
PL 108-446	

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Central Administration of DES consists of the Office of the Director, Employee Services and Support, Business and Finance, Technology Services, Financial Services, Human Resources, and Office of Management Development.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	47,109.9	66,641.0	66,641.0
Other Appropriated Funds	6,107.4	7,555.5	7,555.5
Other Non Appropriated Funds	80,201.8	56,115.5	56,115.5
Program Total	133,419.1	130,312.0	130,312.0
FTE Positions	1,084.7	1,084.7	1,084.7

- ◆ **Goal 1** To improve the quality and efficiency of services delivered to customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Agencywide customer satisfaction rating (Scale 1-5)	4.17	4.00	4.00
Total Office of Accounts Receivable and Collections cost per dollar to administer, bill, and collect debts	0.06	0.06	0.06
DES cost per square foot compared to market	18.9	18.9	18.9
Explanation:	% below/(above) comparable market rate		
Percent of OLCR licenses to foster homes without a complaint	98.1	98.0	98.0

DEA 1.2	Subprogram Summary
FINGER IMAGING	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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 used to reduce multiple enrollment fraud in Department programs. AFIP is designed to ensure that participants only receive benefits for which they are entitled.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	461.6	461.7	461.7
Other Appropriated Funds	61.9	128.2	128.2
Other Non Appropriated Funds	466.1	326.3	326.3
Program Total	989.6	916.2	916.2
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To eliminate multiple enrollments.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of finger images processed	370,522	495,000	430,000

DEA 1.3	Subprogram Summary
ATTORNEY GENERAL LEGAL SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-191	

Mission:

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

Description:

The Attorney General Child and Family Protection Division is responsible for providing legal services to all programs and business operations of the Department of Economic Security (DES). The division provides these services through three sections: the Protective Services Section, which represents Child Protective Services; the Child Support Enforcement Section, which represents the Division of Child Support Enforcement; and the Civil, Criminal Litigation and Advice Section (CLA) which provides legal advice and representation in administrative hearings and state and federal courts to all other programs within the Department, as well as all personnel and operations matters. In addition, CLA prosecutes criminal cases relating to various DES programs, including recipient benefit fraud, employee embezzlement, provider fraud, and criminal nonpayment of child support.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	626.2	627.6	627.6
Other Appropriated Funds	140.0	279.3	279.3
Other Non Appropriated Funds	2,567.7	1,798.8	1,798.8
Program Total	3,333.9	2,705.7	2,705.7
FTE Positions	35.5	35.5	35.5

DEA 1.4	Subprogram Summary
DISASTER RECOVERY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-3504	

Mission:

To provide a Disaster Recovery Plan and the most efficient and cost-effective recovery services possible for the Department's data center and network.

Description:

The Division of Technology Services must maintain an acceptable recovery point objective and recovery time objective for the equipment and the Department's application systems, which support the agency's mission.

Note: This program is no longer funded.

DEA 1.5 Subprogram Summary
GOVERNOR'S ADVISORY COUNCIL ON AGING
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 46-183

DEA 1.6 Subprogram Summary
GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. 41-2451

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.

Note: The goals and performance of this program are reflected in the measures for the Division of Aging and Community Services and its programs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	56.6	60.1	60.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	270.0	183.1	183.1
Program Total	326.6	243.2	243.2
FTE Positions	2.0	2.0	2.0

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).

Note: The goals and performance of this program are reflected in the measures for the Division of Developmental Disabilities and its programs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	586.7	1,159.8	1,159.8
Program Total	586.7	1,159.8	1,159.8
FTE Positions	8.5	8.5	8.5

DEA 1.7 Subprogram Summary	
ARIZONA EARLY INTERVENTION PROGRAM	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
PL 108-446	

Mission:

To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.

Description:

This program is described and performance measures are indicated in the Division of Developmental Disabilities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,440.9	11,506.8	11,506.8
Program Total	16,440.9	11,506.8	11,506.8
FTE Positions	7.5	7.5	7.5

DEA 2.0 Program Summary	
DEVELOPMENTAL DISABILITIES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-554	

Mission:

To support the choices of individuals with developmental disabilities and their families by promoting and providing flexible, quality, consumer-driven services and supports.

Description:

The Division of Developmental Disabilities, in partnership with individuals with developmental disabilities, their families, advocates, community members, and service providers, administers and manages the various programs, services, and supports to Arizonans and their families who have autism, cerebral palsy, epilepsy, or a cognitive disability, which is manifested before the age of 18, and children who are below the age of six and at risk of having a developmental disability.

The Division 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.

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
- ▶ Medicare Clawback Payments
- ▶ Arizona Early Intervention Program

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	215,829.1	290,938.6	401,874.0
Other Appropriated Funds	19,810.8	30,520.5	30,520.5
Other Non Appropriated Funds	753,112.7	655,678.1	619,708.0
Program Total	988,752.6	977,137.2	1,052,102.5
FTE Positions	1,772.3	1,772.3	1,772.3

DEA 2.1 Subprogram Summary
DEVELOPMENTAL DISABILITIES OPERATIONS
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 36-554

DEA 2.2 Subprogram Summary
CASE MANAGEMENT - TITLE XIX
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 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 Operations subprogram provides administrative oversight and operating support for the all of the Division's programs, including programs for both Arizona Long Term Care System (ALTCS) eligible individuals and state only eligible individuals with developmental disabilities. The Division of Developmental Disabilities coordinates services and resources through six district offices and approximately 71 local offices in various communities throughout the state.

Note: Goals and performance for the operating function of the division are reflected in the goals and performance of the division's programs and special line items.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	12,664.0	14,741.7	14,741.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,921.2	32,776.8	32,776.8
Program Total	44,585.2	47,518.5	47,518.5
FTE Positions	294.3	294.3	294.3

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management services coordinate services and supports for Long Term Care and state only eligible individuals and their families.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,559.1	11,076.9	11,076.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,705.0	27,017.2	27,017.2
Program Total	37,264.1	38,094.1	38,094.1
FTE Positions	755.5	755.5	755.5

- ◆ **Goal 1** To provide quality case management services for all eligible consumers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of consumer satisfaction with case management services (Title XIX only)	98.3	98.0	98.0
Average number of consumers with developmental disabilities served	22,295	23,632	25,050

DEA 2.3	Subprogram Summary
CASE MANAGEMENT - STATE ONLY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-554	

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management services coordinate services and supports for Long-Term Care and state only eligible individuals and their families.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,491.5	3,887.3	3,887.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,923.5	2,700.4	2,700.4
Program Total	9,415.0	6,587.7	6,587.7
FTE Positions	79.3	79.3	79.3

- ◆ **Goal 1** To promote quality case management services for all eligible consumers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of consumers with developmental disabilities served	8,313	8,300	8,300

DEA 2.4	Subprogram Summary
HOME AND COMMUNITY BASED SERVICES - TITLE XIX	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	138,421.3	182,150.8	288,874.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	509,917.2	474,349.5	429,878.1
Program Total	648,338.5	656,500.3	718,752.7
FTE Positions	94.5	94.5	94.5

- ◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home or in a community-based setting.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of child and adult consumers with a developmental disability that live with their family or in their own home or in a community-based setting.	88.0	88.0	88.0

- ◆ **Goal 2** To increase consumer, family, and caregiver satisfaction with home- and community-based services and supports.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of relatives and caregivers of consumers stating the services received meet the consumer's needs	98.7	98.0	98.0
Percent of relatives and caregivers satisfied with the providers of services received.	99.0	99.0	99.0

- ◆ **Goal 3** To increase consumers' economic prosperity and self-sufficiency by placing adult consumers in community employment opportunities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of eligible adult consumers placed in community employment	19.4	19.0	19.0

DEA 2.5 Subprogram Summary
HOME AND COMMUNITY BASED SERVICES - STATE ONLY
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 36-552

DEA 2.6 Subprogram Summary
INSTITUTIONAL SERVICES - TITLE XIX
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 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.

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 home- and community-based services, including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

Description:
 This program consists of state and privately operated intermediate care facilities for the mentally retarded (ICF/MR) and nursing facilities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,172.1	25,314.5	25,314.5
Other Appropriated Funds	0.0	3,990.3	3,990.3
Other Non Appropriated Funds	25,439.4	1,074.1	1,074.1
Program Total	33,611.5	30,378.9	30,378.9
FTE Positions	43.0	53.6	53.6

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,116.1	5,365.0	5,365.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,705.3	13,049.2	13,110.9
Program Total	22,821.4	18,414.2	18,475.9
FTE Positions	74.0	74.0	74.0

◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home or in a community-based setting.

◆ **Goal 1** To reduce or maintain the number of people placed in institutional settings.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of child and adult consumers with a developmental disability who live with their family or in their own home or in a community-based setting	99.0	99.0	99.0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of consumers in ICF/MRs and skilled nursing facilities (*point in time 6/30/2010)	196	196	196

DEA 2.7	Subprogram Summary
INSTITUTIONAL SERVICES - STATE ONLY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-552	

Mission:

To provide services and supports to eligible individuals with developmental disabilities that will promote home- and community-based placement whenever appropriate.

Description:

This program consists of state and privately operated intermediate care facilities for the mentally retarded (ICF/MR) and nursing facilities.

Note: Funding for this program was moved to the Institutional Services - Title XIX program beginning in fiscal year 2011, so goals and performance are reflected in that program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5.1	0.0	0.0
FTE Positions	0.0	0.0	0.0

DEA 2.8	Subprogram Summary
MEDICAL SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-2939	

Mission:

To provide cost-effective, quality medical services that enable Arizona Long Term Care System (ALTCs) eligible individuals with developmental disabilities to achieve and maintain optimal health and well-being.

Description:

The program provides medical care and services for Long Term Care-eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; and Early and Periodic Screening, Diagnosis, and Treatment and other medical services, and care, and supports.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	30,777.4	38,562.9	42,774.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	120,586.0	93,773.9	102,213.5
Program Total	151,363.4	132,336.8	144,988.0
FTE Positions	35.4	35.4	35.4

◆ **Goal 1** To provide cost effective, quality health care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of consumers receiving acute care services through the Division of Developmental Disabilities	22,878	24,250	25,705

DEA 2.9 Subprogram Summary	
ATP-COOLIDGE - TITLE XIX	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-2939	

Mission:

To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.

Description:

The Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded (ICF/MR) consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,991.6	4,754.2	4,754.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,915.1	10,937.0	10,937.0
Program Total	17,906.7	15,691.2	15,691.2
FTE Positions	383.7	383.7	383.7

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total number of consumers living at Arizona Training Program at Coolidge	119	115	115

DEA 2.10 Subprogram Summary	
ATP-COOLIDGE - STATE ONLY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 36-2939	

Mission:

To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.

Description:

The Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded (ICF/MR) consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

Note: Funding for this program was shifted to the ATP-Coolidge - Title XIX program beginning in fiscal year 2011, so goals and performance are reflected in that program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	68.8	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	68.8	0.0	0.0
FTE Positions	10.6	0.0	0.0

DEA 2.11	Subprogram Summary
STATE-FUNDED LONG TERM CARE	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
Laws 2007, Chapter 255, Section 28	

Mission:

To effectively meet the needs of Long Term Care-eligible individuals with developmental disabilities.

Description:

This funding provides non-Title XIX services to Long Term Care-eligible consumers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,958.1	0.0	0.0
Other Appropriated Funds	19,810.8	26,530.2	26,530.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	21,768.9	26,530.2	26,530.2
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To provide state funded services to Long Term Care-eligible consumers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Long Term Care-eligible consumers that receive state-funded room and board to live in community-based homes	3,382	3,580	3,790

DEA 2.12	Subprogram Summary
MEDICARE CLAWBACK PAYMENTS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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 a payment each year 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.

Note: The Department has no control over the payment.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,604.0	1,766.3	1,766.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,604.0	1,766.3	1,766.3
FTE Positions	0.0	0.0	0.0

DEA 2.13	Subprogram Summary
ARIZONA EARLY INTERVENTION PROGRAM	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
PL 108-446	

Mission:

To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.

Description:

As defined in Section 631 of Public Law 108-446, the Individuals with Disabilities Education Act (IDEA) Part C, Infant and Toddlers with Disabilities, Congress finds that there is an urgent and substantial need to (1) enhance the development of infants and toddlers with disabilities and to minimize their potential for developmental delay, and to recognize the significant brain development that occurs during a child's first three years of life; (2) to reduce the educational cost to our society, including our nation's schools, by minimizing the need for special education and related services after infants and toddlers with disabilities reach school age; (3) to maximize the potential for individuals with disabilities to live independently in society; (4) to enhance the capacity of families to meet the special needs of their infants and toddlers with disabilities; and (5) to enhance the capacity of state and local agencies and service providers to identify, evaluate, and meet the needs of all children, particularly minority, low-income, inner-city, and rural children, and infants and toddlers in foster care. It is, therefore, the policy of the United States to provide financial assistance to States to (1) develop and implement a statewide, comprehensive, coordinated, multidisciplinary, interagency system that provides early intervention services for infants and toddlers with disabilities and their families; (2) to facilitate the coordination of payment for early intervention services from federal, state, local, and private sources (including public and private insurance coverage); (3) to enhance state capacity to provide quality early intervention services and expand and improve existing early intervention services being provided to infants and toddlers with disabilities and their families; and (4) to encourage states to expand opportunities for children under three years of age who would be at risk of having substantial developmental delay if they did not receive early intervention services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	3,319.0	3,319.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	3,319.0	3,319.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide early intervention services for children birth to age 3 who have developmental delays.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total Arizona Early Intervention Program Cases	5,789	5,800	5,800

DEA 3.0	Program Summary
BENEFITS AND MEDICAL ELIGIBILITY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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 determines eligibility, operates an evaluation and monitoring program, and pays benefits for the Temporary Assistance for Needy Families (TANF) Cash Assistance, Nutrition Assistance (formerly Food Stamps), and Tuberculosis Control programs. The Division also provides financial assistance to Native American tribes operating their own TANF programs and provides child passenger restraint seats.

This Program Contains the following Subprograms:

- ▶ Benefits and Medical Eligibility Operations
- ▶ Disability Determination Services Administration
- ▶ TANF Cash Benefits
- ▶ Tribal Pass-Through Funding
- ▶ Tuberculosis Control Payments
- ▶ Food Stamps Benefits
- ▶ Child Passenger Restraint

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	39,891.4	54,504.1	59,504.1
Other Appropriated Funds	85,132.4	68,733.8	68,733.8
Other Non Appropriated Funds	1,752,432.0	1,996,404.9	2,269,504.9
Program Total	1,877,455.8	2,119,642.8	2,397,742.8
FTE Positions	810.9	810.9	810.9

DEA 3.1	Subprogram Summary
BENEFITS AND MEDICAL ELIGIBILITY OPERATIONS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954	

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Division of Benefits and Medical Eligibility Operations includes 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 Nutrition Assistance (formerly Food Stamps), Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance Only programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance, Food Stamps, General Assistance, and specialized areas within the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved quality control and performance measurements. OPE performs a management evaluation function by reviewing local office processes to determine Food Stamps and Cash Assistance program accuracy and compliance with state and federal mandates.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	25,573.3	21,426.0	26,426.0
Other Appropriated Funds	9,788.9	15,134.4	15,134.4
Other Non Appropriated Funds	156,950.9	108,705.7	103,705.7
Program Total	192,313.1	145,266.1	145,266.1
FTE Positions	555.9	555.9	555.9

◆ **Goal 1** To improve customer service and accessibility.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of recipients receiving medical assistance for which DES determines eligibility per month	1,175,932	1,175,900	1,175,900
Percent of clients satisfied with Family Assistance Administration	84.3	84.0	84.0

DEA 3.2	Subprogram Summary
DISABILITY DETERMINATION SERVICES ADMINISTRATION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 46-251	

Mission:

To provide timely and accurate disability determinations for the people we serve.

Description:

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona. Federal statutes and regulations require the states to administer the disability documentation and decision-making process for claimants who are residents. DDSA operates under federal statutes and regulations that require states to make SSDI and SSI disability determinations for their residents. The Social Security Administration (SSA) funds 100 percent of the program cost and mandates specific program guidelines and performance standards. In addition, DDSA reviews and determines entitlements for all referred initial and continuing Arizona Long Term Care System claims. The applicant's potential for vocational rehabilitation is considered, with referrals made as appropriate. DDSA measures are reported on federal fiscal year.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	50,322.7	33,543.3	33,543.3
Program Total	50,322.7	33,543.3	33,543.3
FTE Positions	255.0	255.0	255.0

◆ **Goal 1** To improve Disability Determination Services Administration performance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of correct cases (*June 2010)	95.9*	95.9	95.9
Average Social Security Disability Insurance initial case processing time (days) (*June 2010)	84.4*	84.0	84.0
Average Supplemental Security Income initial case processing time (days) (*June 2010)	86.3*	86.0	86.0

DEA 3.3	Subprogram Summary
TANF CASH BENEFITS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 46-291	

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Cash Assistance (CA) under Temporary Assistance for Needy Families (TANF) provides for financial benefit payments to those individuals who meet the eligibility criteria. The CA program also offers a grant diversion program which offers a one-time up-front payment to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment may eliminate the applicant's need for ongoing CA assistance.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	11,970.8	28,385.6	28,385.6
Other Appropriated Funds	75,343.5	53,599.4	53,599.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	87,314.3	81,985.0	81,985.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of TANF Cash Assistance recipients	82,127	57,300	57,300
Percent of TANF Cash Assistance issued timely	95.5	95.0	95.0
Percent of TANF Cash Assistance applicants diverted from long-term cash assistance with diversion grants	34.0	34.0	34.0

DEA 3.4	Subprogram Summary
TRIBAL PASS-THROUGH FUNDING	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 46-134	

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Tribal Pass-Through Funding provides financial assistance to Native American tribes who elect to operate their own Temporary Assistance for Needy Families (TANF) programs by providing cash assistance for eligible households to help them become self-sufficient through increased educational and employment opportunities and supportive services while maintaining tribal values. In addition to monies received from this pass-through, these tribes independently receive TANF block grant monies from the federal government.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,345.0	4,680.3	4,680.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,345.0	4,680.3	4,680.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide financial assistance to tribes who operate their own TANF program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals receiving benefits	63,436	63,400	63,400

DEA 3.5	Subprogram Summary		
TUBERCULOSIS CONTROL PAYMENTS			
Michael Wisehart, Chief Financial Officer			
Phone: (602) 542-3786			
A.R.S. § 36-716			

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This program provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2.3	12.2	12.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2.3	12.2	12.2
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals receiving assistance	16	16	16

DEA 3.6	Subprogram Summary		
FOOD STAMPS BENEFITS			
Michael Wisehart, Chief Financial Officer			
Phone: (602) 542-3786			
A.R.S. § 41-1954			

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Food Stamps (FS), now known as Nutrition Assistance, provides 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 nutrition assistance through electronic benefit transfers (EBT).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,545,002.5	1,854,000.0	2,132,100.0
Program Total	1,545,002.5	1,854,000.0	2,132,100.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of total nutrition assistance payments issued accurately	95.0	95.0	95.0
Average monthly number of nutrition assistance recipients	985,580	1,133,400	1,303,400
Percent of total nutrition assistance payments issued timely	94.0	94.0	94.0

DEA 3.7	Subprogram Summary
CHILD PASSENGER RESTRAINT	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	155.9	155.9	155.9
Program Total	155.9	155.9	155.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraint seats.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Car seats purchased and distributed	2,582	2,600	2,600

DEA 4.0	Program Summary
CHILD SUPPORT ENFORCEMENT	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954: Laws 1994, Ch 374	

Mission:

To provide effective and fair child support services.

Description:

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security's Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

This Program Contains the following Subprograms:

- ▶ Child Support Enforcement Operations
- ▶ Genetic Testing
- ▶ County Participation
- ▶ CSE Attorney General Legal Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,100.9	5,246.2	9,646.2
Other Appropriated Funds	11,935.9	16,785.2	16,785.2
Other Non Appropriated Funds	37,520.6	44,720.2	40,320.2
Program Total	55,557.4	66,751.6	66,751.6
FTE Positions	828.5	828.5	828.5

DEA 4.1	Subprogram Summary
CHILD SUPPORT ENFORCEMENT OPERATIONS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; Laws 1994, Ch 374	

Mission:

To provide effective and fair child support services.

Description:

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security's Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,370.2	4,565.9	8,965.9
Other Appropriated Funds	9,005.1	13,103.9	13,103.9
Other Non Appropriated Funds	26,089.6	30,838.2	26,438.2
Program Total	40,464.9	48,508.0	48,508.0
FTE Positions	680.5	680.5	680.5

◆ **Goal 1** To increase IV-D cases and collections, including the number of court ordered cases and compliance with court orders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
IV-D dollars collected for each IV-D dollar expended (cost-effectiveness ratio)	6.16	5.00	5.00
Ratio of court ordered cases (in percent)	82.45	82.12	82.12
Ratio of current IV-D child support collected and distributed to current IV-D support due	50.55	53.99	53.99
Number of IV-D cases	211,407	211,400	211,400
Total amount of IV-D support collections (millions)	360.7	361.0	361.0

DEA 4.2	Subprogram Summary
GENETIC TESTING	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; Laws 1994, Ch 374	

Mission:

To provide funding to cover the cost of genetic testing services required to establish potential paternities.

Description:

Genetic testing is a small part in the overall process of establishing paternities. Some cases require DNA testing of the biological mother and child to the alleged father. The result can potentially end with paternity established allowing a child support order to be pursued. Genetic testing is performed by vendors secured under the state procurement process.

Note: Beginning in fiscal year 2011, funding for this program was shifted to the Division of Child Support Enforcement Operations.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	52.4	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	104.2	0.0	0.0
Program Total	156.6	0.0	0.0
FTE Positions	0.0	0.0	0.0

DEA 4.3	Subprogram Summary
COUNTY PARTICIPATION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; Laws 1994, Ch 374	

Mission:

To ensure that the participating County Attorney-operated child support offices provide effective and fair child support services.

Description:

The Division of Child Support Enforcement has intergovernmental agreements with four participating County Attorneys to provide multiple services to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as any other custodial or noncustodial person who applies for child support services.

Note: Performance measures for the counties operating their own programs are included in the state-wide measures in Division of Child Support Enforcement Operations.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	613.1	1,339.1	1,339.1
Other Non Appropriated Funds	6,503.5	7,261.1	7,261.1
Program Total	7,116.6	8,600.2	8,600.2
FTE Positions	0.0	0.0	0.0

DEA 4.4	Subprogram Summary
CSE ATTORNEY GENERAL LEGAL SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-191	

Mission:

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

Description:

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

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	678.3	680.3	680.3
Other Appropriated Funds	2,317.7	2,342.2	2,342.2
Other Non Appropriated Funds	4,823.3	6,620.9	6,620.9
Program Total	7,819.3	9,643.4	9,643.4
FTE Positions	148.0	148.0	148.0

DEA 5.0	Program Summary
AGING AND COMMUNITY SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954	

Mission:

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being. To provide leadership by establishing partnerships and building community networks that deliver premiere human services to vulnerable, at-risk populations.

Description:

The Division of Aging and Adult Services administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and adult services include investigative and protective services, case management, home care (housekeeper, home health aide, personal care, and home nursing), home repair/adaptation/renovation, transportation, the State Health Insurance Assistance Program, the Family Caregiver Support Program, the Long-Term Care Ombudsman, legal assistance, congregate meals, home-delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

Through its community services programs, the Division addresses urgent, short-term basic needs, and strategies for long-term solutions by providing direct services and utilizing comprehensive networks and partnerships.

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.

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
- ▶ Grandparent Kinship Care

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	25,544.2	23,548.0	23,548.0
Other Appropriated Funds	14,012.0	14,964.7	14,964.7
Other Non Appropriated Funds	133,910.2	98,246.8	98,246.8
Program Total	173,466.4	136,759.5	136,759.5
FTE Positions	252.7	252.7	252.7

DEA 5.1	Subprogram Summary
AGING AND COMMUNITY SERVICES OPERATIONS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954	

Mission:

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being. To provide leadership by establishing partnerships and building community networks that deliver premiere human services to vulnerable, at-risk populations.

Description:

Division of Aging and Adult Services Operations provides administrative oversight and operating support to the programs in the Division. This program also includes the Adult Protective Services (APS) program. APS accepts and evaluates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults and offers appropriate services. Elder Rights, as part of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention, Legal Services Assistance, the State Long-Term Care Ombudsman, and the State Health Insurance Assistance Program. Elder Rights is an advocacy program that incorporates all services, support, and protection to assist vulnerable adults in understanding their rights, maintaining and exercising control over decision making, and benefiting from services and benefits promised by law.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,240.6	5,213.2	5,213.2
Other Appropriated Funds	170.7	250.5	250.5
Other Non Appropriated Funds	6,413.9	4,162.7	4,162.7
Program Total	11,825.2	9,626.4	9,626.4
FTE Positions	240.7	240.7	240.7

- ◆ **Goal 1** To improve the Adult Protective Services investigation process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Adult Protective Services investigation percentage rate	100	100	100

DEA 5.2	Subprogram Summary
ADULT SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 46-191	

Mission:

To further develop and provide a continuum of services designed to meet the needs of older or at-risk adults so they may retain independence and autonomy; to provide statewide leadership in the areas of planning, developing, and coordinating a comprehensive system of protection and advocacy programs that assist disabled and vulnerable elders to exercise their rights and choices promised by law; and to empower economically disadvantaged persons aged 55 or older with job opportunities in training programs or stipend volunteer programs to enhance the participants' quality of life.

Description:

The system of home- and community-based services includes services that assist disabled adults and the elderly to live as independently as possible in their homes and community. Services provided include home care, home delivered meals, transportation, adult day health care, respite, home repair, and case management. Services are also available for family caregivers.

The Older Workers Program consists of two programs. The first is the Senior Community Service Employment Program (SCSEP), also known as Title V of the Older Americans Act, which provides subsidized job training to older workers 55 years of age and older who are at or below 125 percent of the federal poverty levels. The purpose of Title V is to train workers to enable them to move to unsubsidized employment in the public and private sectors.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	13,662.8	12,924.1	12,924.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	48,717.7	33,723.5	33,723.5
Program Total	62,380.5	46,647.6	46,647.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide Arizona's aging population with services to promote independence and autonomy

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of clients served	143,649	143,600	143,600

DEA 5.3	Subprogram Summary
COMMUNITY AND EMERGENCY SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 46-241; PL 97-35; Title VI	

Mission:

To assist Community Action Agencies in addressing the causes of poverty, pursue community revitalization, and assist low-income people to become more self-sufficient.

Description:

This program funds Community Action Agencies both for services that assist with short-term basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with energy assistance and homeless prevention.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,531.0	3,724.0	3,724.0
Other Non Appropriated Funds	48,490.1	39,312.5	39,312.5
Program Total	52,021.1	43,036.5	43,036.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure the provision of emergency and utility assistance services to low-income households throughout the State of Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of households receiving financial assistance in paying rent and mortgage to prevent eviction	2,167	2,167	2,167
Number of households receiving financial assistance for paying home energy bills	35,688	37,000	37,000

DEA 5.4	Subprogram Summary
COORDINATED HUNGER	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 41-1981; PL 97-35; Title VI	

Mission:

To implement effective policies, services, programs, and partnerships that address food security in Arizona.

Description:

The Coordinated Hunger Program provides a focal point for addressing hunger issues in Arizona and promoting food security. The program coordinates with various federal, state, and local organizations that provide food assistance to the hungry and contracts with various hunger organizations to leverage federal and state resources.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,187.9	1,254.6	1,254.6
Other Appropriated Funds	318.9	500.0	500.0
Other Non Appropriated Funds	3,516.4	2,343.9	2,343.9
Program Total	5,023.2	4,098.5	4,098.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To more effectively distribute food resources among counties in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total pounds of food distributed by Department contracted food banks from all food sources (millions of pounds)	131.6	132.0	132.0

DEA 5.5	Subprogram Summary
COORDINATED HOMELESS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; PL 100-77; PL 100-628	

Mission:

To work toward preventing and ending homelessness for homeless individuals and families and those at risk of homelessness throughout the state.

Description:

The Coordinated Homeless Program is responsible for staffing the Interagency and Community Council on Homelessness, co-chaired by the DES Director and Department of Housing Director and for the development and implementation of the State Plan to End Homelessness. Additional areas of responsibility include administration of over 35 homeless shelter and supportive services contracts, implementation of the Statewide Program Evaluation Project, data collection and analysis, and support for and participation in local homeless planning activities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	815.4	873.1	873.1
Other Appropriated Funds	1,469.1	1,649.5	1,649.5
Other Non Appropriated Funds	3,922.1	2,918.4	2,918.4
Program Total	6,206.6	5,441.0	5,441.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To develop and fund needed services for homeless individuals and families through a variety of strategies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Individuals receiving emergency shelter	14,823	14,800	14,800
Individuals receiving transitional housing	1,834	1,800	1,800

DEA 5.6 Subprogram Summary
DOMESTIC VIOLENCE PREVENTION
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 36-3001

Mission:

To provide safety and services to the victims of domestic violence and their children and to improve the comprehensive Domestic Violence Program in Arizona.

Description:

The Domestic Violence Program provides contractual funding for shelter and supportive services for victims of domestic violence and their children utilizing a statewide network of private nonprofit shelter facilities including safe houses. Technical assistance is provided to the domestic violence network members in collaboration with a statewide coalition against domestic violence.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,637.5	3,283.0	3,283.0
Other Appropriated Funds	8,522.3	8,840.7	8,840.7
Other Non Appropriated Funds	820.5	754.3	754.3
Program Total	13,980.3	12,878.0	12,878.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist the community in meeting the needs of victims of domestic violence and their children.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of women and children sheltered in emergency shelters	10,881	10,900	10,900
Number of unduplicated women and children sheltered in transitional housing	510	500	500

DEA 5.7 Subprogram Summary
COMMUNITY-BASED MARRIAGE AND COMMUNICATION SKILLS PROGRAM FUND DEPOSIT
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 41-2031; 41-2032

Mission:

To reduce the divorce rate in Arizona by providing skills training and education for individuals and couples who wish to be better prepared for marriage or who wish to establish and sustain a healthy marriage. Healthy marriages will result in better outcomes and a more stable society.

Description:

Contractors provide marriage and communication skills workshops that promote healthy marriages and strong two-parent families. The workshops are designed to improve communication and relationship skills for couples who are planning to marry or who are already married. The courses include negotiation skills to help couples resolve common relationship problems.

Note: This program is no longer funded.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

DEA 5.8	Subprogram Summary
REFUGEE RESETTLEMENT PROGRAM	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
PL 96-212	

Mission:

To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being.

Description:

The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations, through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being. RRP partners with a wide array of organizations, including local Voluntary Agencies (VOLAGs) and Mutual Assistance Associations (MAAs), to coordinate and provide core employment and case management services that promote self-sufficiency and integration, such as housing, school enrollment, cultural orientations, employment orientations, benefits applications, and ongoing adjustment services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,029.5	15,031.5	15,031.5
Program Total	22,029.5	15,031.5	15,031.5
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of refugees obtaining employment	1,344	1,277	1,277

DEA 5.9	Subprogram Summary
GRANDPARENT KINSHIP CARE	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Note: This program is no longer funded.

DEA 6.0	Program Summary
CHILDREN, YOUTH AND FAMILIES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 8-800	

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

The Division of Children, Youth and Families (Division) provides services to children and families, which includes the following: prevention, family support and preservation, substance abuse treatment, Children Services, out-of-home care, adoptions, permanent guardianship, independent living, health care services, and other child welfare programs.

The Division serves as the state-administered child welfare services agency, and is divided into three administrations: Child Welfare Administration (CWA), Finance and Business Operations Administration (FBOA), and Comprehensive Medical and Dental Program (CMDP).

Arizona's 15 counties are divided into six regions, which are referred to as districts. District 1 (Maricopa County) and District 2 (Pima County) are the urban districts, while Districts 3 through 6 are the rural districts, although some rural counties are growing rapidly.

Each district provides directly or through contracts with community providers: investigation of Child Protective Services (CPS) reports, case management, in-home services, out-of-home services, contracted support services, permanency planning, and foster and adoptive home recruitment, study and supervision.

The Statewide Child Abuse Hotline is centralized for the receiving and screening of incoming communications regarding alleged child abuse and neglect. Incoming communications are centrally screened to determine if the communication meets the definition and criteria of a CPS report. Report information is triaged to determine risk of harm to the child, and to establish a response timeframe. Reports are investigated by Child Protective Services specialists or referred to other jurisdictions (such as tribal jurisdictions) for action.

Finance and Business Office Operations provide oversight of district functions; policy and program development, including analysis of state and federal legislation; management of the Child Welfare Training Institute (CWTI) for initial in-service staff training, ongoing/advanced staff training, and out-service and education programs; management of the Comprehensive Medical and Dental Program (CMDP) that provides dental and health care services for children in out-of-home care; oversight of programs including: Healthy Families Arizona, Promoting Safe and Stable Families, Arizona Families F.I.R.S.T., Adoption Subsidy, Subsidized Guardianship, Independent Living Programs including Chafee, Child Abuse Prevention and Treatment Act, Foster and Adoptive Home Recruitment, Study and Supervision, the Interstate Compact on the Placement of Children; 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
- ▶ Child Abuse Prevention
- ▶ Homeless Youth Intervention
- ▶ Comprehensive Medical and Dental Program
- ▶ Joint Substance Abuse – AZ Families (FIRST)
- ▶ Permanent Guardianship Subsidy
- ▶ Adoption Services
- ▶ Adoption Services - Family Preservation Projects
- ▶ CPS Appeals
- ▶ CYF Attorney General Legal Services
- ▶ Independent Living Maintenance

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	165,816.0	175,877.5	180,877.5
Other Appropriated Funds	76,013.7	120,995.4	120,995.4
Other Non Appropriated Funds	316,405.3	190,761.3	185,761.3
Program Total	558,235.0	487,634.2	487,634.2
FTE Positions	2,184.0	2,184.3	2,184.3

DEA 6.1	Subprogram Summary
CHILDREN, YOUTH AND FAMILIES OPERATIONS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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 Operations program provides administrative oversight and operating support to the programs within the Division. In addition, it also includes Child Protective Services, which investigates reports of child abuse and neglect.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	56,617.7	51,880.8	51,880.8
Other Appropriated Funds	33,566.3	49,287.5	49,287.5
Other Non Appropriated Funds	52,977.5	26,203.3	26,203.3
Program Total	143,161.5	127,371.6	127,371.6
FTE Positions	1,976.3	1,976.3	1,976.3

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of newly hired Child Protective Services (CPS) Specialists completing training within seven months of hire	100	100	100
Percent of CPS complaints reviewed by the Office of the Citizens Aide where allegations are reported as valid by the Ombudsman	3.5	3.5	3.5
Number of CPS reports received	33,838	33,800	33,800
Child protective services response rate (percent)	98.6	98.6	98.6
Percent of child protective service reports that are substantiated	9.0	9.0	9.0
Percent of CPS original dependency cases where the court denied or dismissed the dependency	0.4	0.4	0.4
Explanation:	*federal fiscal year		

DEA 6.2	Subprogram Summary
CHILDREN SUPPORT SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-802; 8-701; 8-521	

Mission:

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services that are comprehensive, coordinated, community-based, accessible, and culturally responsive. (In-Home Children Services Program and Family Support and Family Preservation Program)

Description:

The In-Home Children Services Program focuses on families where unresolved problems have produced visible signs of existing or imminent child abuse, neglect, or dependency, and the home situation presents actual and potential risk to the physical or emotional well-being of a child. In-home children services seek to prevent further dependency or child abuse and neglect through provision of social services to stabilize family life and preserve the family unit. These services, including voluntary services without court involvement and court-ordered in-home intervention, are available statewide, although the actual design of services varies by district. Services include parent aide, parenting skills training, counseling, self-help, and contracted case management. Families may also receive referrals for services provided by other Divisions within the Department or other state agencies, including behavioral health services and other community resources.

Contracted services provided are available statewide. This integrated services model includes two service levels, intensive and moderate, which are provided based upon the needs of the child and family. The model is provided through collaborative partnerships between CPS, community social service agencies, family support programs, and other community and faith-based organizations.

The Division uses in-home service units to support delivery of integrated services and other in-home supports. Cases served include voluntary foster care, in-home court intervention, in-home dependency, integrated services, and other in-home support cases. Districts 1, 2, 3, and 6 have specialized in-home service units and Districts 4 and 5 have in-home services specialists.

In the Young Adult Program and the Transitional Independent Living Program, youth and Division staff work together to establish youth-centered case plans that include services and supports to assist each youth to reach his or her full potential while transitioning to adulthood and maintain safe, stable, long-term living arrangements and relationships with persons committed to their support and nurturance. State policy requires an individualized independent living case plan for every youth age 16 and older in out-of-home care, regardless of his or her permanency goal. Life skills assessments and services are provided to ensure each youth acquires the skills and resources necessary to live independently of the foster care system at age 18.

Youth who do not have a goal of reunification, adoption, or guardianship are assisted to establish another planned permanent living arrangement through participation in services, opportunities, and activities through the Arizona Young Adult Program, which is Arizona's State Chafee Program. The Arizona Young Adult Program provides training and financial assistance to children in out-of-home care who are expected to make the transition from adolescence to adulthood while in foster care. Youth served under the Arizona Young Adult Program are currently in out-of-home care, in the custody of the Department.

State statute allows youth to continue to receive Division services and supports to age 21 through voluntary foster care services and/or the Transitional Independent Living Program. Young adults served under the Transitional Independent Living Program are former foster youth, ages 18

through 20, who were in out-of-home care and in the custody of the Department while age 16, 17, or 18. This program provides job training, skill development, and financial and other assistance to former foster youth, to complement their efforts toward becoming self-sufficient.

The Young Adult Transitional Insurance Program (YATI) serves young adults who reached the age of 18 while in out-of-home care and who may be eligible for medical services through the YATI Program, which was implemented in fiscal year 2000. YATI is a Medicaid program operated by AHCCCS. All foster youth who are Medicaid eligible are pre-enrolled into an AHCCCS plan as they turn 18 years of age. This program provides continuous health coverage until the age of 21, regardless of income. Approximately 200 additional youth who reached the age of 18 while in foster care during the last year will benefit from this program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	26,733.5	38,758.5	38,828.5
Other Appropriated Funds	4,988.9	24,713.9	24,713.9
Other Non Appropriated Funds	54,852.5	14,898.2	14,828.2
Program Total	86,574.9	78,370.6	78,370.6
FTE Positions	1.0	1.0	1.0

- ◆ **Goal 1** To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost-effective services that promote the safety of all family members.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of families receiving in-home services (*point in time 6/30/10)	5,488*	5,500	5,500
Number of children receiving services through Healthy Families	1,973	1,973	1,973

DEA 6.3	Subprogram Summary
CPS EMERGENCY PLACEMENT	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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:

Description, goals, and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as these programs operate in concert with one another and only aggregate data for out-of-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,520.8	1,520.8	1,600.8
Other Appropriated Funds	1,952.1	3,256.4	3,256.4
Other Non Appropriated Funds	2,667.1	2,307.8	2,227.8
Program Total	6,140.0	7,085.0	7,085.0
FTE Positions	0.0	0.0	0.0

DEA 6.4	Subprogram Summary
CPS RESIDENTIAL PLACEMENT	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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:

Description, goals, and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as these programs operate in concert with one another and only aggregate data for out-of-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,257.9	4,257.9	4,707.9
Other Appropriated Funds	9,880.9	13,166.6	13,166.6
Other Non Appropriated Funds	21,783.0	15,293.1	14,843.1
Program Total	35,921.8	32,717.6	32,717.6
FTE Positions	0.0	0.0	0.0

DEA 6.5	Subprogram Summary
FOSTER CARE PLACEMENT	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-514	

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for the Foster Care Placement Program, CPS Emergency Placement, and CPS Residential Placement 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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	14,616.4	14,239.5	15,039.5
Other Appropriated Funds	5,545.5	6,973.1	6,973.1
Other Non Appropriated Funds	24,035.7	18,637.8	17,837.8
Program Total	44,197.6	39,850.4	39,850.4
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote permanent placements for children who enter out-of-home care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of children in out-of-home care (*point in time 6/30/10)	10,258*	10,300	10,300
Percent change in number of children in out-of-home care (*point in time 6/30/10)	0.7*	0.0	0.0

- ◆ **Goal 2** To enhance children's health and development by providing stable and nurturing environments.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of children remaining in shelter more than 21 days	270	270	270
Average number of days spent in shelter care for those children in shelter care 21 days or longer	75	75	75
Number of children under 3 in shelter care as of June 30 (*point in time 6/30/10)	17*	17	17

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of children under 6 in group homes as of June 30 (*point in time 6/30/10)	9*	9	9

DEA 6.6	Subprogram Summary
EDUCATION AND TRAINING VOUCHERS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Note: This program is no longer funded.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	25.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	246.2	0.0	0.0
Program Total	271.2	0.0	0.0
FTE Positions	0.0	0.0	0.0

DEA 6.7	Subprogram Summary
HEALTHY FAMILIES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,781.7	7,241.7	7,241.7
Program Total	7,781.7	7,241.7	7,241.7
FTE Positions	0.0	0.0	0.0

DEA 6.8	Subprogram Summary
CHILD ABUSE PREVENTION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Note: Beginning in fiscal year 2011, funding for this program was shifted to the Children Support Services program, so performance is reflected in the measures for that program.

DEA 6.9	Subprogram Summary
HOMELESS YOUTH INTERVENTION	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Note: This program is no longer funded.

DEA 6.10	Subprogram Summary
COMPREHENSIVE MEDICAL AND DENTAL PROGRAM	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-512	

Mission:

To promote the well-being of Arizona's children in foster care by ensuring, in partnership with the foster care community, the provision of appropriate and quality health care services.

Description:

The program provides for the full coverage of medical and dental care for Arizona's children in foster care who are under the jurisdiction of the Department, the Arizona Department of Juvenile Corrections, or the Administrative Office of the Courts/Juvenile Probation Offices. The program facilitates access to health care services provided by medical professionals in the community, and coordinates with the foster caregivers and custodial agencies who are responsible for children in foster care. A full scope of health care services is covered, including all Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) services, inpatient and outpatient hospital care, laboratory services, vision care, drug prescription services, and necessary services of physicians and other specialty providers. CMDP operates as an acute health care plan under the Arizona Health Care Cost Containment System (AHCCCS) for children who are determined Medicaid eligible.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,757.0	1,757.0	1,757.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,110.8	24,658.5	24,658.5
Program Total	33,867.8	26,415.5	26,415.5
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide medical and dental care for children in foster care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of children enrolled	10,396	10,400	10,400

DEA 6.11	Subprogram Summary
JOINT SUBSTANCE ABUSE – AZ FAMILIES (FIRST)	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-812	

Mission:

To promote permanency for children and stability in families, protect the health and safety of abused and/or neglected children, and promote economic security for families. This is accomplished through the provision of family-centered substance abuse and recovery support services to parents whose substance abuse is a significant barrier to maintaining or reunifying the family.

Description:

Arizona Families F.I.R.S.T. provides an array of structured interventions to reduce or eliminate abuse of and dependence on alcohol and other drugs, and to address other adverse conditions related to substance abuse. Services are available statewide. Interventions are provided through contracted community providers in outpatient and residential settings. Specific modalities include educational, outpatient, intensive outpatient, residential treatment, and aftercare services. In addition to the traditional services, AFF includes an emphasis on face-to-face outreach and engagement at the beginning of treatment; concrete supportive services, transportation, and housing; and an aftercare phase to manage relapse occurrences. Several residential providers also allow children to remain with their parent during treatment. Essential elements based on family and community needs are incorporated into the service delivery, such as culturally responsive services, gender specific treatment, services for children, and motivational interviewing to assist the entire family in its recovery.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,549.8	4,138.9	4,138.9
Other Appropriated Funds	1,292.5	2,000.0	2,000.0
Other Non Appropriated Funds	29.7	0.0	0.0
Program Total	4,872.0	6,138.9	6,138.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote recovery from alcohol and drug abuse for Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of CPS clients referred for substance abuse treatment services	4,135	4,100	4,100

DEA 6.12	Subprogram Summary
PERMANENT GUARDIANSHIP SUBSIDY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-814	

Mission:

To provide permanency for children by strengthening the guardianship placement with a monetary subsidy to persons appointed permanent guardians of a dependent child.

Description:

Guardianship subsidy provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department. These are children for whom reunification and adoption has been ruled out as unachievable or contrary to the child's best interest. Medical services are provided to Title XIX eligible children through the Arizona Health Care Cost Containment System (AHCCCS). Administrative services include payment processing, administrative review, and authorization of services. Many of the permanent homes supported by Subsidized Guardianship are kinship placements.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	7,021.9	7,072.3	7,072.3
Other Appropriated Funds	1,307.3	1,743.0	1,743.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	8,329.2	8,815.3	8,815.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase permanency for children who have been adjudicated dependent by providing a monetary subsidy to persons appointed as permanent guardians.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of children receiving subsidized guardianship payments	2,320	2,300	2,300

DEA 6.13	Subprogram Summary
ADOPTION SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 8-141 - 8-173	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of children with finalized adoptions	1,956	1,956	1,956
Percent of adoptions within 24 months	48.9	49.0	49.0

Mission:

To promote the timely placement of children into permanent adoptive homes, to provide adoption support services to these children and families to maintain the placement, and to provide for the special needs of children who are adopted.

Description:

Adoption promotion and support services are provided with the goal of placing children in safe nurturing relationships that last a lifetime. Kinship care with another member of the child's extended family, including a person who has a significant relationship with the child and foster parents who are able to meet the child's needs are given placement preference. New contracts for foster care and adoption home study, recruitment, and supervision emphasize targeted and child specific recruitment. The contracts provide incentives for placement of sibling groups, teens, children whose ethnicity is over-represented in the foster care system, and children with special needs. In collaborative effort with the Department's contract providers, the Department is addressing issues of disproportionality by specifically targeting the African-American and Hispanic populations. The agencies are also being requested to recruit homes in specific geographical areas.

Adoption promotion and support services include: placement of the child on the Central Adoption Registry, assessment of the child's placement needs, preparation of the child for adoptive placement, recruitment and assessment of adoptive homes, selection of an adoptive placement, supervision and monitoring of the adoptive placement, and application for adoption subsidy services. Adoption promotion and support funds are used to support adoptive families through pre-placement adoptive family and child visits and facilitation of post-placement visitation with siblings. Adoption promotion and support services also include post-adoption individual, group, or family counseling services for adoptive children, adoptive parents, and the adoptive parents' other children. These counseling services supplement the services that are available through the Title XIX mental health system. Services are provided by contracted providers who are experts in the field of adoption. There are no geographic limitations on adoptive home identification, placement, and support services, although some support services, such as specialized counseling, may be more readily available in some areas.

The Adoption Subsidy program subsidizes adoptions of special needs children who would otherwise be difficult to place for adoption because of physical, mental, or emotional disorders; age; sibling relationship; or racial or ethnic background. The physical, mental, or emotional disorders may be a direct result of the abuse or neglect the children suffered before entering the child welfare system. Services include monthly maintenance payments, eligibility for Title XIX services, reimbursement of services rendered by community providers, crisis intervention, case management, and information and referral.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	35,442.2	37,942.2	41,542.2
Other Appropriated Funds	17,349.9	19,802.4	19,802.4
Other Non Appropriated Funds	113,116.4	76,147.0	72,547.0
Program Total	165,908.5	133,891.6	133,891.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote placements in permanent adoptive homes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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DEA 6.14	Subprogram Summary
ADOPTION SERVICES - FAMILY PRESERVATION PROJECTS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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: This program is no longer funded.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	130.3	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	130.3	0.0	0.0
FTE Positions	0.0	0.0	0.0

DEA 6.15	Subprogram Summary
CPS APPEALS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 8-800	

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

The CPS Appeals program provides management of the appeals process for proposed substantiated CPS reports.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	698.1	700.6	700.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	698.1	700.6	700.6
FTE Positions	10.0	10.0	10.0

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services to promote accountability.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Office of Administrative Hearings (OAH) where CPS case findings are affirmed	87.0	88.0	88.0

DEA 6.16	Subprogram Summary
	CYF ATTORNEY GENERAL LEGAL SERVICES
	Michael Wisehart, Chief Financial Officer
	Phone: (602) 542-3786
	A.R.S. § 41-191

Mission:

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

Description:

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

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	10,856.4	10,889.7	10,889.7
Other Appropriated Funds	0.0	52.5	52.5
Other Non Appropriated Funds	6,054.9	3,273.9	3,273.9
Program Total	16,911.3	14,216.1	14,216.1
FTE Positions	196.7	197.0	197.0

DEA 6.18	Subprogram Summary
	INDEPENDENT LIVING MAINTENANCE
	Michael Wisehart, Chief Financial Officer
	Phone: (602) 542-3786
	A.R.S. § 8-802, 8-521

Mission:

To provide young adults with the opportunity to achieve self-sufficiency with independent living skills.

Description:

The independent living maintenance program provides stipends to former foster youth between 18 and 21, who are now living on their own and are either enrolled in a postsecondary program or employed.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,719.3	2,719.3	2,719.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	749.8	2,100.0	2,100.0
Program Total	3,469.1	4,819.3	4,819.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To assist young adults to achieve self-sufficiency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Young Adult Independent Living Subsidy participants	295	300	300

DEA 7.0	Program Summary
EMPLOYMENT AND REHABILITATION SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1967; 41-1954; 46-801; 46-136	

Mission:

To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.

Description:

The Division of Employment and Rehabilitation Services administers a comprehensive range of employment programs, services, and supports to Arizonans and their families that includes employment, education, and training services to individuals receiving TANF Cash Assistance and Food Stamps, child care assistance for eligible recipients, assistance to individuals with disabilities in achieving and/or maintaining employment, independent living services and supports to individuals with significant disabilities, Workforce Investment Act (WIA) programs for adults, dislocated workers, and economically disadvantaged youth administered through Local Workforce Investment Areas (LWIAs), Unemployment Insurance benefits to eligible individuals and collection of payroll taxes from employers to fund the payment of those benefits, and employment services to assist job seekers and employers to achieve a quality workforce.

This Program Contains the following Subprograms:

- ▶ Employment and Rehabilitation Services Operations
- ▶ JOBS
- ▶ Day Care Subsidy
- ▶ Transitional Child Care
- ▶ Vocational Rehabilitation Services
- ▶ Independent Living Rehabilitation Services
- ▶ Workforce Investment Act - Discretionary
- ▶ Workforce Investment Act - Local Governments
- ▶ Unemployment Insurance
- ▶ Employment Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	21,054.1	19,199.1	19,199.1
Other Appropriated Funds	197,222.2	211,033.4	211,033.4
Other Non Appropriated Funds	2,209,577.3	1,597,205.4	449,116.6
Program Total	2,427,853.6	1,827,437.9	679,349.1
FTE Positions	1,847.2	1,979.1	1,979.1

DEA 7.1	Subprogram Summary
EMPLOYMENT AND REHABILITATION SERVICES OPERATIONS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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:

Division of Employment and Rehabilitation Services Operations provides administrative oversight and operating support for all Division programs. The costs reflected in this line item include the costs associated with the Rehabilitation Services Administration, Child Care Administration, Employment Service, Unemployment Insurance and the Workforce Investment Act. For the Jobs program, the administrative costs paid from this program do not include the contracted costs, as they are paid from the Jobs program.

Note: Goals and performance for the operating function of the division are reflected in the goals and performance of the division's programs and special line items.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,018.0	6,867.4	6,867.4
Other Appropriated Funds	15,835.4	23,648.5	23,648.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	21,853.4	30,515.9	30,515.9
FTE Positions	357.8	390.8	390.8

DEA 7.2	Subprogram Summary
JOBS	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; 46-136	

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. Jobs removes barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs Program provides comprehensive employment, education, and training services to work eligible individuals receiving Temporary Assistance for Needy Families (TANF) Cash Assistance benefits. The services provided include employment skills assessment, job search/job readiness activities, work experience, vocational training, GED preparation, job development and placement, case management, and support services.

The Food Stamp Employment and Training (FS E&T) program provides short-term training, work experience and also offers limited support services for mandatory Food Stamp recipients in the program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	161.0	0.0	0.0
Other Appropriated Funds	9,008.8	13,005.6	13,005.6
Other Non Appropriated Funds	969.3	704.9	704.9
Program Total	10,139.1	13,710.5	13,710.5
FTE Positions	97.0	97.0	97.0

◆ **Goal 1** To increase the number of Jobs Cash Assistance recipients who obtain employment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Cash Assistance employment placements	9,535	9,500	9,500

DEA 7.3	Subprogram Summary
DAY CARE SUBSIDY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	11,060.3	8,571.3	8,571.3
Other Appropriated Funds	92,825.1	88,403.6	121,396.6
Other Non Appropriated Funds	6,913.4	4,418.4	4,463.4
Program Total	110,798.8	101,393.3	134,431.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the availability, supply, and quality of child care providers to support the needs of children and families.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of customer satisfaction with child care	89.6	89.0	89.0
Number of children whose families are assisted by Child Care Resource and Referral	41,424	39,974	38,575
Average number of children in Day Care Subsidy program per month	27,758	28,000	28,000

DEA 7.4	Subprogram Summary
TRANSITIONAL CHILD CARE	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1967; 46-801	

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care.

Description:

The program provides child care assistance for eligible recipients under state appropriation of federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Note: The Transitional Child Care Program, in conjunction with the Day Care Subsidy Program, is a component of the overall DES Child Care Program. Neither of these two subprograms are stand-alone in that the Child Care Program is a seamless service delivery system. Although funding is appropriated separately for both Day Care Subsidy and Transitional Child Care, the underlying program mission and goals and most performance measures are identical and not uniquely tracked. For additional performance measure data associated with the Transitional Child Care Program, please refer to information cited in the subprogram information for the Day Care subsidy Program

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	19,653.3	32,993.0	0.0
Other Non Appropriated Funds	0.0	45.0	0.0
Program Total	19,653.3	33,038.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To meet the child care needs for families that are working or are in work activities

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of children in Transitional Child Care Program per month	5,594	5,600	5,600

DEA 7.5	Subprogram Summary
VOCATIONAL REHABILITATION SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 23-501; 36-552	

Mission:

To work with individuals with disabilities to achieve gainful employment through the provision of jointly developed and individually planned vocational rehabilitation services in a partnership with the State Rehabilitation Council (SRC), Community Rehabilitation Programs (CRP), and all other stakeholders.

Description:

This subprogram assists individuals with disabilities to evaluate and determine appropriate employment goals and to identify the activities and services necessary to achieve these goals, including the provision of employment support services. To assist individuals in achieving and/or maintaining employment, this subprogram provides counseling and an array of individually planned and purchased services, including medical and psychological restoration, training, job development and placement, job coaching, rehabilitation technology aids, etc. The subprogram also provides program development grants to community rehabilitation programs to develop new or different patterns of services that will benefit clients of the Vocational Rehabilitation (VR) program and provides for the purchase of services and goods that benefit groups of individuals eligible for the VR program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,094.4	3,294.4	3,294.4
Other Appropriated Funds	41.1	204.7	204.7
Other Non Appropriated Funds	118,951.0	91,800.2	91,800.2
Program Total	122,086.5	95,299.3	95,299.3
FTE Positions	517.3	569.0	569.0

◆ **Goal 1** To assist consumers to achieve meaningful and sustained work as effectively and efficiently as possible.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Individuals in the Vocational Rehabilitation program successfully rehabilitated	1,069	1,100	1,100

DEA 7.6	Subprogram Summary
INDEPENDENT LIVING REHABILITATION SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
(SLI) PL 93-112	

Mission:

To work with individuals who have significant impairments to maintain and increase self-determination and independence (placing primary emphasis on core services: information and referral services, independent living skills services, peer counseling, and self-advocacy) in partnership with the Centers for Independent Living, other Independent Living Programs, and the Statewide Independent Living Council.

Description:

The Independent Living Rehabilitation Services (ILRS) program promotes and advocates for the independent living needs and goals of individuals with significant disabilities, provides information and referral services, provides peer support and counseling services, provides grants and contracts to community programs to provide services and for community development, provides training in independent living skills to individuals, provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	720.4	466.0	466.0
Other Appropriated Funds	374.7	1,123.4	1,123.4
Other Non Appropriated Funds	4,345.9	3,059.9	3,059.9
Program Total	5,441.0	4,649.3	4,649.3
FTE Positions	6.5	6.5	6.5

◆ **Goal 1** To improve the ability of individuals to make decisions leading to self-determination and to live independently.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals receiving services in order to achieve or maintain their independence	1,452	1,500	1,500

DEA 7.7	Subprogram Summary
WORKFORCE INVESTMENT ACT - DISCRETIONARY	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
A.R.S. § 41-1954; PL 105-220	

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Department of Economic Security is the agency and grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. Fifteen percent of the federal WIA allocation is available for discretionary purposes such as administration, statewide initiatives, and competitive grants for employment and training programs. Goals and performance for this program are reflected in the Workforce Investment Act - Local Governments program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,457.9	3,614.0	3,614.0
Other Non Appropriated Funds	455.2	6.1	6.1
Program Total	1,913.1	3,620.1	3,620.1
FTE Positions	0.0	0.0	0.0

DEA 7.8 Subprogram Summary
WORKFORCE INVESTMENT ACT - LOCAL GOVERNMENTS
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 41-1954; PL 105-220

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Department of Economic Security is the agency and grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. It has the responsibility for state program planning and policy direction, overall management, program development, and performance oversight of the employment and training programs operated in 14 Local Workforce Investment Areas (LWIAs). The LWIAs administer the programs for adults, dislocated workers, and economically disadvantaged youth.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	58,025.9	48,040.6	48,040.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	58,025.9	48,040.6	48,040.6
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To achieve the goals of the Workforce Investment Act by providing employment assistance to adults, youth, and dislocated workers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of adults who entered employment	2,410	2,400	2,400
Number of youth who entered employment	259	260	260
Number of dislocated workers who entered employment	2,131	2,100	2,100

DEA 7.9 Subprogram Summary
UNEMPLOYMENT INSURANCE
 Michael Wisehart, Chief Financial Officer
 Phone: (602) 542-3786
 A.R.S. § 23-601

Mission:

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

Description:

The program provides Unemployment Insurance benefits to eligible individuals based on their past earnings and collects payroll taxes from subject employers to fund the payment of those benefits.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,049,362.9	1,476,015.3	327,926.5
Program Total	2,049,362.9	1,476,015.3	327,926.5
FTE Positions	607.8	626.2	626.2

- ◆ **Goal 1** To increase the degree of timeliness in paying Unemployment Insurance benefits.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
First payment timeliness	82.1	82.0	82.0

DEA 7.10	Subprogram Summary
EMPLOYMENT SERVICES	
Michael Wisehart, Chief Financial Officer	
Phone: (602) 542-3786	
(SLI) PL 93-112	

Mission:

To assist job seekers and employers to achieve a quality workforce through an improved service delivery system.

Description:

The program provides job placement, counseling, job search assistance, referral to training, and certification of employers who qualify for a tax credit for providing jobs to eligible job seekers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,579.6	21,155.6	21,155.6
Program Total	28,579.6	21,155.6	21,155.6
FTE Positions	260.8	289.6	289.6

◆ **Goal 1** To provide employment opportunities for individuals seeking employment and recruitment services to employers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of clients entered employment	290,471	290,500	290,500

EDA 0.0	Agency Summary
DEPARTMENT OF EDUCATION	
Tom Horne, Superintendent of Public Instruction	
Phone: (602) 542-5460	
A.R.S. § Title 15 et seq.	

Mission:

To increase the quality of public education in the State of Arizona by raising expectations and providing support, resources, and assurances that enable schools and students to excel.

Description:

The Arizona Department of Education is administered by the Superintendent of Public Instruction, an elected position pursuant to the Arizona State Constitution. The Superintendent, in conjunction with the State Board of Education, leads the State in developing and implementing educational guidelines and standards. Through various programs within the Department, the Superintendent oversees direct services to 238 locally governed school districts, including 13 vocational districts and 9 accommodation districts. The Superintendent, in conjunction with the State Board for Charter Schools oversees 384 charters. The Department executes the educational guidelines through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for information on the status and needs of the public school system.

Agency Summary:

Program	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ STATE BOARD OF EDUCATION / VOC AND TECH EDUCATION	893.2	908.4	908.4
➤ SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	4,016,569.5	3,922,047.2	3,922,047.2
➤ SCHOOL ACCOUNTABILITY AND IMPROVEMENT	42,732.2	129,065.4	129,065.4
➤ EDUCATION SERVICES	1,177,897.1	1,206,950.2	1,206,950.2
➤ PROFESSIONAL DEVELOPMENT	67,290.0	64,336.9	64,396.9
➤ ADMINISTRATION	14,349.1	12,567.0	15,463.4
Agency Total:	5,319,731.1	5,335,875.1	5,338,831.5

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,155,259.4	3,491,223.4	3,494,119.8
Other Appropriated Funds	24,322.1	55,776.2	55,836.2
Other Non Appropriated Funds	2,140,149.6	1,788,875.5	1,788,875.5
Program Total	5,319,731.1	5,335,875.1	5,338,831.5
FTE Positions	602.6	637.7	642.7

Strategic Issues:

Issue 1 Student Accountability and Information System (SAIS) and Accountability

A central data warehouse of accurate, timely student and financial information has been developed, and real-time information continues to be collected to satisfy state and federal reporting requirements. Aggregate information has become available for guidelines decisions, and to parents/guardians and the general public to hold schools accountable for student success and the expenditure of funds.

Issue 2 Customer Service

Efforts to improve customer service and department operations continue to

be explored and implemented.

Issue 3 Academic Standards

Arizona standards represent a rich and vital curriculum, ensuring that all students are taught challenging material. Although Arizona's Instrument to Measure Standards (AIMS) continue to concentrate on Reading, Writing, and Mathematics, all of the Arizona Academic Standards are important and should be integrated throughout a school's curriculum.

Issue 4 Student achievement (special emphasis on K-3 reading initiative).

AZ READS continues to provide direct resources to ensure that children start school ready to read, allow for early screening and ongoing diagnostic assessment and adequately train teachers to provide ongoing reading development.

Issue 5 Communication

It is essential that student and school information be available to the public.

Program Summary	
EDA 1.0	STATE BOARD OF EDUCATION / VOC AND TECH EDUCATION
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
Arizona State Constitution, A.R.S. § 15-201-231	

Mission:

To aggressively set policies that foster excellence in public education.

Description:

The State Board of Education meets at least ten times annually to supervise and regulate the conduct of the public school system. A.R.S. § 15-203 articulates the Board's powers and duties which indicate that the Board shall set statewide education policy for our K-12 schools. The State Board for Vocational and Technological Education meets at least three times annually to supervise and regulate the conduct of vocational and technological education in the public school system.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	539.4	539.7	539.7
Other Appropriated Funds	353.8	368.7	368.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	893.2	908.4	908.4
FTE Positions	7.0	9.0	9.0

◆ **Goal 1** To set fair and reasonable policies and standards which foster excellence in public education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	*76	78	79
Explanation:	Fiscal Year data represents class cohort from 1 year previous (i.e. FY 2010 = Class of 2009).		

Percent of Arizona schools receiving an under-performing label	6	5	5
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◆ **Goal 2** To ensure student safety by investigating and taking appropriate action on complaints made against professional educators.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of investigative cases closed	295	290	290

◆ **Goal 3** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 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	8	8	8
Percent of parents who rate "A+" the public school that their oldest school-age child attends.	0	0	0

Explanation: *Due to fiscal constraints the state's enacted budget excluded the requirement that the Board conduct the parent satisfaction survey for FY 2010.

Program Summary	
EDA 2.0	SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521	

Mission:

To administer state aid, monitor financial compliance, and provide prompt customer service while collecting and analyzing data on publicly funded schools for state aid payments, accountability to the public, and other statutory requirements.

Description:

The School Finance program disburses equalization assistance (Basic State Aid) 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 and instructional 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 basic 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. IN addition, it provides education related data to other governmental agencies and taxpayers as requested and/or required.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	3,063,162.6	3,420,832.7	3,420,832.7
Other Appropriated Funds	16,269.4	46,475.5	46,475.5
Other Non Appropriated Funds	937,137.5	454,739.0	454,739.0
Program Total	4,016,569.5	3,922,047.2	3,922,047.2
FTE Positions	23.5	23.0	23.0

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Instructional Improvement Fund (IIP) payments made on a quarterly basis	100	100	100
Percent of Classroom Site Fund payments made on a monthly basis	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of days to process budget analysis from July 18	103	103	103
Explanation:	*System related difficulties/legislature session has been closing later, causing September revisions which pushes back distribution of Budget-25 letters.		

◆ **Goal 2** To provide technical assistance and customer service for schools on issues related to school finance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of communication vehicles delivered to SAIS users and School Finance*	129	129	129
Explanation:	*Deleted Performance Measures 1 and 2 due to budget constraints. Live workshops and live training sessions are no longer provided to SAIS users. However, once funding is available, hiring 1-2 FTEs to provide online training is an option.		

Program Summary	
EDA 3.0	SCHOOL ACCOUNTABILITY AND IMPROVEMENT
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-241, 15-741-15-747, 15-809, P.L. 107-110	

Mission:

To promote attainment of high academic achievement for all students through assessing, evaluating, and implementing initiatives and reforms that use scientifically based research and effective practices for assisting schools engaged in the school improvement process.

Description:

The School Accountability and Improvement program focuses on improving student achievement through assessing the achievement level of students at different grade levels and then evaluating that information to determine how well each respective school is performing. This information is the basis for interventions and school improvement measures provided through technical assistance, professional development, funding resources, and administrative oversight.

This program includes Arizona Leaders in Education for the Advancement and Development of Student and School Success (AZ LEADS). AZ LEADS is a statewide initiative for school improvement and student success. It is one of the components of an accountability system, called Arizona Leading Education in Arizona through the Reporting and Notification System (AZ LEARNS), for measuring school performance based on student achievement.

This Program Contains the following Subprograms:

- ▶ Student Assessment
- ▶ Research and Evaluation
- ▶ School Improvement and State Intervention

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,144.3	3,808.9	3,808.9
Other Appropriated Funds	5,060.0	7,000.0	7,000.0
Other Non Appropriated Funds	29,527.9	118,256.5	118,256.5
Program Total	42,732.2	129,065.4	129,065.4
FTE Positions	51.6	53.2	53.2

EDA 3.1	Subprogram Summary
STUDENT ASSESSMENT	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-741 - 15-742, P. L. 107-110	

Mission:

To assist the educational community and the public by developing rigorous academic content standards and providing valid, reliable student assessment aligned to the standards.

Description:

The Assessment Section provides statewide assessments to students, meeting both state and federal statutory requirements. This is done through the administration of Stanford 10 at Grades 2 and 9, AIMS 3-8 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. Standards development and revision is on a five-to six year cycle. Mathematics was revised during the 2007-2008 school year and was adopted by the State Board of Education on June 24, 2008. The State Board of Education adopted the Common Core Standards in Mathematics and English Language Arts June 28, 2010. The State is participating in a consortium of multiple states, Partnership for Assessment of Readiness for College and Careers (PARCC) which applied for a federal Race to the Top Assessment Grant. The PARCC assessment system will be operational 2014-2015.

The following units within Assessment collaborate to facilitate the accomplishment of this mission: Test Administration, Item/Test Development, Formative Assessment, Data/Item Analysis. Assessment collaborates closely with numerous other sections within ADE: Research and Evaluation, School Effectiveness, Student Achievement, Exceptional Student Services, Informational Technology.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,568.4	3,230.7	3,230.7
Other Appropriated Funds	1,669.8	7,000.0	7,000.0
Other Non Appropriated Funds	6,190.9	12,642.6	12,642.6
Program Total	13,429.1	22,873.3	22,873.3
FTE Positions	20.6	19.9	19.9

◆ **Goal 1** To develop and revise standards, documents to be used for the assessment of all Arizona students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of new math and reading test items developed by Arizona teachers for inclusion on the AIMS 3-8 and AIMS HS for the articulated standards	1,166	1,200	1,200
Number of AIMS 3-8 assessments administered	501,000	515,000	505,000

Explanation: Starting in FY 2005, separate norm-referenced testing was discontinued for pupils in grades 3-8 due to first time implementation of the AIMS Dual Purpose Assessment, which combines AIMS and norm-referenced testing into a single test.

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Arizona educators participating in test/item development for the AIMS 3-8 and AIMS HS.	529	550	550
Number of Arizona educators participating in the development of items for Formative Assessment Project	28	**0	35

Explanation: *Contracted select group of specialists. **No funding for Formative Assessment.

◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve their effectiveness.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of school districts/charter holders represented at the pretest workshops	678	675	690
Number of presentations at workshops and conferences on the utilization of test data in guiding instruction	0	10	15

◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of constituent's communications responded to within 72 hours	98	98	98

EDA 3.2	Subprogram Summary
RESEARCH AND EVALUATION	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-743, 15-746, P.L. 107-110	

Mission:

To evaluate and to provide public reports on the performance of Arizona's public schools in accordance with requirements under the federal No Child Left Behind Act and the Arizona law, while also providing other analysis and evaluation services to the Arizona Department of Education, the legislature, local schools, and other groups.

Description:

The Research and Evaluation subprogram provides the results of timely, accurate, and objective research to inform the public and to support educators and policymakers. Specifically, the Research and Evaluation subprogram is responsible for developing, implementing, and making future modifications to school evaluation formulas found in the federal No Child Left Behind Act of 2001 and state legislation for evaluating school performance. Projects in this subprogram include statutory reporting requirements, program evaluations, and independent research.

This subprogram includes the design and the publication of Achievement Profiles, which are a research-based method of analysis for evaluating school performance. These profiles, also called AZ LEARNS Achievement Profiles, are used to designate all public schools as Excelling, Highly Performing, Performing, Underperforming, or Failing to Meet Academic Standards. The results are evaluated for the purpose of fostering school improvement. For FY 2012 and FY 2013, profiles will also include a letter grade, (A, B, C, D, F) in addition to the current designations. Beginning with FY 2014, the profiles will include only the letter grades.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	540.0	578.2	578.2
Other Appropriated Funds	230.0	0.0	0.0
Other Non Appropriated Funds	0.3	0.0	0.0
Program Total	770.3	578.2	578.2
FTE Positions	4.5	4.5	4.5

◆ **Goal 1** To issue, on time, valid and reliable evaluations of school and student performance as required by State and Federal statutes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of No Child Left Behind school evaluations performed	1,931	1,925	1,925
Number of No Child Left Behind district evaluations performed	628	628	628
Number of AZ LEARNS evaluations performed	1,943	1,935	1,935
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - reading	38	40	42
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - math	54	56	58
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - reading	61	62	63
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - math	68	69	70
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS reading.	42	43	44

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS writing	37	38	39
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS math	17	18	19
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS reading	74	74	75
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS writing	N/A	N/A	N/A
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS math	64	65	66
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS reading	72	74	75
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS writing	74	76	80
Percent of students in grade 5 meeting or exceeding state academic standards in math	58	59	60
Percent of students in grade 8 meeting or exceeding state academic standards in reading	73	74	75
Percent of students in grade 8 meeting or exceeding state academic standards in writing	N/A	N/A	N/A
Percent of students in grade 8 meeting or exceeding state academic standards in math	56	57	58
Percent of students in grade 12 meeting or exceeding state academic standards in reading	29	30	31
Percent of students in grade 12 meeting or exceeding state academic standards in writing	28	29	30
Percent of students in grade 12 meeting or exceeding state academic standards in math	18	19	20
Percent of students tested on norm-referenced test (grades 2 & 9)	94	95	95
Percent of students tested on AIMS.	99	99	99

Explanation: * Starting in 2008 English Language Learners are not excluded from the summaries as in previous years.
 **A much higher trend line percentage is assumed for % of students in grade 12 meeting or exceeding state academic standards. The decrease in 2009 grade 12 achievement may be due to the change in availability for grade 12 students to earn the State scholarship. Starting in 2008 English Language Learners are not excluded from the summaries as in previous years.

◆ **Goal 2** To provide accurate and helpful information to the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of evaluations, analyses, and data requests fulfilled	85	85	85
Number of School Report Cards published	1,931	1,925	1,925
Number of District Report Cards published	628	628	628

EDA 3.3 Subprogram Summary

SCHOOL IMPROVEMENT AND STATE INTERVENTION

Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-241, 15-741.01, 15-809, P.L. 107-110

Mission:

To provide quality and consistent support and technical assistance to all schools engaged in the process of continuous school improvement.

Description:

“SCHOOL IMPROVEMENT”

The School Improvement subprogram integrates Education Technology with the school support components of state and federal accountability measures, A.R.S. § 15-241 (AZ LEARNS) and the No Child Left Behind Act of 2002 (NCLB).

The School Improvement subprogram supports all schools by: Providing access to the Arizona Standards and Rubrics for School Improvement as a framework for conducting a comprehensive, evidence-based needs assessment; Providing access to the online Arizona School Improvement Plan; Providing, upon request, the services of a Solutions Team; Providing access to teacher and student resources through the IDEAL web portal; Promoting the integration of technology by teachers in core content areas to increase student achievement; Promoting technological literacy by the end of eighth grade, so all students have the skills to access information and resources to support their learning needs.

The School Improvement subprogram supports schools designated as needing improvement by: Providing Technical Assistance in the development of an Arizona School Improvement Plan required by A.R.S. § 15-241 (K) and NCLB 1116 (b), Assigning a Solutions Team as outlined in A.R.S. § 15-241 (O) and NCLB 1116 (c) to: Review school operations using the Arizona Standards and Rubrics for School Improvement, and provide the school recommendations for improvement through a Statement of Findings.

Assigning an ADE School Improvement Coach to assist the school in creating capacity for sustained improvement by: Providing technical assistance and support in implementing the Arizona School Improvement Plan and the recommendations of the Solutions Team; Assisting in the coordination of all education resources, specifically those available through the Arizona Department of Education; Documenting school progress and improvement plan implementation in relation to increasing academic achievement for all students; Assisting each Title 1 school and district identified for improvement in applying for a Title I School and District Improvement Grant; Ensuring that each Title I school and district identified for improvement complies with the requirements of NCLB and the School and District Improvement Grant.

“SCHOOL INTERVENTION”

This subprogram collaborates with school administrators for training and support that creates school environments in which all students achieve at high levels. This subprograms also analyze schools designated as “Failing to Meet Academic Standards” to determine how best to improve the schools to a performing level and to sustain the improvements after the withdrawal of state support. Further, this subprogram supports schools designated as “Failing” by providing the following: Technical assistance; Financial support; Highly qualified Turnaround Personnel; and Assignment of a School Intervention Specialist from ADE. The School Intervention Specialist provides support that will allow the school to be better equipped to implement effective system changes that will lead to increased student achievement at the school level. The Arizona Standards and Rubrics for School Improvement to provide schools with recommendations for their improvement. Further, there is an Academic and Instructional Support unit, which has established a series of academies that help teachers and administrators understand how academic achievement is tied to research

based best practices and which methods and techniques incorporate best practices. The topics for these best practices academies include discussions of data from the field, AIMS test scores, and trends in Solution Team data.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,035.9	0.0	0.0
Other Appropriated Funds	3,160.2	0.0	0.0
Other Non Appropriated Funds	23,336.7	105,613.9	105,613.9
Program Total	28,532.8	105,613.9	105,613.9
FTE Positions	26.5	28.8	28.8

◆ **Goal 1** To ensure compliance with state and federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of AIMS Intervention/Dropout Prevention grantee monitoring visits	35	N/A	N/A

Explanation: *ARS §15-809 does not require ADE to do site monitoring; On going technical assistance & evaluation is in conjunction with LeCroy & Milligan Associates, Inc.

◆ **Goal 2** To provide technical assistance and training for schools to improve school effectiveness.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of workshops to support schools in developing their school improvement plans	*12	15	15
Number of visits to Year 2 "under-performing" schools	*56	50	50
Number of AIMS Intervention/Dropout Prevention presentations	25	12	30
Number of "failing" schools assisted by the State Intervention Unit	25	25	**N/A
Number of districts and charters attending professional development provided by the Arizona Academic Standards Unit	263	****125	****125
Number of counties attending professional development provided by Arizona Academic Standards Unit	15	15	15

Explanation: **Due to budget cuts Academic and Instructional Support Unit no longer exists.
 **Scope of work has changed and will be deleted in FY 2011
 *** New Performance Measures

◆ **Goal 3** To provide technical assistance and training for districts to improve district effectiveness.

EDA 4.0	Program Summary
EDUCATION SERVICES	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § Title 15 et seq., P. L. 107-110	

Mission:

To promote the development and the implementation of quality education for all learners by providing quality services and resources to schools, parent groups, government agencies, and community groups to enable them to achieve their goals.

Description:

The Education Services program provides funding, technical assistance, and resource coordination to local education agencies and public/private organizations in their administration of preschool to adult programs. It also provides development opportunities to teachers and administrative professionals and supports local efforts focused on parental and community involvement. This program includes efforts aimed at: (1) Assisting adult learners to develop and improve skills needed in community, family, and workplace environments; (2) Coordinating services for a seamless transition of students to postsecondary education and employment; (3) Addressing the needs of youth and adults who face barriers to employment; (4) Fostering educational excellence for students with disabilities between the ages of 3 years and 22 years; (5) Serving children whose economic, cultural, or intellectual situations create the need for alternatives offered through support programs that improve academic achievement; (6) Ensuring children are adequately fed using the U.S. Dietary Guidelines; (7) Providing support to schools, families, and communities in implementing early childhood programs that assist all children from birth to become successful lifelong learners; (8) Giving funding, technical assistance, and resource coordination to assist schools in implementing effective behavior, health, and safety programs; (9) Offering enrichment opportunities to help students further their academic achievements; and (10) Using available opportunities to recognize the achievement of excellence by students or educational professionals.

This Program Contains the following Subprograms:

- ▶ Exceptional Student Services
- ▶ English Acquisition Services
- ▶ Early Childhood Programs
- ▶ Title I
- ▶ Career and Technical Education
- ▶ Adult Education and GED
- ▶ Standards Based Best Practices
- ▶ Nutrition
- ▶ Family Literacy
- ▶ Outreach Programs
- ▶ Innovative Exemplary Programs

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	76,991.0	59,688.8	59,688.8
Other Appropriated Funds	15.5	0.0	0.0
Other Non Appropriated Funds	1,100,890.6	1,147,261.4	1,147,261.4
Program Total	1,177,897.1	1,206,950.2	1,206,950.2
FTE Positions	337.5	362.5	362.5

EDA 4.1	Subprogram Summary
EXCEPTIONAL STUDENT SERVICES	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. §15-236, 15-761-15-774, 15-881, 15-1181-15-1205, IDEA	

Mission:

To promote the development and the implementation of quality education for students with disabilities.

Description:

The Exceptional Student Services (ESS) subprogram fosters educational excellence for students with disabilities between the ages of 3 years and 22 years by promoting program improvement to support the achievement of individual student goals, state education standards, and compliance with Arizona and federal government requirements for special education. The initiatives that support this mission are: (1) Administrative Support, which includes conflict resolution, office management, assistive technology, and school-to-adult-life transition; and (2) Program Support, which includes accountability and technical assistance, "Child Find" and family involvement, a comprehensive system of personnel development, and secure care education (education of special educational needs children who are in correctional facilities).

The intent of "Child Find" is that all children from birth through age 21 years with delays or disabilities are identified, located, and evaluated to receive the supports and services they need. Public schools and the Arizona Early Intervention Program are responsible for "finding" eligible children and providing services needed for them to reach their developmental milestones or meet their educational needs. When children are "found", they are referred to a specialist to screen their development. The screening helps "identify" any areas of concern that need to be evaluated further. In order to receive early intervention or special education services, a child must be evaluated to confirm they have a delay or disability that falls under state definitions.

The comprehensive system of personnel development in this subprogram includes Special Education Learning Experiences for Competency in Teaching (SELECT). Select courses provide training to persons seeking to expand their skills in working with children with disabilities and are recommended for regular and special education teachers, related service personnel, para-educators, and other interested individuals. Participants take SELECT courses to receive academic credit that can be applied towards teacher certification if the class matches the certification requirement or for professional growth (for those working towards teacher re-certification).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	35,266.5	35,242.1	35,242.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	284,423.9	320,915.5	320,915.5
Program Total	319,690.4	356,157.6	356,157.6
FTE Positions	105.2	119.0	119.0

- ◆ **Goal 1** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for the education of students with disabilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of children with disabilities served by Early Intervention who entered preschool = < 36 months of age*	98	99	99

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of education to students with disabilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Average rating by special education directors of ESS professional development opportunities (on a 1-5 scale, 5 highest)	4.49	4.70	4.70
Number of enrollees in SELECT classes	811	850	850
Number of hours of Exceptional Student Services sponsored conference/workshops sessions	2,061	2,100	2,100

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students with disabilities with proficient performance in reading in grade 3	37	38	38
Percent of students with disabilities with proficient performance in reading in grade 5	35	36	36
Percent of students with disabilities with proficient performance in reading in grade 8	27	28	28
Percent of students with disabilities with proficient performance in reading in grade 10	32	34	34
Percent of public education agencies demonstrating compliance with monitoring deficiencies within two years	100	100	100

◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average overall rating by special education directors of Exceptional Student Services (on a 1-5 scale, 5 highest)	4.6	4.75	4.75

EDA 4.2 Subprogram Summary
ENGLISH ACQUISITION SERVICES
Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § 15-241, 15-751-756.01-.13, 15-910, 41-1279.03, P.L. 107-110

Mission:

To assist schools in providing services that support high academic success for English Language Learning (ELL) students.

Description:

The English Acquisition Services was established by Arizona Revised Statutes. This subprogram is authorized under the federal No Child Left Behind Act of 2001 (NCLB) and the federal Civil Rights Act to provide technical assistance to local educational agencies for their English Language Learner (ELL) students. In addition, pursuant to state laws A.R.S. § 15-751 through A.R.S. § 15-756.01, each school with enrolled ELL students must provide programs that allow these students to develop their skills in the English language and to give them the opportunity to meet Arizona Academic Standards. English Acquisition Services was formally established as the Office of English Language Acquisition Services on September 21, 2006, pursuant to A.R.S. 15-756.07.

The assistance that the English Acquisition sub-program provides to LEAs consists of the following: (1) Providing notification to local educational agencies of their requirements/responsibilities for compliance under federal and state statutes; (2) Providing notification to local educational agencies of their requirements/responsibilities in regards to Arizona Department of Education policy and as described under the Flores lawsuit; (3) Providing methods/technical assistance to local education agencies for identifying, assessing, re-assessing, re-classifying, and reporting on ELL students; (4) Providing information, materials, resources, and strategies for Structured English Language Immersion models; and (5) Providing professional development opportunities for teachers and administrators to ensure ELL student attainment of English language proficiency and the academic achievement through the use of Structured English Language Immersion (SEI) models, the state Compensatory Instruction Fund, Title III funding, and providing technical assistance for SEI budget calculation and submission.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	16,316.3	12,861.2	12,861.2
Other Appropriated Funds	15.5	0.0	0.0
Other Non Appropriated Funds	30,350.5	51,026.4	51,026.4
Program Total	46,682.3	63,887.6	63,887.6
FTE Positions	33.2	34.7	34.7

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of local education agencies (with ELL students receiving state/federal funding) in full compliance with federal, state and ADE policy issues	50	60	60
Percent of local education agencies (with ELL students receiving state/federal funding) visited for full-scale on-site monitoring, provided technical assistance, or addressed constituent issues.	60	60	65

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of postings/reports available from English Acquisition Services' website	105	100	105

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of approved applications posted online of providers of Structured English Immersion Provisional and Full Endorsement training	825	825	825

- ◆ **Goal 3** To provide technical assistance, training, and professional development for schools and educators that will assist English language learners.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of attendees at Structured English Immersion conferences	525	525	525
Number of people attending annual ELL proficiency assessment overviews and workshop trainings - Arizona English Language Proficiency Assessment (AZELLA)	750	800	850
Number of persons contacted and provided information on Arizona's English language proficiency standards	1,100	1,200	1,300
Number of English Language Learner Coordinators reached through the English Acquisition Services Unit through monthly practitioner meetings	350	375	375

EDA 4.3	Subprogram Summary
EARLY CHILDHOOD PROGRAMS	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-715, 15-771, 15-901.02, 15-1251, P.L. 107-110	

Mission:

To provide leadership and support to schools, organizations, educators, families, and communities in implementing programs that assist all children from birth through age 8 years to become successful lifelong learners.

Description:

The Early Childhood subprogram includes multiple collaborative partnerships, Preschool Special Education for 3 year to 5 year old children with disabilities, and the federal Early Childhood Block Grant for public school districts and charter schools who serve children in kindergarten programs, as well as in grades one, two and three. This subprogram supports school readiness and early learning success by encouraging the implementation of high quality program guidelines and educational standards. Local community programs offer resources, on-site support, funding, and opportunities for professional development to promote developmentally appropriate learning environments.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,515.6	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,926.4	14,662.6	14,662.6
Program Total	15,442.0	14,662.6	14,662.6
FTE Positions	10.5	10.4	10.4

- ◆ **Goal 1** To ensure compliance with the Office of Special Education Programs requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Early Childhood Special Education students demonstrating improved outcomes in taking appropriate action to meet needs.	*76.95	*77.45	N/A
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of social and emotional development.	*75.88	*76.38	N/A
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of knowledge and skills.	*68.47	*68.97	N/A

Explanation: *Estimate based on FY 2009 data sample and solely on students with disabilities.

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of early childhood programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of participants indicating training as "meeting or exceeding" expectations	*99.6	98	98
Number of Districts and Charters and/or agencies with state funded ECE programs that participated in professional development offered by ADE ~ ECE	343	275	275
Number of professional development opportunities offered by ADE ~ ECE.	117	100	100

Explanation: **n = 2127 surveys
***Changed the verbiage to reflect the inclusive of ECE programs regardless of the funding stream.

EDA 4.4 Subprogram Summary

TITLE I

Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 P.L. 107-110

EDA 4.5 Subprogram Summary

CAREER AND TECHNICAL EDUCATION

Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-781-15-790, P.L. 109-270

Mission:

To support the implementation of the Federal Title I Grant for Arizona's System of School Support in order to impact teaching and learning in Kindergarten through 12th grade classrooms so that educationally disadvantaged students achieve high academic success.

Description:

Title I, under the Elementary and Secondary Education Act, provides financial assistance to local educational agencies to meet the needs of educationally deprived children at preschool, elementary, and secondary school levels who are in low income areas. The purpose of this Title I funding is to help all children achieve the state's academic standards. This is accomplished through supplemental programs that consist of instructional services, instructional support services, school wide reform efforts, and increased involvement of parents in their children's education.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	348,070.6	365,577.5	365,577.5
Program Total	348,070.6	365,577.5	365,577.5
FTE Positions	29.2	29.2	29.2

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

◆ **Goal 2** To provide technical assistance, training, and professional development to improve Title 1 school efforts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of school districts that participate in Title 1 professional development activities for No Child Left Behind Consolidated Programs	81	89	89

Mission:

To prepare Arizona students for workforce success and continuous learning.

Description:

The Career and Technical Education (CTE) subprogram at the Arizona Department of Education oversees all State and Federal funding specifically earmarked for all secondary and postsecondary CTE programs designed to prepare individuals for postsecondary education and transition to employment in current or emerging careers. This subprogram directs and is responsible for the quality of all CTE programs under secondary and postsecondary districts, all CTE programs under Joint Technical Education Districts (JTED), as well as programs under the Workforce Investment Act (WIA). This includes oversight of over \$26.5 million of Carl Perkins and Learn and Serve Federal funding, \$11 million of State Block Grant funding, \$80 million of JTED funding and WIA funds. The subprogram is responsible for assuring quality and compliance with all associated Federal and State legislation for CTE funding, including budgeting and directing funds to specific programs, providing reports to Federal and State entities, collecting, analyzing and reporting related data, including performance measures, and establishing fiscal accountability for funds.

The CTE subprogram is also responsible for directing the development and approval of quality CTE programs in 38 program career areas leading to placement of students in postsecondary education and/or into employment. The subprogram directs development of occupational standards which not only meets occupational needs and employability skills but in particular also focuses on related academic skills and standards. Leadership is provided for curriculum, assessment development, and dissemination of materials, professional development, including pedagogy, and articulation of secondary to postsecondary education through Tech Prep and other strategies.

The CTE subprogram directs CTE research and assessment, which supports the need for specific programs based on labor market information, and collects, reports and analyzes data for districts and other entities in order to provide accurate information and industry evaluation for continuous improvement of CTE programs. The CTE subprogram also supports implementation of new and emerging programs such as those in the Science, Technology, Engineering and Math (STEM) cluster, and the Bioscience areas, based on research in Arizona services workforce strategy by Battelle. The subprogram works with stakeholder groups and establishes partnerships with agencies and business and industry to develop quality initiatives and goals through WIA and other partners in carrying out programs which will articulate with secondary and postsecondary education. The subprogram gives direction to identification of priorities, such as specific occupations or work-based learning, to align with labor market and business and industry needs into the future.

The subprogram oversees and conducts all Federal compliance reviews for CTE programs through Office of Civil Rights, as well as Service Learning programs through a Federal Learn and Serve grant. The co-curricular CTE student organizations, such as FFA and Skills USA, also function under this subprogram to provide students with leadership and community development skills. Technical assistance in implementation and continuous improvement of quality CTE programs including the previously described initiatives is provided to all districts offering approved CTE programs.

This subprogram includes the Workforce Development Unit, which is responsible for the administration of comprehensive education, and training programs that address the needs of youths and adults who face barriers to employment. These programs include occupational and workplace skills training, related academic and support services, and provide employment

preparation opportunities that support career goals. The education, employment and training programs also promote partnerships among service providers to increase linkages and provide a comprehensive and meaningful approach to workforce preparation by facilitating coordination of education and training services between education, employment, and training.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	11,742.3	11,492.6	11,492.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,045.5	39,632.2	39,632.2
Program Total	40,787.8	51,124.8	51,124.8
FTE Positions	58.9	63.5	63.5

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Career and Technical Education concentrators passing AIMS reading	*94.85	**61.4	N/A
Percent of Career and Technical Education participants placed in school, job, or military after graduation	*76.94	55	N/A

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of days CTE allocation notifications sent after receipt of federal award	*7	7	7
To increase annually by two the number of workshops/training that focus on the application, development, streamlining, and automation so that schools/districts have access to fiscal resources as early as possible.	**9	12	8

Explanation: *Based on preliminary data allocations mailed prior to the actual notification receipt.
 ** The reduction in the number of training sessions reflects state budget and fiscal restrictions. We are exploring, web based, training options in 2010 in an effort to reduce travel costs

◆ **Goal 3** To provide technical assistance, training, and professional development for career and technical training programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of educators participating in Career and Technical Education professional development workshops	2,850	3,300	3,300
Number of attendees at Workforce Investment Act annual Training EXPO	200	200	200
Number of approved training programs on the Workforce Improvement Act Eligible Training Providers List	2,462	2,780	3,147
Number of events reported on ADE Customer Satisfactory Survey - where customer satisfaction was reported as pertinent and relevant	89	90	91

Explanation: *Duplicated count in Professional Development sessions within events. **Unduplicated attendees participating in Professional Development events. ***No Training Expo in 2008-2009. No longer ADE program effective 7/1/2008

◆ **Goal 4** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for career and technical training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Career and Technical Education programs receiving incentives and recognitions for exemplary and promising practices	10	10	12

EDA 4.6	Subprogram Summary
ADULT EDUCATION AND GED	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-234, 15-702, P.L. 105-220	

Mission:

To be the catalyst for increasing the quality of Adult Education in Arizona by raising expectations and providing leadership, support, and resources that enable service providers and students to excel.

Description:

The Adult Education subprogram ensures that adult learners who are at least 16 years of age have access to quality educational opportunities that will support them in their employment, job training, and higher education aspirations. This subprogram also assists adult learners in acquiring the knowledge and skills necessary for effective participation in society.

The adult learners are not enrolled nor required to be enrolled in secondary school when they participate in instruction in one or more of the following areas: 1) English Language Acquisition, 2) Adult Basic Education, 3) Adult Secondary Education, including GED Preparation, 4) Civics, and 5) Basic computer literacy skills.

Adult Education is a learner-centered, interactive process which values and supports the individual in defining and achieving personal goals through improvement in basic reading, writing, language and mathematics skills. Content is delivered through life skills so they can better function in their community, family and workplace environments.

The General Education Development (GED) Testing subprogram ensures equitable access to the GED examination for adult learners in pursuit of an Arizona High School Equivalency Diploma. The GED exam has been developed and validated by the General Educational Development Testing Service, a subdivision of the American Council of Education, and is administered by the Arizona Adult Education Services/GED Testing Office.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,698.7	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,009.8	16,285.5	16,285.5
Program Total	12,708.5	16,285.5	16,285.5
FTE Positions	17.0	21.0	21.0

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of Adult Education providers monitored for state and federal quality measures and compliance indicators	*100	100	100

Explanation: *Incomplete data. Data not available until 11/10

◆ **Goal 2** To provide technical assistance and professional development to improve coordination between Adult Education programs and GED testing centers.**

EDA 4.7	Subprogram Summary
STANDARDS BASED BEST PRACTICES	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-154-15-155, 15-345, 15-712, P.L. 107-110	

Mission:

To enhance academic achievement for Arizona youth by providing resources for safe and healthy learning environments and positive character traits training. To provide assistance to schools in the use of research-based strategies and support services for the advancement of student achievement.

Description:

The Best Practices Section assures that Arizona schools have access to the finest tools and knowledge needed to deal with critical issues by providing research-based support for schools, including technical assistance, professional development, resources, and oversight. The Best Practices subprogram consists of the following components:

The AZ Academic Standards unit provides leadership in the development of the state's academic standards as well as support and assistance to schools in implementing them. Currently, Arizona's Academic Standards are articulated by grade level in Reading, Writing, Mathematics, Science, and Social Studies. State-sponsored professional development in implementing these content standards is offered regularly for school/district teams. This unit delivers professional development in the areas of mathematics, science, and social studies in addition to administering the Mathematics and Science Partnerships Program which focuses on improving teacher content and pedagogical content knowledge in mathematics and science.

The Academic and Instructional Support unit establishes a series of academies that help teachers and administrators understand how academic achievement is tied to research based best practices, as well as provides methods and techniques to address these topics and increase teacher content knowledge. The topics for these academies encompass data from the field, extensive national research regarding underperforming schools, AIMS scores, and trends in Solutions Team data. Due to major state budget cuts, the Academic and Instructional Support Unit was dissolved in 2010.

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. Two grants assist in this focus - the state funded School Safety Program and the federally funded HIV/Sexuality Education Program.

The Best Practices subprogram provides support for school-based programs that actively promote learning to develop and practice healthy behaviors and positive character traits in schools and communities. This subprogram includes safety programs for reducing violence and the use of drugs, alcohol, and tobacco through education and prevention activities in schools. Initiatives are supported that promote school environments that are free from drugs and violence and the unauthorized presence of firearms and alcohol. This subprogram also includes funding to provide voluntary education and training on the core values of trustworthiness, respect, responsibility, fairness, caring, and citizenship to educators, leaders of youth nonprofit organizations, and children and their families in Arizona. The goal is to instill in youth the traits of positive character. In addition, this subprogram supports programs to prevent the spread of HIV/AIDS. There is federal funding to increase the number of schools that adopt and enforce HIV prevention policies that are medically accurate and consistent with state and federal guidelines. The federal funding also is for increasing parental and community involvement in educating youth about HIV and pregnancy prevention.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,272.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,106.3	9,804.7	9,804.7
Program Total	17,378.3	9,804.7	9,804.7
FTE Positions	7.2	8.4	8.4

◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

◆ **Goal 2** To provide quality customer service with continual improvement.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of website hits on discipline information and resources	1,800	1,800	1,800

◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve the effectiveness of schools.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of officers attending a Beginning or Advanced Law related Education Academy	91	90	90
Number of classroom management and discipline training workshops held	48	55	60
Average satisfaction rating of participants in classroom management and discipline training workshops (on a 1-5 scale, 5 highest)	4.9	4.8	4.9
Number of public and charter schools that received technical assistance on classroom management and discipline	200	300	300

Explanation: **Decrease caused by change in statute and funding.
 **decreased caused by change in statute and funding
 ***data no longer collected

EDA 4.8	Subprogram Summary
NUTRITION	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
Nat. School Lunch and Child Nutrition Acts, P.L. 108-265	

Mission:

To assist schools and organizations toward improving the health and the nutrition of students so they may benefit from the educational process and achieve their full potential.

Description:

The Health and Nutrition subprogram provides cash assistance and donated foods to serve nutritionally adequate meals to children in schools, preschools, day care centers and homes. Over two-thirds of the children served are low income, based on free and reduced-income eligibility status. The free and reduced status is based on the federal poverty guidelines and is an indicator of a child's at-risk status. Training, technical assistance compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture.

The Health and Nutrition subprogram includes various programs and the meals served in these programs are planned to meet the U.S. Dietary Guidelines for Americans. These Guidelines provide advice about food choices that promote health and prevent disease, encouraging an increased intake of fruits, vegetables and grains, while limiting fat, salt and sugar. The programs are described below:

The National School Lunch Program is a federally assisted meal program to provide nutritionally balanced, low-cost or free lunches to children each school day.

The After School Snack Program is through the National School Lunch Program, which offers cash reimbursement to help schools serve snacks to children after their regular school day ends.

The School Breakfast Program provides federally funded cash assistance to operate nonprofit breakfast programs in schools and residential childcare institutions.

The Child and Adult Care Food Program provides federal funds to nonresidential child and adult care facilities, emergency shelters, eligible after school programs and family day care providers who serve nutritious meals and snacks.

The Summer Food Service Program was created to ensure that children in low-income areas could continue to receive nutritious meals during long school vacations (i.e. school intersessions and summer vacation), when they do not have access to school breakfast or lunch.

The Food Distribution Program consists of commodities distributed by the United States Department of Agriculture for use in the National School Lunch Program and the Summer Food Service Program. Part of the commodity allocation is also used to allow approved schools to purchase Fresh Fruits and Vegetables from the Department of Defense.

The Special Milk Program is available to children of all schools or nonprofit child care institutions which do not participate in the National School Lunch Program, School Breakfast Program, the Child and Adult Care Food Program, or Summer Food Service Program. This includes nonprofit day care centers, summer camps, settlement houses and homeless shelters. An eligible shelter's primary purpose must be to provide shelter and a minimum of one regularly scheduled meal service per day to homeless families. The shelter cannot be a residential child care institution.

The SMP also is available to students attending a split-session kindergarten or pre-primary students in a school that participates in the National School Lunch Program or the School Breakfast Program, if those students do not

have access to the lunch or breakfast programs.

Health and Nutrition Services was awarded the National Centers for Disease Control and Prevention (CDC), Improving the Health, Education and Well-Being of Young People through Coordinated School Health Grant. The grant will provide 2.3 million dollars over 5 years to the ADE to establish Coordinated School Health Programs in Arizona. A Coordinated School Health Program is a planned, organized set of health-related programs, guidelines, and services coordinated to meet the health and safety needs of K-12 students. It is comprised of multiple components that can influence health and learning, which include health education; physical education; health services; nutrition services; counseling and psychological services; a healthy school environment; family/community involvement; and health promotion for staff.

The Fresh Fruit and Vegetable Program (FFVP) provides funding to schools so they can provide a variety of fresh fruits and vegetables to students throughout their school day. The goal of the FFVP is to: Create healthier school environments by providing healthier food choices; Expand the variety of fruits and vegetables children experience; Increase children's fruit and vegetable consumption; and Make a difference in children's diets to impact their present and future health.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	92.6	92.9	92.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	344,965.5	265,009.7	265,009.7
Program Total	345,058.1	265,102.6	265,102.6
FTE Positions	56.2	56.2	56.2

◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of sponsors planning menus which meet the revised nutrition standards during annual School Meals Initiative reviews	58	59	60
Percent of School Nutrition Program sponsors passing the Coordinated Review Effort Performance Standards	71	73	75
Percent of Child and Adult Care Food Program sponsors complying with revised administrative review requirements	95	95	95

◆ **Goal 2** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for health and nutrition programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of NSLP sponsors who have met public law 108-265 local wellness policy requirements	98	98	100

◆ **Goal 3** To provide technical assistance, training, and professional development to improve the effectiveness of health and nutrition programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of sponsors attending A+ School Lunch Day 1 and/or Day 2 training	82	82	83
Percent of sponsors attending ADE's School Health and Nutrition Advanced Track Workshops	*N/A	*N/A	*N/A
Percent of sponsors processing USDA commodities in Child Nutrition	35	36	37
Number of SCOOPS newsletter subscribers	*N/A	*N/A	*N/A

Explanation: *Due to budget constraints, these projects are no longer active.

EDA 4.9	Subprogram Summary
FAMILY LITERACY	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-191-15-191.01, P. L. 107-110	

Mission:

To break the intergenerational cycle of illiteracy and its impacts on families with young children.

Description:

The Family Literacy subprogram brings parents and their young children together in an interactive learning setting that holistically addresses their educational needs. Children participate in age appropriate activities tailored to improve their language and literacy skills and to prepare them for success in school. Parents gain academic preparation in basic skills, language acquisition, workforce readiness, and parenting skills. Through intensive, intergenerational activities, families make sustainable changes and learn to value the legacy of literacy.

This subprogram uses state funds, to increase the basic academic literacy skills of undereducated low income parents and their preschool children. It also uses federal grant monies, to further support family literacy services for low income parents lacking basic education or having limited English proficiency and their children ages birth through seven years.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	360.2	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	961.3	1,683.9	1,683.9
Program Total	1,321.5	1,683.9	1,683.9
FTE Positions	0.5	0.5	0.5

- ◆ **Goal 1** To provide technical assistance, training, and professional development for schools and organizations to improve the effectiveness of family literacy programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of parents achieving educational gains	73	74	74
Percent of children demonstrating language gains	91.1	93	93

EDA 4.10	Subprogram Summary
OUTREACH PROGRAMS	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-1241, P.L. 89-329, P.L. 101-610, P. L. 107-110	

Mission:

To provide assistance aimed at enriching regular educational services for the advancement of student achievement and to recognize educational excellence.

Description:

The Outreach Programs subprogram provides support and assistance for enrichment opportunities that focus learning in one particular subject, achieve higher levels of education through financial support, achieve higher student academic achievement through opportunities outside the regular school day or school classroom, or allow students to compete in national level academic contests. This subprogram includes a variety of programs, including: Arts Education, Academic Contests, Arizona Geographic Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, Arizona Academic Decathlon, Arizona Principals' Academy, Project Citizen, Economic Academic Council, U.S. Senate Youth Program, National Science Camp, National History Teacher of the Year Award, Robert C. Byrd Scholarship Program, Close-Up Foundation, Milken-Tap-Advancement, 21st Century Community Learning Centers, and Learn and Serve America.

This subprogram consists of a combination of state and federal monies. As an example, the federal 21st Century Community Learning Centers Grant is for supporting the creation of community learning centers which provide academic enrichment opportunities to students and their families during non-school hours (before or after school) or periods when school is not in session (including holidays, weekends or summer recess). A second example is the federal Learn and Serve America Grant, which is for projects that use a service-learning approach to education. This service-learning approach recognizes that working with local community organizations is a way to obtain academic achievement and develop civic skills. The grant monies are to allow schools to work in partnership with local organizations to create, develop, and offer service-learning opportunities for school-age youth from age five years to 17 years. A third example is federal funds to provide a variety of tools and resources for schools, teachers, and administrators interested in learning how to create quality, comprehensive, and sequential arts learning for their students.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,381.7	43,242.5	43,242.5
Program Total	20,381.7	43,242.5	43,242.5
FTE Positions	11.0	11.0	11.0

- ◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of people applying for scholarship programs	1,096	1,100	1,150

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve school effectiveness

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of model or promising art program showcased on department's website	27	25	30
Number of technical assistance contacts with administrators that receive 21st Century Community Learning Center grants	883	900	1,000

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of administrators that participate in local and national 21st Century Community Learning Center sponsored training	621	500	550
Number of professional development opportunities made available on the state's arts standards	27	25	30

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of monitoring site visits for 21st Century Community Learning Center grants	195	200	210
Percent of grantees in compliance with Arts Education Initiative procedures	100	*N/A	*N/A

Explanation: *The funding for the Arts Education Initiative expired during FY 2009. Follow up was conducted during FY 2010.

EDA 4.11	Subprogram Summary
INNOVATIVE EXEMPLARY PROGRAMS	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-770, 15-772, P. L. 107-110, P.L. 96-212	

Mission:

To assist Local Education Agencies in accessing quality innovative and exemplary educational programs, reflective of Arizona's diverse school populations through technical assistance, and proper allocation, distribution, and monitoring of funding so that migrant students, American Indian students, homeless youth, gifted students, refugee students, and low-income students reach their potential levels of academic achievement, workplace skills, and effective participation in society.

Description:

The Innovative Exemplary Programs subprogram serves children whose cultural, economic, or intellectual situation challenges the educational system. This subprogram includes the Migrant Education Program for supplemental program services to the children, ages three years through 21 years of age, of seasonal or temporary agricultural workers. It also includes state and federal funds for the Indian Education Program to maximize teaching and learning levels while validating the culture and linguistic identity of American Indian students. In addition, this subprogram includes federal funds: (1) to provide equal access to education for homeless children; (2) to offer activities that will lead to the effective integration and education of refugee children; and (3) to give low-income students the opportunity to take more advanced placement courses and to pay their advanced placement test fees. There also are state funds to ensure compliance with state requirements for the appropriate identification and instruction of gifted students.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	726.8	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,649.1	19,420.9	19,420.9
Program Total	10,375.9	19,420.9	19,420.9
FTE Positions	8.6	8.6	8.6

◆ **Goal 1** To provide technical assistance, training, and professional development for schools to improve the effectiveness of gifted education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of conferences, workshops, and trainings held on gifted education	89	*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	85	*25	*25
Number of conferences, workshops, and trainings held on Indian Education	61	48	50
Percent of training participants surveyed reporting satisfaction with Indian education training and support	88	88	89
Number of school site visits on Indian education	30	35	35
Number of conferences, workshops, and trainings held on homeless education	33	15	15
Percent of training participants surveyed reporting satisfaction with homeless education training and support	97	95	95
Number of school site visits on homeless education	92	65	65
Number of model or promising homeless education programs showcased on department's website	4	2	2

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of conferences, workshops, and trainings held on migrant education	42	15	15
Percent of training participants surveyed reporting satisfaction with migrant education training and support	93	90	90
Number of school site visits and technical assistance by email/telephone on migrant education	152	48	48
Number of model or promising migrant education programs showcased on department's website	3	2	2

◆ **Goal 2** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of grantees in compliance within gifted education	95	95	95
Percent of Native American students meeting or exceeding Arizona Academic Standards in reading	67	67	67
Percent of Native American students meeting or exceeding Arizona Academic Standards in mathematics	63	64	64
Percent of grantees in compliance within homeless education	97	80	80

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for innovative and exemplary programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of partnerships between Indian education and tribal/community organizations	38	40	45
Number of partnerships between gifted education and various organizations	30	30	30

EDA 5.0		Program Summary
PROFESSIONAL DEVELOPMENT		
Vicki Salazar, Associate Superintendent		
Phone: (602) 542-3139		
A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110		

Mission:

To promote careers in public education and to ensure that all Arizona educators are highly qualified and highly effective while embracing excellent internal and external customer service.

Description:

The Highly Qualified Professional subprogram: Implements Title IIA and Title IIC of the NCLB federal legislation for achieving the goal of having a highly qualified teacher in every classroom; Offer prospective educators positive avenues and standards of obtaining certification through established programs; Works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process and rigorous educator assessments based on the AZ professional educator standards; Ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations; Delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

This Program Contains the following Subprograms:

- ▶ Highly Qualified Professional
- ▶ K-12 Literacy

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	324.4	429.7	429.7
Other Appropriated Funds	1,605.9	1,932.0	1,992.0
Other Non Appropriated Funds	65,359.7	61,975.2	61,975.2
Program Total	67,290.0	64,336.9	64,396.9
FTE Positions	57.1	63.9	63.9

EDA 5.1 Subprogram Summary
HIGHLY QUALIFIED PROFESSIONAL
 Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

EDA 5.2 Subprogram Summary
K-12 LITERACY
 Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-704, P.L. 107-110

Mission:

To 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. It offers prospective educators positive avenues and standards of obtaining certification through established programs, works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process and rigorous educator assessments based on the AZ professional educators standards, ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations, delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	324.4	429.7	429.7
Other Appropriated Funds	1,605.9	1,932.0	1,992.0
Other Non Appropriated Funds	42,242.3	38,680.4	38,680.4
Program Total	44,172.6	41,042.1	41,102.1
FTE Positions	45.4	52.2	52.2

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Maximum number of days to process complete certification applications	30	30	30
Percent of customer satisfied with certification services	96	97	98

◆ **Goal 2** To ensure the quality of Arizona's educators through evaluation and certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of applicants successfully passing professional content and knowledge certification examinations	88	88	89

◆ **Goal 3** To offer professional development opportunities to educators and administrators.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of professional development opportunities provided to teachers and principals by the Highly Qualified Professionals Unit	65	65	65

Mission:

To provide educators with support that promotes high academic achievement of all students.

Description:

The K-12 Literacy subprogram oversees programs aimed at giving teachers the professional skills necessary to ensure Arizona Academic Standards are implemented. This subprogram oversees funding for partnerships to improve teacher content and pedagogical content knowledge in literacy and after school learning opportunities. Partners are expected to develop and deliver rigorous literacy professional development that is aligned with state academic achievement standards, Arizona Professional Teaching Standards, and state/national professional development standards. The subprogram also uses funding for ensuring all children in Arizona learn to read well by establishing scientifically based reading programs for students enrolled in kindergarten through grade three. These funds support increased professional development to ensure that all teachers have the skills they need to teach these programs effectively. The monies also support the use of screening and diagnostic tools and classroom-based instructional reading assessments to measure how well students are reading. The vision is that every Arizona child will learn to read proficiently by third grade and remain a proficient reader.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,117.4	23,294.8	23,294.8
Program Total	23,117.4	23,294.8	23,294.8
FTE Positions	11.7	11.7	11.7

◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of regional training sessions sponsored by K-12 Literacy to build statewide capacity	52	20	20
Percent of Reading First local education agencies surveyed reporting satisfaction with department training and support	**95	*N/A	*N/A
Percent of attendees reporting readiness to implement Arizona ELA Academic Standards as a result of resources, support, and training	90	***75	***80
Percent of participants whose content knowledge is improved as a result of the K-12 Literacy training.	92	90	90

Explanation: *In 2009-2010 school year Reading First funding was drastically reduced. Schools still in program, including AZREADS schools, will be restricted in the number of trainings they can receive and effect professional development attendance. ***ADE will be providing first time training on the new ELA Common Core standards to educators. They will have 3 years to fully implement them.

EDA 6.0	Program Summary
ADMINISTRATION	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-231-15-272, P.L. 107-110	

Mission:

To ensure the efficient and the effective operation of the Department of Education through the Superintendent's leadership and the exchange and dissemination of information that promotes academic excellence and ensures fiscal and academic accountability in public education.

Description:

The Administration program provides the support for efficient and effective operations through Administrative Services and Management Information Systems in the Arizona Department of Education. This subprogram provides the infrastructure, guidance and supplies necessary to accomplish the daily operations of the agency. Its duties involve obtaining and managing a competent workforce and overseeing a high level of customer service to ensure the accomplishment of the overall agency mission.

This Program Contains the following Subprograms:

- ▶ Administrative Services
- ▶ Information Technology

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,097.7	5,923.6	8,820.0
Other Appropriated Funds	1,017.5	0.0	0.0
Other Non Appropriated Funds	7,233.9	6,643.4	6,643.4
Program Total	14,349.1	12,567.0	15,463.4
FTE Positions	125.9	126.1	131.1

EDA 6.1	Subprogram Summary
ADMINISTRATIVE SERVICES	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-251-15-272, P.L. 107-110	

Mission:

To provide exceptional customer support in a safe work environment through a commitment to continual process improvements with timely, efficient, and cost effective distribution, facility, human resources, payroll, printing and procurement services to the Arizona Department of Education and its customers ensuring compliance with Federal, State and Agency laws, regulations and policies.

Description:

The Administrative Services subprogram is the information channel for the Arizona Department of Education. It provides the agency with insight into the educational concerns of the statewide community. This subprogram is responsible for generating and disseminating information to the general public, parents, the media, government, the private sector, and the education community regarding the Arizona Department of Education, the Superintendent of Public Instruction, and Arizona's schools and education services.

The Administrative Services subprogram also is responsible for providing financial, procurement, building operations and distribution, and human resource support services to the agency. Financial services include budgeting, accounting, grants management, and audit functions. Procurement services include contracts management and purchasing. Building operations and distribution include facilities, print shop, and central mail distribution functions. Human resource services include personnel and payroll functions. These administrative functions are centralized to ensure efficient and effective operational support to the agency, and consistent application of state, federal and agency rules, regulations, guidelines, and procedures.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,097.7	5,923.6	8,820.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,716.4	4,630.9	4,630.9
Program Total	10,814.1	10,554.5	13,450.9
FTE Positions	113.4	113.6	118.6

◆ **Goal 1** To provide accurate and helpful information to the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals on the department's distribution list receiving newsletters and reports	*N/A	*N/A	*N/A
Number of constituent inquiries responded to within two-week time frame	21,350	21,700	22,000
Number of Department of Education website "visitors"	8.82 mil	9.5 mil	10.4 mil
Number of Department of Education website "hits"	306 mil	310 mil	314 mil

Explanation: *Performance Measure no longer applies. Currently working on new technological initiatives in distributing information via media sites. Revised Performance Measure and data will be provided in FY 2011.

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals participating on the Superintendent's advisory committees	30	165	165
Number of guidelines/legislative related initiative correspondence sent to stakeholders	4,560	4,560	4,560

- ◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of schools participating in department special initiatives	215	200	200
Amount of new discretionary grant funding secured by the department	15.9 mil.	3.8 mil	3.8 mil
Total amount of all federal funds secured by the department for public education in Arizona	1,049mil.	1,025mil.	1,025mil.

- ◆ **Goal 4** To improve employee and customer satisfaction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of employees satisfied with their job	83	84	84
Percent of employees who agree or strongly agree that the agency has a good internal communication system	70	73	73
Percent of internal customers satisfied with Accounting services	90	90	90
Percent of internal customers satisfied with Budget Office services	98	99	99
Percent of internal customers satisfied with Central Distribution services	100	98	98
Percent of internal customers satisfied with Contracts Management services	100	98	98
Percent of internal customers satisfied with Facilities services	100	98	98
Percent of internal customers satisfied with Grants Management services	94.5	94.6	94.6
Percent of internal customers satisfied with Human Resource services	100	98	98
Percent of internal customers satisfied with Print Shop services	100	98	98
Percent of internal customers satisfied with Purchasing services	100	98	98

- ◆ **Goal 5** To provide technical assistance and training for internal and external customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of new employee training courses offered	16	26	26
Number of comprehensive supervisor training courses offered	4	24	24
Number of Human Resource intranet website training courses offered	17	26	26
Number of timesheet refresher training courses offered	17	26	26
Number of training sessions held by Accounting Unit on various administrative topics	55	55	55
Number of Grants Management meetings held for department program areas	11	11	11

- ◆ **Goal 6** To promote a positive and productive work environment that cultivates teamwork and motivates employees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of employees who agree or strongly agree that the agency supports their participation in training opportunities to improve job skills	67	*N/A	*N/A
Percent of employees who agree or strongly agree that they have the proper tools and equipment to do their work	82	85	85
Percent of employees who agree or strongly agree that they receive recognition for their work when they deserve it	72	75	75

Explanation: *No longer measured after 1st half FY10 due to budget crisis and statewide moratorium on training.

EDA 6.2	Subprogram Summary
INFORMATION TECHNOLOGY	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-251-15-272, P.L. 107-110	

Mission:

To support access to the varied technologies that empower ALL of Arizona's learners to realize their social and economic potential through quality educational experiences.

Description:

The Information Technology (IT) division manages the agency's overall Information Management Initiatives. As the agency's data steward, IT sets and implements guidelines for safe, effective, and efficient information usage including collection, use, security, storage, integration, and reporting. To that end, IT maintains internal and external networks for the exchange of information. IT provides technical assistance to enable all of Arizona's educational stakeholders to effectively utilize ADE's offered services and information. IT guides and supports schools and districts in their use of technology to improve both administration and instruction. IT collaborates with strategic partners to provide the information needed to support reporting to and decision-making by education stakeholders (educators, the Arizona legislature, State government, Federal government, business groups, researchers, parents, students, etc.).

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,017.5	0.0	0.0
Other Non Appropriated Funds	2,517.5	2,012.5	2,012.5
Program Total	3,535.0	2,012.5	2,012.5
FTE Positions	12.5	12.5	12.5

- ◆ **Goal 1** To improve the quality of the Student Accountability Information System (SAIS) data submission process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of data marts used as management tools by agency units	2	3	4
Percent of errors due to transaction failures	6	8	8
Percent of errors due to system failures	4	5	5

- ◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of calls that are resolved by the Support Center	60	85	85
Percent reduction in average downtime of Internet servers	1	5	1
Percent reduction in average downtime of messaging servers	1	3	1

- ◆ **Goal 3** To increase the use of data and information technology as a management tool to make better-informed decisions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of enterprise data integrated into Data warehouse	85	90	92

- ◆ **Goal 4** To provide accurate and helpful information to the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of department website "hits" (in thousands) annually.	9,700	9,600	9,800

- ◆ **Goal 5** To improve the agency's information security stance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Publish security manual and update as required	1	1	1
Require security awareness training of all IT staff	1	1	1
Require security awareness training of all agency staff	1	1	1
Percent of applications securitized	84	90	90

◆ **Goal 6** To close critical TISA gaps.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of DFDs completed.	90	90	90
Percent of telecommunications/data network converged	95	95	95
Number of monthly vulnerability scans and reviews conducted.	24	24	24
Collaborate with other Arizona State agencies to enable ADE to conduct needed testing.	1	1	1

◆ **Goal 7** To ensure the quality, integrity, and security of data moving to the agency's integrated data delivery systems, by establishing and acculturating a broad-based, agency-wide operational framework of Data Governance, incorporating standardized data definitions and formal Data Stewardship.

◆ **Goal 8** To establish and acculturate uniformity of data assets across the entire agency.

MAA 0.0	Agency Summary
DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS	
Major General Hugo E. Salazar, Adjutant General	
Phone: (602) 267-2717	
A.R.S. §§ 26-101, 26-111	

Mission:

To promote, protect, and defend the health, safety, peace, and quality of life of the citizens of our communities, state, and nation.

Description:

The Department of Emergency and Military Affairs is divided into three programs: Administration, Emergency Management, and Military Affairs. The Administration program coordinates the activities of the other programs. It provides overall financial, contracting, personnel, and property management actions. The Emergency Services program prepares and coordinates emergency response plans for the State. The Military Affairs program contains the Army National Guard and Air National Guard programs each of which develop, train, and sustain a military force for the protection of life and property, preservation of peace, maintenance of order, and public safety. It also administers Project Challenge for training at-risk youth and the Joint Counter Narcotics Task Force.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	1,527.2	1,594.7	1,594.7	1,594.7
➤ EMERGENCY MANAGEMENT	57,410.1	56,911.8	56,911.8	56,911.8
➤ MILITARY AFFAIRS	16,861.3	21,790.6	21,790.6	21,790.6
Agency Total:	<u>75,798.6</u>	<u>80,297.1</u>	<u>80,297.1</u>	<u>80,297.1</u>

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	9,100.1	10,430.6	10,430.6	10,430.6
Other Appropriated Funds	71.2	132.7	132.7	132.7
Other Non Appropriated Funds	66,627.3	69,733.8	69,733.8	69,733.8
Program Total	<u>75,798.6</u>	<u>80,297.1</u>	<u>80,297.1</u>	<u>80,297.1</u>
FTE Positions	<u>482.6</u>	<u>481.6</u>	<u>481.6</u>	<u>481.6</u>

Strategic Issues:

Issue 1 Employee retention and quality of employees

The Department is built on quality employees capable of responding during a natural disaster or civil disturbance. In order to provide a work environment that promotes job satisfaction, growth opportunities, and a sense of value and pride, funding for training, salaries and personnel services must be increased.

Issue 2 Customer demand for products/services exceeds our capacity to deliver to their needs

Expanding legislative responsibility and increased demand for disaster prevention and preparedness from Arizona's political subdivisions have exceeded the Department's capabilities. Domestic Preparedness (terrorism) and the increased threat in our schools for emergency and disaster plans are just two examples. Local government requests exceed current staff capability.

Issue 3 Agency wide communications/information management capability

The Department currently has five separate information networks that are not linked with one another. In order to provide better communications and information management the Department needs to develop an Agency-wide network that includes connectivity to the State's mainframe.

Issue 4 Community integration and visibility.

The Department's objective is to integrate all of its activities into the

communities of the state. A new armory construction program needs to be developed to meet community and state needs. Emergency Services must receive additional funding to further develop the disaster resistant community program in order to prevent loss of property and life. Funding must be maintained in order to support valuable community enhancing programs such as Project Challenge, Joint Counter Narcotics Task Force and the Freedom Academy.

Issue 5 Maintenance of viable, optimally located training areas/ranges and facilities.

In order to maintain viable training areas/ranges, adequate funding must be provided to support mandated cultural and natural resource studies. Operations and maintenance dollars currently are not sufficient to maintain all facilities at minimum OSHA standards. Due to significant demographic changes in the past decade, facilities are no longer strategically located and there is a one-half million square foot shortfall in required work space.

MAA 1.0 Program Summary	
ADMINISTRATION	
Edward L. Flinn, Director of State Activities	
Phone: (602) 267-2732	
A.R.S. § 26-102 C-8	

Mission:

To provide leadership and support resources to all elements of the Department.

Description:

The Administration program provides agency-wide direction, oversight and support services. The Administration program is responsible for providing resource management, accounting, personnel and procurement functions for the Department. In addition, it provides oversight of Project Challenge, Army Facilities Maintenance and State Active Duty. It is also responsible for the coordination of Federal Funds with the United States Property and Fiscal Officer.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,527.2	1,594.7	1,594.7	1,594.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,527.2	1,594.7	1,594.7	1,594.7
FTE Positions	13.9	13.9	13.9	13.9

◆ **Goal 1** To provide quality and timely support services to our customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of weeks to process personnel actions	1.5	1	1	1

MAA 2.0 Program Summary	
EMERGENCY MANAGEMENT	
Lou Trammell, Director	
Phone: (602) 231-6245	
A.R.S. § 26-305	

Mission:

To coordinate emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.

Description:

The program directs and coordinates a statewide Comprehensive Emergency Management program to minimize personal and property losses caused by natural and technological disasters. This is accomplished through numerous preparedness, response, recovery, and mitigation activities and programs.

This Program Contains the following Subprograms:

- ▶ Mitigation and Preparedness
- ▶ Response and Recovery

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,638.2	2,696.2	2,696.2	2,696.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	54,771.9	54,215.6	54,215.6	54,215.6
Program Total	57,410.1	56,911.8	56,911.8	56,911.8
FTE Positions	384.2	383.2	383.2	383.2

MAA 2.1	Subprogram Summary
MITIGATION AND PREPAREDNESS	
Jan Kimmell, Assistant Director	
Phone: (602) 231-6264	
A.R.S. § 26-305	

Mission:

To reduce or eliminate the loss of life and loss of property due to disaster and to prepare state agencies and local emergency management organizations to respond to, recover from, and mitigate disasters through planning, training and exercise activities.

Description:

The mitigation element integrates several funding programs that reduce repetitive losses caused by disaster by managing structural and non-structural projects that eliminate losses. The mitigation group provides technical assistance to political subdivisions to develop mitigation plans, analyze vulnerabilities and to assess risks to support land use decisions. The preparedness element serves three main functions; technical assistance for the development of state and local emergency operations plans; training for emergency managers, elected officials and first responders; and exercising the capabilities of state and local government. These activities will increase the overall capability to respond to, recover from, and mitigate disasters and thereby reduce the impact of disasters.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,959.3	2,020.2	2,020.2	2,020.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	46,419.2	45,897.7	45,897.7	45,897.7
Program Total	48,378.5	47,917.9	47,917.9	47,917.9
FTE Positions	273.9	272.9	272.9	272.9

◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of communities with sustained Disaster Resistant Community Programs	117	117	117	117

◆ **Goal 2** To increase local emergency management capability through training assistance programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of requests for contingency exercise assistance supported	100	100	100	100

MAA 2.2	Subprogram Summary
RESPONSE AND RECOVERY	
Wendy Smith-Reeve, Assistant Director	
Phone: (602) 464-6357	
A.R.S. § 26-306	

Mission:

To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.

Description:

This subprogram coordinates the response of state agencies to emergency incidents; administers the Governor's Emergency Fund; and manages post-response recovery efforts to include the acquisition and disbursement of special state appropriations and federal disaster funds, and allocation of resources.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	678.9	676.0	676.0	676.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	8,352.7	8,317.9	8,317.9	8,317.9
Program Total	9,031.6	8,993.9	8,993.9	8,993.9
FTE Positions	110.3	110.3	110.3	110.3

◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of months of community recovery time from declaration of emergency to termination of emergency	21.1	20	18	15
Customer satisfaction rating for communities served during disasters (Scales 1 - 8)	7.4	7	7	7

MAA 3.0	Program Summary
MILITARY AFFAIRS	
BG Matthew J. Brown, Brigadier General, Asst Adj General, Army	
Phone: (602) 267-2717	
A.R.S. § 26-113, 26-102 c-8	

Mission:

To provide the support functions for the Army and Air National Guard to develop, train and sustain a military force capable of supporting national, state, and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The division of Military Affairs has a dual role of providing the support functions (personnel, resource management, procurement and facilities) and leadership and direction to the Army National Guard, Air National Guard and Project Challenge.

This Program Contains the following Subprograms:

- ▶ Army National Guard
- ▶ Air National Guard
- ▶ Project Challenge

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,934.7	6,139.7	6,139.7	6,139.7
Other Appropriated Funds	71.2	132.7	132.7	132.7
Other Non Appropriated Funds	11,855.4	15,518.2	15,518.2	15,518.2
Program Total	16,861.3	21,790.6	21,790.6	21,790.6
FTE Positions	84.5	84.5	84.5	84.5

MAA 3.1	Subprogram Summary
ARMY NATIONAL GUARD	
BG Matthew J. Brown, Brigadier General, Assistant, Adjutant General, Arm	
Phone: (602) 267-2717	
A.R.S. § 26-111	

Mission:

To develop, train, and sustain a military land force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The Army National Guard serves a dual mission provided for by the United States Constitution and the A.R.S. as the militia for Arizona. The Governor is the Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to civil disturbances and natural disasters. When federalized by the President of the United States, the Army National Guard provides trained and ready units in support of any active Army contingency.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,463.8	1,493.1	1,493.1	1,493.1
Other Appropriated Funds	71.2	132.7	132.7	132.7
Other Non Appropriated Funds	8,506.5	8,243.9	8,243.9	8,243.9
Program Total	10,041.5	9,869.7	9,869.7	9,869.7
FTE Positions	52.5	52.5	52.5	52.5

◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Army National Guard soldiers re-enlisted	84	85	85	85

MAA 3.2 Subprogram Summary

AIR NATIONAL GUARD

Brigadier General Michael Colangelo, Commander, Arizona Air National Guard
 Phone: (602) 267-2712
 A.R.S. § 26-113,26-102-c-8

Mission:

To provide our nation's total force with highly trained expeditionary airmen supporting national security objectives through combat readiness and training.

Description:

The Air National Guard Air Operations program consists of the 161st Air Refueling Wing (ARW), 162nd Fighter Wing (FW) and the 107th Air Control Squadron (ACS). The 161st ARW is a refueling tanker task force flying KC-135E aircraft providing aerial refueling support. The 162nd FW trains fighter pilots for the Air National Guard and international student pilots. The 107th ACS provides Air Battle Management training for active duty and reserve components.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,952.4	3,082.1	3,082.1	3,082.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,055.0	6,001.9	6,001.9	6,001.9
Program Total	4,007.4	9,084.0	9,084.0	9,084.0
FTE Positions	2.0	2.0	2.0	2.0

◆ **Goal 1** To recruit and retain highly qualified personnel.

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Air National Guard soldiers re-enlisted	93	90	90	90

MAA 3.3 Subprogram Summary

PROJECT CHALLENGE

Edward L. Flinn, Director, State Activities
 Phone: (602) 267-2732
 A.R.S. § 26-111

Mission:

To provide a military-based, in residence educational program for high school dropouts who desire to succeed.

Description:

Project Challenge is a 17-month program for youth at risk who come from various backgrounds that can include drug addiction, gang activity, dysfunctional families and at-risk parents. Conducted in a quasi-military environment, participants attend classes to complete requirements for a General Equivalency Diploma (GED); and receive guidance and counseling in leadership development, life-coping skills, career exploration and planning, health and hygiene, physical training and conflict resolution. Project Challenge inspires each participant to academically, physically, psychologically, and emotionally excel so that they can function productively in our community.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,518.5	1,564.5	1,564.5	1,564.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	1,293.9	1,272.4	1,272.4	1,272.4
Program Total	2,812.4	2,836.9	2,836.9	2,836.9
FTE Positions	30.0	30.0	30.0	30.0

◆ **Goal 1** To integrate the Arizona National Guard in the youth at risk programs.

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Project Challenge graduates annually	138	175	150	150
Percentage of Project Challenge graduates either employed or in school within One year of graduation.	95	95	95	95

EVA 0.0	Agency Summary
DEPARTMENT OF ENVIRONMENTAL QUALITY	
Henry Darwin, Deputy Director	
Phone: (602) 771-2204	
A.R.S. §§ 49-101 et seq.	

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Arizona Department of Environmental Quality protects public health and the environment by establishing and ensuring compliance with standards of quality for Arizona's air, land, and water; advancing public policy; and encouraging participation through statewide outreach.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	4,866.7	13,827.7	13,827.7	13,827.7
➤ AIR	41,787.4	56,874.9	56,874.9	56,874.9
➤ WASTE	42,668.7	44,899.0	44,899.0	44,899.0
➤ WATER	387,868.0	189,413.6	189,413.6	189,413.6
Agency Total:	477,190.8	305,015.2	305,015.2	305,015.2

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	12,769.5	7,000.0	7,000.0	7,000.0
Other Appropriated Funds	42,893.5	74,053.6	74,053.6	74,053.6
Other Non Appropriated Funds	421,527.8	223,961.6	223,961.6	223,961.6
Program Total	477,190.8	305,015.2	305,015.2	305,015.2
FTE Positions	845.0	717.0	717.0	717.0

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				
Henry Darwin, 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,372.1	0.0	0.0	0.0
Other Appropriated Funds	670.3	13,200.0	13,200.0	13,200.0
Other Non Appropriated Funds	824.3	627.7	627.7	627.7
Program Total	4,866.7	13,827.7	13,827.7	13,827.7
FTE Positions	145.5	126.0	126.0	126.0

◆ **Goal 1** To enhance relationships with the public, regulated community and agency partners

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of statutorily set permit timelines met through License Time Frame rule.	99.8	100.0	N/A	N/A

◆ **Goal 2** To provide value to all of Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating for citizens (scale of 1-8)	7.8	7.7	N/A	N/A
Administration as a percentage of total cost	3.1	3.3	3.3	3.3
Percent of citizens expressing overall satisfaction with ADEQ services	98.0	96.25	96.25	96.25
Percentage of citizens expressing overall satisfaction with Administrative Program Services	94.0	90.0	90.0	90.0
Percentage of invoice payables paid within thirty (30) calendar days.	99.4	94.0	94.0	94.0
Percent of customers agreeing that services meet or exceed their expectations based upon a customer satisfaction survey attached to every Purchase Order	100.0	92.5	100.0	100.0
Percentage of agency staff turnover	14.1	12.0	12.0	12.0
Percent of notice of administrative hearings issued within 3 working days of receiving all necessary documentation	100.0	90.0	90.0	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	100.0

◆ **Goal 3** To provide leadership on children's environmental health

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Continue to implement the action plan to integrate children's environmental health issues into ADEQ programs.	100.0	100.0	100.0	100.0

EVA 2.0	Program Summary			
AIR				
Eric Massey, Air Quality Division Director				
Phone: (602) 771-2288				
A.R.S. §§ 49-401 to 49-593				

Mission:

To protect and enhance public health and welfare and the environment by controlling present and future sources of air pollution.

Description:

The Air Quality Division is responsible for controlling sources of air pollution and assuring compliance with federal and state environmental laws. The control strategies designed to improve air quality are a key component of the State Implementation Plan. Major activities relied upon for protecting air quality include planning and program development, monitoring and research, industrial emissions permitting, compliance and enforcement, and vehicle emissions inspections.

This Program Contains the following Subprograms:

- ▶ Air Quality Management and Analysis
- ▶ Vehicle Emissions Control

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	784.0	0.0	0.0	0.0
Other Appropriated Funds	34,194.3	49,690.0	49,690.0	49,690.0
Other Non Appropriated Funds	6,809.1	7,184.9	7,184.9	7,184.9
Program Total	41,787.4	56,874.9	56,874.9	56,874.9
FTE Positions	247.3	223.5	223.5	223.5

EVA 2.1	Subprogram Summary
AIR QUALITY MANAGEMENT AND ANALYSIS	
Eric Massey, Air Quality Division Director	
Phone: (602) 771-2288	
A.R.S. §§ 49-401 to 49-593	

Mission:

To bring non-attainment areas into attainment and maintain good air quality throughout the state while providing quality information to ensure sound air quality regulatory decision-making.

Description:

This subprogram provides management and administrative services to the program; plans, controls, and monitors expenditures of staff and budgetary resources; provides for staff training and employee evaluations; develops policies and procedures; provides input on legislative issues; assists in development of agency strategic plans and action plans for their implementation; develops, implements and monitors workplans; evaluates program effectiveness; and oversees delegation agreements with local jurisdictions. Air quality monitoring and assessment of permitted and non permitted sources are performed to gauge emissions. Compliance activities performed by the Air Quality Program ensure that facilities remain in compliance with all statutes, rules, and permit conditions; activities out of compliance are returned to compliance in a timely and appropriate manner. The Permitting section regulates various sources of air pollution using a system of permits to ensure that the air pollutants do not cause harm to the public health or welfare.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	784.0	0.0	0.0	0.0
Other Appropriated Funds	11,868.8	17,803.4	17,803.4	17,803.4
Other Non Appropriated Funds	6,808.9	7,184.9	7,184.9	7,184.9
Program Total	19,461.7	24,988.3	24,988.3	24,988.3
FTE Positions	214.3	194.5	194.5	194.5

◆ **Goal 1** To provide value to all of Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of customers satisfied with Air Quality Programs	95.3	92.5	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annual number of State Implementation Plans (SIP) (new or revisions) submitted to the Environmental Protection Agency (EPA) per fiscal year	3.0	2.0	2.0	2.0
Number of days per year exceeding National Ambient Air Quality Standards (NAAQS) for Ozone (O3), Carbon Monoxide (CO), or Particulates (PM10).	8.0	0.0	N/A	N/A
Achieve 90 percent air quality sample data recovery	98.3	90.0	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	100.0
Number of non-attainment areas exceeding national ambient air quality standards.	2	5	5	5
Maintain compliance with Licensing Time Frames for all air quality permit applications tracked by AZURITE.	99.6	99.0	99.0	99.0

EVA 2.2	Subprogram Summary
VEHICLE EMISSIONS CONTROL	
Eric Massey, Air Quality Division Director	
Phone: (602) 771-2288	
A.R.S. §§ 49-401 to 49-593	

Mission:

To protect public health by ensuring regulated facilities and pollution-generating activities meet air emission standards through equitable and efficient permitting, inspection, enforcement, assessment and monitoring.

Description:

This subprogram has implemented and maintains an enhanced and basic vehicular inspection and maintenance program. The maintenance and repair program emphasizes the importance of maintaining vehicle performance to lower emissions and to extend the life of vehicles.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	22,325.5	31,886.6	31,886.6	31,886.6
Other Non Appropriated Funds	0.2	0.0	0.0	0.0
Program Total	22,325.7	31,886.6	31,886.6	31,886.6
FTE Positions	33.0	29.0	29.0	29.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of vehicles that have failed inspection and later brought into compliance (in thousands)	171.6	145.0	145.0	145.0

EVA 3.0 Program Summary

WASTE

Amanda Stone, Waste Programs Division Director
 Phone: (602) 771-4567
 A.R.S. §§ 49-701 to 49-973

EVA 3.1 Subprogram Summary

WASTE CONTROL AND MANAGEMENT

Amanda Stone, Waste Programs Division Director
 Phone: (602) 771-4567
 A.R.S. §§ 49-701 to 49-973

Mission:

To protect and enhance public health and the environment by reducing the risk associated with waste management, regulated substances and contaminated sites.

Description:

The Waste Program carries out its mission by regulating solid and hazardous waste management and facilities, hazardous waste generators, waste tire management and facilities and underground storage tanks. The program issues permits; conducts inspections; approves closure activities; conducts or oversees remediation of contaminated sites; administers funds; provides grants; and encourages recycling, reuse and other forms of pollution prevention.

This Program Contains the following Subprograms:

- ▶ Waste Control and Management
- ▶ Underground Storage Tank
- ▶ Remediation

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,000.0	7,000.0	7,000.0	7,000.0
Other Appropriated Funds	43.4	22.0	22.0	22.0
Other Non Appropriated Funds	35,625.2	37,877.0	37,877.0	37,877.0
Program Total	42,668.7	44,899.0	44,899.0	44,899.0
FTE Positions	187.7	133.6	133.6	133.6

Mission:

To protect public health and the environment by assuring the proper handling, storage, treatment, and disposal of wastes; by promoting pollution prevention and recycling; and by responding to customer needs in a timely manner by effectively monitoring and administering the laws and regulations for the storage, treatment, disposal and reduction of solid and hazardous wastes and hazardous materials.

Description:

This subprogram provides management and administrative services to the program; plans, controls and monitors staff and budgetary expenditures; provides for staff development; develops rules, policies and procedures; provides input on legislative issues; assists in developing agency strategic plans and action plans; develops, implements and monitors workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state waste tire program; implements the state and federal hazardous waste laws pursuant to delegation from U.S. Environmental Protection Agency (EPA); maintains an inventory of hazardous waste generators, as well as hazardous and solid waste management facilities; reviews applications for licenses, permits and plan approvals, modifications and amendments and takes appropriate action; encourages community involvement; conducts inspections, collects and maintains compliance data, provides compliance assistance and pursues enforcement actions for significant noncompliance for hazardous and solid waste management and facilities and waste tire management facilities; promotes and encourages pollution prevention, reviews and approves pollution prevention plans and reports; advocates for solid waste reduction, reuse, and recycling; and provides grant monies to selected demonstration projects.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	40.6	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	40.6	0.0	0.0	0.0
FTE Positions	0.6	0.0	0.0	0.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of contaminated sites in Waste Programs Division closed requiring no further action (cumulative) versus known universe of contaminated sites in the Waste Programs Division (cumulative)	88.6	84.5	N/A	N/A

◆ **Goal 2** To provide value to all of Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of customers satisfied with Waste Programs Division	99.7	92.5	92.5	92.5

◆ **Goal 3** To enhance relationships with the public, regulated community and agency partners

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Make final decision on one Treatment Storage and Disposal (TSD) permit application annually.	1.0	1.0	1.0	1.0

EVA 3.2	Subprogram Summary
UNDERGROUND STORAGE TANK	
Amanda Stone, Waste Programs Division Director	
Phone: (602) 771-4567	
A.R.S. §§ 49-1001 to 49-1093	

Mission:

To protect public health and the environment by preventing regulated substance releases and reducing the risk associated with contaminated sites.

Description:

The subprogram assures the proper operation and maintenance of underground storage tank (UST) systems in the state of Arizona and maintains an inventory of these systems. This program is also responsible for overseeing the cleanup of soil and groundwater contamination from leaking underground storage tanks. In addition, the subprogram provides outreach and compliance assistance to owners and operators of USTs to keep them aware of current compliance requirements. The subprogram responds to complaints regarding UST sites and fully investigates any potential violations of Arizona's underground storage tank laws. The subprogram also administers the State Assurance Fund, which covers costs associated with removal and remediation of leaking underground storage tank sites.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2.8	22.0	22.0	22.0
Other Non Appropriated Funds	27,963.9	24,399.0	24,399.0	24,399.0
Program Total	27,966.7	24,421.0	24,421.0	24,421.0
FTE Positions	117.0	79.2	79.2	79.2

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of site characterization reports, corrective action plans, workplans, closure requests, and determination or confirmation of a release responded to within 120 calendar days.	N/A	90.0	90.0	90.0

EVA 3.3	Subprogram Summary
REMEDIATION	
Amanda Stone, Waste Programs Division Director	
Phone: (602) 771-4567	
A.R.S. §§ 49-701 to 49-973	

Mission:

To ensure cleanup of contamination where it has occurred by responding to and controlling, mitigating, or eliminating all historic hazardous substance sites, overseeing and expediting voluntary remediation activities; and undertaking multimedia environmental emergency responses at a minimum impact to taxpayers and the public.

Description:

This subprogram evaluates potentially contaminated sites; reviews plans for and oversees privately-funded clean up activities; investigates and remediates WQARF priority sites using state funds; identifies responsible parties; negotiates settlements with potentially responsible parties; develops evidence and data needed for cost recovery and settlement actions by the Attorney General's Office; provides funding to the Attorney General's Office, Arizona Department of Water Resources, and other governmental and political subdivisions for the purpose of assisting ADEQ with its remediation efforts; oversees remediation of RCRA sites; assists, oversees, and expedites voluntary remediation of contaminated sites; administers the state's Greenfields and Brownfields initiatives; supports Waste Program recruitment, training, data management, strategic planning, budgeting and resolution of cross programmatic issues; and responds to environmental emergencies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,000.0	7,000.0	7,000.0	7,000.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	7,661.3	13,478.0	13,478.0	13,478.0
Program Total	14,661.3	20,478.0	20,478.0	20,478.0
FTE Positions	70.1	54.4	54.4	54.4

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Reduce the number of contaminated sites in the Waste Program by initiating response actions at Water Quality Assurance Revolving Fund (WQARF) sites.	0	2.0	2.0	2.0

EVA 4.0	Program Summary
WATER	
Mike Fulton, Water Quality Division Director	
Phone: (602) 771-2303	
A.R.S. §§ 49-201 to 49-391	

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

This program ensures the safety of drinking water from public water systems, develops water quality management plans, establishes water quality standards, anticipates problems through ongoing monitoring and assessment, and responds to emergencies. It regulates discharges from wastewater treatment plants, landfills, mining operations, industrial facilities, irrigated agriculture, urban runoff, contractors, etc. It also promotes voluntary programs to protect aquifers for drinking water.

This Program Contains the following Subprograms:

- ▶ Underground Water Regulation
- ▶ Surface Water Regulation
- ▶ Drinking Water Regulation
- ▶ Water Infrastructure Finance Authority

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,613.4	0.0	0.0	0.0
Other Appropriated Funds	7,985.4	11,141.6	11,141.6	11,141.6
Other Non Appropriated Funds	378,269.2	178,272.0	178,272.0	178,272.0
Program Total	387,868.0	189,413.6	189,413.6	189,413.6
FTE Positions	264.5	233.9	233.9	233.9

EVA 4.1	Subprogram Summary
UNDERGROUND WATER REGULATION	
Mike Fulton, Water Quality Division Director	
Phone: (602) 771-2303	
A.R.S. §§ 49-201 to 49-391	

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

The Underground Water Regulation program protects groundwater which is essential to Arizona's safe drinking water supplies. The Aquifer Protection Permit program is designed to protect groundwater quality in Arizona's aquifers through the issuance of permits to discharging facilities. This program also registers dry wells, issues reclaimed water permits, conducts compliance inspections, enforces permit conditions, manages the pesticide program, monitors groundwater, and provides technical assistance to industry and the public.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,547.9	0.0	0.0	0.0
Other Appropriated Funds	3,233.9	6,061.0	6,061.0	6,061.0
Other Non Appropriated Funds	580.0	1,468.3	1,468.3	1,468.3
Program Total	5,361.8	7,529.3	7,529.3	7,529.3
FTE Positions	82.7	65.6	65.6	65.6

◆ **Goal 1** To provide value to all of Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of customers satisfied with Water Quality Division.	99.0	92.5	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of permit actions for existing groundwater protection permits for mining facilities during each fiscal year.	0	1.0	1.0	2.0
Annually, attain significant compliance rate of 80 percent for discharge limitations for APP permitted groundwater facilities as determined by monitoring data and physical inspection.	88.7	80.0	80.0	80.0
Percent reduction in Aquifer protection permit processing time.	N/A	N/A	N/A	N/A

Explanation: FY2009 Measure Only.

EVA 4.2	Subprogram Summary
SURFACE WATER REGULATION	
Mike Fulton, Water Quality Division Director	
Phone: (602) 771-2303	
A.R.S. §§ 49-201 to 49-391	

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

The Surface Water Regulation program protects surface water quality by controlling point source discharges from wastewater treatment plants, concentrated animal feeding operations, storm water, industrial, commercial and other facilities. The program also regulates surface water discharges of non-point source pollution from irrigated agriculture, livestock grazing, silviculture, urban runoff, construction, mining, and recreation activities. ADEQ's surface water program accomplishes its goals by the following: (1) administering the Arizona Pollutant Discharge Elimination System (AZPDES) program, including issuing federally enforceable discharge permits, (2) reviewing engineering design plans and issuing construction approvals, (3) conducting compliance inspections of discharging facilities, (4) conducting outreach and education activities to build awareness of regulatory requirements; (5) offering technical and compliance assistance to facilities; (6) conducting enforcement actions, (7) implementing a statewide watershed management program, (8) awarding grants to eliminate or mitigate nonpoint source pollution, (9) developing surface water quality standards, (10) monitoring and assessing surface waters to provide critical water quality information that will enable the Department to maintain the quality of our lakes, rivers, streams, and wetlands.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	6.2	0.0	0.0	0.0
Other Appropriated Funds	2,710.2	3,181.0	3,181.0	3,181.0
Other Non Appropriated Funds	5,355.2	6,188.0	6,188.0	6,188.0
Program Total	8,071.6	9,369.0	9,369.0	9,369.0
FTE Positions	96.5	75.1	75.1	75.1

◆ **Goal 1** To improve the quality of Arizona's air, land, and water.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annually, attain significant compliance rate of 90 percent for discharge limitations among major surface water dischargers as determined by monitoring data and physical inspection.	94.7	90.0	90.0	90.0
Annually, ADEQ will reissue AZPDES permits within 180 days of receipt of a completed and timely AZPDES application.	77.3	70.0	70.0	70.0

EVA 4.3	Subprogram Summary
DRINKING WATER REGULATION	
Mike Fulton, Water Quality Division Director	
Phone: (602) 771-2303	
A.R.S. §§ 49-201 to 49-391	

Mission:

To ensure the delivery of safe drinking water to users of public water systems through regulatory oversight, technical assistance, and public education in facility planning, design, construction, operation and compliance monitoring, and to preserve and protect drinking water sources.

Description:

The Drinking Water program is federally mandated to ensure safe drinking water supplies for the public. The program regulates public water systems based on state drinking water rules that are continually updated to conform to federally promulgated regulations. Staff reviews water system construction plans, conducts compliance inspections on drinking water systems, reviews water quality monitoring data, initiates enforcement actions in response to continued or significant noncompliance, and conducts outreach to educate stakeholders on regulatory requirements. The program also evaluates source waters to ascertain their susceptibility to contamination, promotes voluntary community programs aimed at protecting aquifers for drinking water use, and administers the monitoring assistance program to assist public water systems in complying with monitoring requirements under the federal safe drinking water act.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	59.3	0.0	0.0	0.0
Other Appropriated Funds	2,041.3	1,899.6	1,899.6	1,899.6
Other Non Appropriated Funds	3,780.0	6,744.5	6,744.5	6,744.5
Program Total	5,880.6	8,644.1	8,644.1	8,644.1
FTE Positions	66.4	74.2	74.2	74.2

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annually, percentage of population serviced by community water systems (CWS) providing drinking water with no health-based violations will remain at 95 percent.	96.0	95.0	95.0	95.0
Annually, the percentage of school children serviced by non-transient, non-community water systems providing drinking water with no health-based violations will remain at 95 percent.	95.0	95.0	95.0	95.0
Percentage of facilities from Drinking Water Priority Log assigned to enforcement staff.	100.0	100.0	N/A	N/A
Percent reduction in drinking water plan review processing time.	N/A	N/A	N/A	N/A

Explanation: FY2008 & FY2009 Measure Only.

EVA 4.4	Subprogram Summary
WATER INFRASTRUCTURE FINANCE AUTHORITY	
Sandy Sutton, Interim Director	
Phone: (602) 364-1310	
A.R.S. §§ 49-1201 to 49-1269	

Mission:

To maintain and protect water quality and to ensure the affordability of basic community infrastructure.

Description:

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent entity authorized to finance the construction, rehabilitation and/or improvement of drinking water, waste water, waste water reclamation, and other water quality facilities/projects. As a "Bond Bank", WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest on loans for 100% of eligible project costs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	368,554.0	163,871.2	163,871.2	163,871.2
Program Total	368,554.0	163,871.2	163,871.2	163,871.2
FTE Positions	19.0	19.0	19.0	19.0

◆ **Goal 1** To ensure WIFA's resources are awarded in conformance with Arizona's goals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of recipients moving from non-compliance to compliance	15.0	7.0	7.0	7.0

◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of total available funds invested	99.7	99.5	99.5	99.5
Interest income (in thousands)	9,325.3	8,232.6	8,232.6	8,232.6

◆ **Goal 3** To facilitate access to and efficiently deliver financial and technical assistance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of weeks to process a loan	3.2	6.0	6.0	6.0

◆ **Goal 4** To coordinate with other funding sources, technical resources, and regulatory authorities

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of co-financings	18.0	7.0	7.0	7.0

AFA 0.0	Agency Summary
GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY	
Carolyn Pitre Wright, Director	
Phone: (602) 542-3716	
A.R.S. § 41-101	

Mission:

To administer and enforce state and federal laws prohibiting discrimination for several thousand state employees to ensure there are no discriminatory practices in State government.

Description:

The Governor's Office of Equal Opportunity (GOEO) provides information and technical assistance to state agencies to ensure nondiscrimination and equal opportunity access to employment, state contracts, and appointments. The GOEO assists state agencies/divisions in promoting equal opportunity in employment, appointments, and procurement practices conducted on behalf of the State.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	191.3	194.4	194.4	194.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	35.8	100.3	68.0	68.0
Program Total	227.1	294.7	262.4	262.4
FTE Positions	5.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 *Reduce the State of Arizona's risk of loss due to exposure to lawsuits relating to discrimination, sexual harassment, and non-compliance with State and Federal equal opportunity and civil rights laws.*

The Governor's Office of equal Opportunity (GOEO) will analyze agency Equal Opportunity Plans and monitor EEO complaints to determine what assistance agencies need in complying with federal and state equal opportunity laws. All agencies will receive information regarding federal and state equal opportunity laws and have the option for further coaching, education and training.

Issue 2 *Increase the ability of minorities to participate in state employment and on state Boards and Commissions.*

The GOEO will contact appropriate community organizations regarding state employment and state Board and Commission appointments. Organizations will receive information about the state employment website and the process for applying for state employment and Board and Commission appointments. The GOEO will also provide information about external outreach and community organizations to state agencies to assist in recruitment efforts.

Issue 3 *Provide accurate and timely EEO-4 reports to the federal government.*

The GOEO will work with the Department of Administration and state agencies to provide the Federal Government with an accurate and timely EEO-4 report.

Issue 4 *Provide coordination of alternative dispute resolution and facilitative discussion services to state agencies.*

The GOEO will work with appropriate state agencies to coordinate facilitative discussion or alternative dispute resolution sessions for current or former state employees. These non-financial facilitative discussions will review internal discriminatory workplace behavior in order to resolve complaints based on factual circumstances.

◆ **Goal 1** To ensure state agencies comply with Equal Employment Opportunity rules, regulations, policies, and procedures; and to assist other non-state government entities with related Information and Referral Services

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Number of state agency Equal Employment Opportunity plans submitted.	105	105	105	105
Number of state agencies assisted in the preparation of agency-level Equal Employment Opportunity Plans, and in efforts to reach workforce parity	35	70	40	40
Number of calls answered providing information and assistance regarding Equal Opportunity rules and regulations	600	600	500	500

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of persons assisted with employment related complaints	300	350	300	300
Number of diversity training classes provided	5	10	6	6
Total training hours provided to state employees	340	900	400	400

◆ **Goal 3** To achieve and maintain a culturally diverse state government workforce and ensure diverse representation on state Boards and Commissions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of community organizations contacted by the Governor's Office for Equal Opportunity to help facilitate the dissemination of information regarding employment opportunities	200	250	200	200
Number of community organizations contacted by GOEO to help facilitate the dissemination of information regarding positions on State Boards and Commissions	200	200	200	200
Contact with tribes, tribal members and off-reservation native Americans regarding employment, appointment and procurement opportunities with the state	250	300	250	250

◆ **Goal 4** To enhance the growth and development of minority and women-owned business enterprises.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of minority/women-owned businesses contacted and provided with information regarding state contracting opportunities	40	2,500	40	60
Number of minority/women-owned businesses referred to DOA procurement	40	150	40	60

◆ **Goal 5** To provide alternative dispute resolution services to state agencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of persons trained in mediation	1	10	1	2
Number of presentations concerning mediation services	0	5	2	2
Number of mediation sessions conducted as a result of Governors Office of Equal Opportunity	0	15	4	4

EOA 0.0	Agency Summary
STATE BOARD OF EQUALIZATION	
George Shook, Interim Chairperson	
Phone: (602) 364-1611	
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 forty-one members, twenty-one appointed by the Governor, including the Chairman, and ten members each from Maricopa and Pima counties. The Board's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties, but extends statewide for centrally assessed property. The Board also can provide hearing officer services for outlying counties. Currently, the Board provides services to La Paz, Mohave, Navajo, Pinal and Yavapai counties.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	649.8	661.0	661.0	661.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	649.8	661.0	661.0	661.0
FTE Positions	7.0	7.0	7.0	7.0

Strategic Issues:

Issue 1 Substantial increases in hearings

The Board of Equalization continues to experience substantial increases in hearings. For 2009, the Board will handle well over 16,000 appeals. A fully staffed Board is designed to handle a third of that number. The Board is grossly understaffed. The Board has had to hold hearings into evenings, Saturdays and the Columbus Day holiday. The computer system remains extremely problematic. Any downtime will prevent the SBOE from fulfilling its obligations without additional funding, FTE's, and/or other resources. The Board was unable to meet statutory deadlines in 2010 because of the shortage of Board members and funding.

Issue 2 Market conditions

The Board recently experienced an exponential upswing in the number of filings. All property types have experienced unprecedented growth and appreciation through 2006 and 2007, but the market then went into a dramatic and precipitous decline which continues to the present date. The Board has received a record shattering number of appeals (well over 13,000 in 2008 and 16,000 in 2009) in part due to these rapid and deep market changes.

The current volatile real estate market conditions have created an unprecedented, unpredictable and difficult property tax appeal environment. The true test of the quality of our automation and electronic filing system came during this market down cycle, which has already and will inevitably result in a substantial increases in the number of petitions for years to come. Other factors are at work and the volume may never subside to earlier levels. Unfortunately, the Board's computer system was not designed for this volume and was swamped at times by tax agents filing hundreds of parcels at one time. There were a number of breakdowns. With the large accounting, law and tax appeal firms becoming more heavily committed to electronic filing, the Board's computer system is in serious need of substantial repair and enhancement. Not only are software enhancements needed, but the hardware is now outdated.

Issue 3 Legislation

There are serious discussions once again of revising the tax appeal calendar as well as the scope of counties under the Board's jurisdiction. If this were

to occur, there would be new budgetary issues that would need to be addressed. There is also an effort to obtain legislation that will reduce the number of unnecessary appeals by, among other things, encouraging resolution of disputes at the assessor level, to insure taxpayers will receive competent representation by tax agents and to insure prompt, thorough and fair treatment of taxpayers by the Board by obtaining adequate resources.

- ◆ **Goal 1** To restore sufficient funding in order for the State Board of Equalization to be prepared for a rapidly increasing caseload. This will also ensure that the SBOE is able to adequately staff all hearings in Maricopa and Pima Counties and meet statutory deadlines.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cost per parcel (in dollars)	10	12	12	12
Parcels appeals received	117,081	85,000	87,000	84,000
Cost per parcel (dollars)	10	12	12	10
Proper management of budget request.	1	1	1	1

- ◆ **Goal 2** To reduce the cost attributed to petitions and hearings.

- ◆ **Goal 3** To enhance the Board's computer system to handle the greatly increased caseloads and computerize tasks that are still done manually. To continue the growth in electronic filing and transmit a statement of changes made to the valuation of any property in Maricopa or Pima County. In addition, expand our electronic capabilities to include the "client" counties (currently, La Paz, Navajo, Mohave, Pinal, and Yavapai Counties). All enhancements will be made with the ultimate objective to reduce the amount of hard copy filing and evidence.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complete the re-submittal of proposed rules to GRC.	0	1	0	0

- ◆ **Goal 4** To update and obtain necessary approvals of the State Board of Equalization's Rules.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Resubmittal to the GRC.	0	0	0	0

- ◆ **Goal 5** To obtain legislation that will reduce the number of unnecessary appeals by, among other things, encouraging resolution of disputes at the assessor level, to insure taxpayers will receive competent representation by tax agents and to insure prompt, thorough and fair treatment of taxpayers by the Board by obtaining adequate resources.

PPA 0.0	Agency Summary
BOARD OF EXECUTIVE CLEMENCY	
Duane Belcher, Chairman/Executive Director	
Phone: (602) 542-5656	
A.R.S. §§ 31-401 et. seq.	

Mission:

To ensure public safety by considering and granting parole, work furlough, home arrest, and absolute discharge to inmates certified eligible by the Department of Corrections and who appear not to pose a threat to society, and by recommending to the Governor only those executive clemency actions which are in the best interest and safety of the citizens of Arizona.

Description:

Each month the Board conducts parole hearings for inmates who have committed offenses prior to January 1994. Hearings include consideration for home arrest, work furlough, parole release, absolute discharge, rescission, modification, revocation (of both parole and community supervision), and absolute discharge from parole supervision. The Board also conducts clemency hearings which include commutation, pardon, and reprieve.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	877.7	865.4	865.4	865.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	877.7	865.4	865.4	865.4
FTE Positions	9.0	14.0	14.0	14.0

Strategic Issues:

Issue 1 Agency's Hearings Issues

The FY2003 cuts to the Board's budget has had devastating effects to the total hearing process. First of all the reduction of three case analysts has totally suspended the use of Structured Decision Making (SDM) as a risk assessment tool in assisting the Board in their decision making process. SDM not only provided an indicator of risk but also provided the Board with guidelines when a release would be appropriate. The second critical area in which these staff positions were important to the hearing process was their expertise in producing a document to the Board that was extensively researched and often times highlighted areas that were of serious concern. These important documents were not only used in the release decision process but also in Executive Clemency actions where recommendations are made to the Governor in pardons, commutations, and in reprieve actions where a death-row inmate is scheduled to be executed.

Issue 2 Victim and Official Notifications of Board Hearings and Results

The Arizona Board of Executive Clemency is mandated to notify both victims and officials of any Board hearings that are scheduled and the results of those hearings. The work load in this critical area continues to grow, just as the number of felony commitments to our prison system grows. Although parole was abolished, effective January 1, 1994, all clemency applications have escalated drastically, necessitating the same victim issues be addressed. Due to the severe budget cuts experienced by the Board in our FY 2003 budget, the Board was forced to lay-off a number of employees, two of which performed the previously indicated duties. The only people who receive notification are those already in the system and those who request notification through the post conviction notification form. Unfavorable publicity and possible litigation could be the result of inadequate funding to staff this unit. The following statutes control the notification process for Victims and Officials: A.R.S. § 31-402 [C] [2] (Commutation); A.R.S. § 31-411[H] (Commutation, Absolute Discharge, and Parole); A.R.S. § 13-4414 [B] & [C] [Post Conviction Release]; A.R.S. § 1604.11 [E] (Work Furlough); and A.R.S. § 41-1604.13 (Home Arrest).

Issue 3 Legal Representation for Inmates

In the lawsuit of Gagnon V. Scarpelli, 411 U.S. 778 (1973), the United States Supreme Court held that the State is not constitutionally required to provide counsel for ALL indigents in revocation proceedings, but rather the decision as to the need for counsel must be made on a case-by-case basis, and a record must be made of the grounds for refusal. In order to effectively comply with this requirement, the State of Arizona should have a mechanism in place through which legal counsel can be appointed in appropriate cases. The Legislature should strongly consider the legal ramifications of not having a mechanism in place to comply with this United States Supreme Court decision. This issue has been neglected and needs to be addressed. All released inmates currently under state supervision could potentially utilize this resource. Cost estimates based on studies of other states show an approximately annual cost of \$100,000. Through meetings with the Governor's Office, the Arizona Department of Corrections, the Attorney Generals Office, and the Arizona Board of Executive Clemency, it appears that this responsibility will fall upon the Board. Therefore, adequate funding needs to be provided to properly address this issue.

- ◆ **Goal 1** To ensure quality Board decisions by monitoring the use of Structured Decision Making (SDM) guidelines.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Research the benefits of Structured Decision Making (SDM) methodology, a risk assessment tool, beginning FY 2010 prior to start of implementation date which is unknown at this time. Conduct survey of those Executive Clemency Boards using this or a comparable method throughout the U.S.	0/0	0/0	100/50	100/50

Percent of research compiled/percent of written study completed.

- ◆ **Goal 2** To continually monitor Board and administrative workload information seeking the most efficient and effective methods of fulfilling the agency mission while reducing costs where possible.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of parole hearings scheduled	539	800	800	800
Parole hearings held	439	425	425	425
Percent of parole grants	13	37	37	37
Commutations	429	800	800	800
Pardons	46	70	70	70
Number of revocations	2,463	2,600	2,600	2,600
Percent revoked	85	90	90	90
Video hearings held	612	750	750	750
Telephonic hearings held	1,938	1,900	1,900	1,900
Personal hearings held	185	500	500	500
In Absentia hearings held	597	1,500	1,500	1,500
Total board hearings held	3,332	4,450	4,450	4,450
Hearing officer probable cause hearings held	209	100	200	200
Probable Cause Hearings Requested	255	200	200	200
Implement Document Management System to increase performance efficiencies of staff. Although agency has been faced with decrease in headcount, agency must continue same proficient levels of its operations.	0	90/85	95/90	100/95
% Equipment purchases/% of total process initiated.				
Total Agency appropriated FTE's Funded/Unfunded	9	14	14	14
*1 FTE Critical Issue for Security Personnel not included				
Estimate figures reflect total Agency FTE's funded/nonfunded.	9	14	14	14
*1 FTE Critical Issue for Security Personnel not included.				

- ◆ **Goal 3** To ensure that victims, law enforcement agencies, judges, prosecutors, and other concerned individuals and entities are notified of the offenders hearing date with or without an official notification request. (NOTE: Per A.R.S. 13-4401 et. seq., notification is only required when requested.) This

position was granted funding in FY07 by legislation, however, due to budget cuts this funding was eliminated in FY07 and FY08.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of victims notified	1,410	2,500	2,500	2,500
Officials Notified	11,587	23,000	23,000	23,000
Courtesy Notifications	57	100	100	100
Inmates Notified	489	800	800	800
Total Notifications Sent	13,543	26,400	26,400	26,400

- ◆ **Goal 4** To access, automate, and manage electronic information now maintained on the Department of Correction's Adult Information Management System (AIMS) onto a secure database for agency dissemination. Also increase the agency's technological abilities through the development and support of necessary programming to compensate for loss of staff resulting from reduction in force in 2003. Lack of staff puts the agency in danger of being unable to maintain its current IT system as well as its ability to keep current with ever changing technology that would help fulfill its mission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage complete of research, development, implementation, and maintenance of a Web-site for informational and notification purpose. Research % complete/Development % complete	11/99	100/99	100/99	100/99
Percentage complete of research, development, implementation, and maintenance of database for compilation of statistical report. Research % complete/Development % complete	0/0	0/0	100/50	100/50

- ◆ **Goal 5** To provide a safe environment for all employees, visitors which include victims and or their families, criminal justice, and law enforcement personnel entering our agency. The Agency seeks to obtain security equipment and onsite trained security personnel for our agency during business hours.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
To record zero incidents of a security breach into our agency boardroom.	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 preeminent state fairs in the country. The AESF, which owns the property and buildings it occupies, rents its facilities to a variety of tenants and promoters, such as the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of Arizona citizens.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ INTERIM EVENTS	3,264.5	3,689.6	3,689.6	3,689.6
➤ STATE FAIR	5,926.6	7,395.7	7,395.7	7,395.7
Agency Total:	9,191.1	11,085.3	11,085.3	11,085.3

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	9,191.1	11,085.3	11,085.3	11,085.3
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	9,191.1	11,085.3	11,085.3	11,085.3
FTE Positions	182.7	184.0	184.0	184.0

Strategic Issues:

Issue 1 *The need to maximize current revenue sources and create new revenue opportunities to fund the Arizona Exposition and State Fair (AESF), as AESF receives no monies from the General Fund.*

Given the growing amount of competition statewide, AESF is aggressively researching other fair, entertainment, and event industry trends to maximize existing revenue potential, identify new revenue streams, and determine methods for improving the quality of current service offerings.

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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,264.5	3,689.6	3,689.6	3,689.6
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	3,264.5	3,689.6	3,689.6	3,689.6
FTE Positions	71.4	71.4	71.4	71.4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Non-fair rental days over previous year	-40	1	1	1
New promoters requesting space	6	5	5	5
Repeat promoters annually	33	25	25	25

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Parking lot rentals	81	80	80	80
New strategic partners renting parking lots	2	2	2	2

CLA 2.0	Program Summary
STATE FAIR	
Wanell Costello, Special Projects Manager	
Phone: (602) 252-6771	
A.R.S. §§ 3-1003 to 3-1013, 11-258	

Mission:

To produce the preeminent state fair in the country, showcasing industry, business, entertainment, and agriculture.

Description:

AESF produces the annual Arizona State Fair which brings together a wide range of participants representing industry, business, and agriculture. The Fair showcases a variety of activities including agriculture, 4-H, and educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups, and national entertainers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	5,926.6	7,395.7	7,395.7	7,395.7
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	5,926.6	7,395.7	7,395.7	7,395.7
FTE Positions	111.3	112.6	112.6	112.6

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New partners acquired	8	12	7	7
Exhibit space used by partners for business showcase (square feet)	35,000	50,000	25,000	25,000

◆ **Goal 2** To maximize all fair revenue sources.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New revenue streams identified	5	7	3	3
New revenue received from alternative sources (in dollars)	142,000	15,000	15,000	15,000

◆ **Goal 3** To increase midweek fair attendance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Increase Wednesday attendance	8,576	10,000	10,000	10,000
Fair attendance (in thousands)	961.44	1,000.0	1,000.0	1,000.0

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of guest service contacts	358	376	395	415
Improvements implemented	15	23	15	15

BDA 0.0 Agency Summary
STATE DEPARTMENT OF FINANCIAL INSTITUTIONS
 Lauren W. Kingry, Superintendent of Financial Institutions
 Phone: (602) 771-2800
 A.R.S. §§ 6-110 et. seq.

Mission:

To license, examine, and supervise Financial Institutions, in compliance with State law, to ensure safety for the Arizona consumer and soundness for the Arizona business.

Description:

The Department of Financial Institutions licenses, supervises, and regulates state chartered financial institutions and enterprises to ensure the safety and soundness of state chartered financial entities, and verify compliance with state and federal laws. The Department also investigates complaints that are filed by consumers against licensed entities and directs appropriate remedial action if the violations are substantiated.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
OFFICE OF SUPERVISION	2,732.4	2,407.5	2,829.9	2,829.9
OFFICE OF REGULATORY AFFAIRS	1,178.3	1,936.1	1,882.4	1,882.4
RECEIVERSHIPS	1,527.2	957.9	57.9	57.9
Agency Total:	5,437.9	5,301.5	4,770.2	4,770.2

Funding and FTE Summary:

(Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,970.0	2,903.1	2,983.1	2,983.1
Other Appropriated Funds	0.0	792.7	1,081.4	1,081.4
Other Non Appropriated Funds	2,467.9	1,605.7	705.7	705.7
Program Total	5,437.9	5,301.5	4,770.2	4,770.2
FTE Positions	54.1	56.1	61.1	61.1

Strategic Issues:

Issue 1 Recent State legislation requiring the licensure of Loan Originators went into effect on July 1, 2010.

State legislation mandating the licensure of loan originators in Arizona was enacted on July 7, 2008 (amended July 2009). This new professional license will bring accountability and professionalism to the people who advise consumers on residential mortgage loans. While the Department received funding in FY 2011 for the Licensing and IT costs associated with this new program, no monies were appropriated for ongoing Supervision (i.e., examinations and investigations).

According to the statutory examination schedule, licensed loan originators - whose population is projected to reach 4,800 by the end of FY11 - must be examined at least every five years. In addition, this new licensing program is expected to generate a significant number of new complaints (including complaints of unlicensed activity) that must be investigated. In order to provide oversight of these individuals - to help prevent a repeat of the bad real estate loans that contributed to the housing crash - the Department must receive an appropriation to fund the ongoing cost of supervision.

Issue 2 Ongoing funding shortfall for meeting statutorily required examination schedule for banks, credit unions, and non-depository licensees.

The Department is facing a significant funding shortfall for FY11 and beyond, based on the resources required to perform the number of examinations and other regulatory activities required by Arizona statute. The shortfall has been exacerbated in recent years by explosive growth in licensees, consumer complaints, and real estate and mortgage fraud (particularly in the area of subprime lending).

Due to budget reductions in FY08, FY09, and FY10, the number of filled field examiner positions is down 67% from the number that existed before budget cuts began. This at a time when distress among banks, credit unions, and non-depository licensees affected by the credit crisis, housing collapse, and prolonged economic downturn has had a significant impact on the Department, as more frequent examinations become even more critical. In fact, since the Department is unable to meet acceptable examination frequency guidelines for its state-chartered Banks and Credit Unions, its accreditation with the Conference of State Bank Supervisors (CSBS) and the National Association of State Credit Union Supervisors (NASCUS) has recently been suspended. These national associations act as our Washington representative, assuring minimum standards of examination and disciplines are in place for state-chartered Banks and Credit Unions. Arizona is the only state on accreditation suspension, deferring our state voice to the Federal regulators.

Effective regulation and enforcement actions against both licensed and unlicensed entities who do not comply with Arizona statutes is a fundamental expectation of the regulated community and their customers. Since all of the Department's revenue streams come exclusively from industry sources (i.e., licensing, examination, and annual assessments), the monies generated from banks, credit unions, and licensees' fees and assessments should be used to underwrite the Department's operations.

Issue 3 The Department's Information Technology system is outdated and must be modernized.

The lack of adequate IT funding in prior years has prevented the Department from modernizing its outdated IT system. For FY11, the Department received funding to implement a newly mandated Loan Originator Licensing program. This new funding included monies for IT costs associated with the additional workload that this new program will generate. Despite receiving this critical funding, the Department still faces significant challenges - due to reduced staff size - in its efforts:

A) To implement an IT program that supports the Department's and the Government Information Technology Agency's (GITA) objectives and meets statewide and Federal IT requirements.

B) To implement a newly mandated Loan Originator Licensing Program, including:

- The implementation of a National Web-based licensing system for mortgage bankers, mortgage brokers, and loan originators
- The migration of data from the Department's existing licensing system to a new licensing database that is compatible with the Nationwide Mortgage Licensing System (NMLS).

c) To provide staff, consumers, and licensees, accurate and timely information through the latest technology and software that streamlines the agency's business processes.

Issue 4 The Department's ability to accomplish its mission of protecting Arizona consumers and the integrity of the state's financial community will be compromised if key personnel cannot be retained.

The Department's effectiveness as a regulator is directly related to the competence of its examiners in the field. Without adequate compensation and career path, our best examiners are hired by our licensees, banks, credit unions, and other state and federal agencies that can offer higher salaries and more opportunity. Retention of trained and experienced examiners is essential to the overall effectiveness of the Department's supervisory program.

The Department has been unsuccessful in its efforts to obtain additional funding in order to offer examiners, and other key personnel, promotional opportunities and a more competitive salary. If key employees cannot be retained, the Department's ability to accomplish its mission of protecting Arizona consumers and the integrity of the state's financial community will be compromised.

BDA 1.0		Program Summary	
OFFICE OF SUPERVISION			
Lauren W. Kingry, Superintendent of Financial Institutions			
Phone: (602) 771-2800			
A.R.S. §§ 6-101 et. seq.			

Mission:

To provide a regulatory program that fosters efficient, safe, sound, and lawful operations of state-regulated financial institutions and enterprises.

Description:

This area is primarily responsible for administering the general program of examination, supervision, and financial analysis of nearly 7,600 licensees (including 4,500 loan originators) spread among 18 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:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,774.0	1,734.0	1,814.0	1,814.0
Other Appropriated Funds	0.0	0.0	342.4	342.4
Other Non Appropriated Funds	958.4	673.5	673.5	673.5
Program Total	2,732.4	2,407.5	2,829.9	2,829.9
FTE Positions	38.1	31.8	36.8	36.8

- ◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of licensees scheduled to be examined annually that are examined	6	6	6	6
Percent of licensees scheduled to be examined biannually that are examined	37	30	30	30
Percent of licensees scheduled to be examined every third year that are examined	0	0	0	0
Percent of licensees scheduled to be examined every fifth year that are examined	5	1	1	1
Percent of licensees examined with no examination schedule requirement	1.5	1.5	1.5	1.5
Percent of examinations receiving a satisfactory composite rating	72	70	70	70

- ◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Supervisory actions taken based on examination findings	76	50	50	50
Formal/informal supervisory actions taken	189	160	160	160

- ◆ **Goal 3** To improve relations with licensees through the examination process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of examination reports mailed within 25 days of completion of all examination procedures	48	50	50	50
Percent of licensees indicating they receive good or better service from the Department	100	98	98	98

BDA 2.0		Program Summary	
OFFICE OF REGULATORY AFFAIRS			
Lauren W. Kingry, Superintendent of Financial Institutions			
Phone: (602) 771-2800			
A.R.S. §§ 6-101 et. seq.			

Mission:

To ensure qualified entities are licensed in accordance with statute and to promote high standards of compliance, quality, and ethical behavior among entities licensed by the Department.

Description:

The primary function of this area is to license entities to conduct business in this State based on statutory requirements. In addition, the program receives and investigates complaints against licensees and issues administrative orders to those found who have violated statutes or administrative code. Regulatory Affairs is also charged with educating consumers, licensees, and other government agencies on statutory provisions relating to state-regulated financial entities. The program is divided among two units: Licensing and Consumer Affairs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,178.3	1,143.4	1,143.4	1,143.4
Other Appropriated Funds	0.0	792.7	739.0	739.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,178.3	1,936.1	1,882.4	1,882.4
FTE Positions	15.5	23.8	23.8	23.8

- ◆ **Goal 1** To administer a licensing program that ensures licenses/permits are only granted to competent professionals who meet the criteria set by statute for each license type.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applications processed (home office and branch)	5,110	1,600	1,200	1,200
Total applications processed (including renewals)	7,650	9,200	9,400	9,900
Licenses/renewals issued	5,540	11,300	9,400	9,900

- ◆ **Goal 2** To implement a new licensing program to license all loan originators by July 1, 2010, as mandated by HB 2143.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of licensed loan originators	1,975	4,800	5,200	5,600
Total number of all licensees	5,071	8,000	8,500	9,000

Explanation: New measure added for FY 2008.

- ◆ **Goal 3** To expedite licensing of qualified applicants in accordance with licensing time frames approved by the Governor's Regulatory Review Council and Title 20 of the Arizona Administrative Code, while maintaining applicant satisfaction levels.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt to approval of license applications (Excluding Banks and Credit Unions)	36	40	40	40
Percent of license applications approved within 45 days of receipt (excluding Banks and Credit Unions)	55	60	60	60
Percent of surveyed applicants who respond they received 'good' or better overall service	97	85	85	85

- ◆ **Goal 4** To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days	148	200	200	200

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
from receipt to resolution of regular complaint				
Regular complaints filed	671	750	750	750
Complaints received and forwarded	309	300	300	300
Complaints closed (reg and forwarded)	1,075	1,100	1,100	1,100
Unlicensed activity identified	44	65	65	65
Percent of complainants indicating they receive good or better overall service from the Department	78	75	75	75

BDA 3.0		Program Summary		
RECEIVERSHIPS				
Lauren W. Kingry, Superintendent of Financial Institutions				
Phone: (602) 771-2800				
A.R.S. §§ 6-101 et. seq.				

Mission:

To administer and ultimately liquidate all court ordered receiverships in a professional and effective manner.

Description:

This area is responsible for the management, orderly liquidation, and closure of all receiverships where the Superintendent of Financial Institutions has been named by the Court as Receiver.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	17.7	25.7	25.7	25.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	1,509.5	932.2	32.2	32.2
Program Total	1,527.2	957.9	57.9	57.9
FTE Positions	0.5	0.5	0.5	0.5

- ◆ **Goal 1** To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Open receiverships (at any point in fiscal year)	1	1	0	0
Receiverships closed in period	0	1	0	0

- ◆ **Goal 2** To expedite the closure of all assigned receiverships while maximizing the recovery dollars for injured parties.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Close 'Landmarc Capital' receivership in FY 2011	0	1	N/A	N/A

Explanation: Receivership action against Landmarc Capital commenced in June 2009

BFA 0.0	Agency Summary
BOARD OF FINGERPRINTING	
Dennis Seavers, Executive Director	
Phone: (602) 265-0135	
A.R.S. § 41-619.52	

Mission:

To fairly, expeditiously, and responsibly determine good cause exceptions for applicants who have been denied a fingerprint clearance card.

Description:

The Arizona Board of Fingerprinting determines good cause exceptions from eligible people who require a fingerprint clearance card and whose fingerprint clearance card has been denied or suspended by the Department of Public Safety.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	622.3	451.9	451.9	451.9
Program Total	622.3	451.9	451.9	451.9
FTE Positions	4.8	4.8	4.8	4.8

Strategic Issues:

Issue 1 Timeliness of decisions

Applicants who are awaiting the outcome of a good cause exception determination often are unable to work in regulated professions that require a fingerprint clearance card. In addition, certain students are unable to continue their studies while awaiting a decision from the Board. The Board is aware, especially during economic downturns, of the impact this wait can have on an applicant's livelihood and financial health.

The Board had made significant strides toward improving its processing time. It had eliminated a backlog that existed in 2006 and 2007. It had reduced the time within which it made expedited-review decisions. It also had adapted to new statutory time frames. However, a February 2010 reduction in force, authorized to avoid a cash-flow shortage that resulted from fund sweeps, has severely impacted the Board's ability to meet statutory time frames and to provide timely decisions. Returning to the original staffing level would be an important step toward improving timeliness and assuring that the Board meets its statutory time frames.

Issue 2 Administrative hearing process

For complex cases or cases with problematic criminal histories, the Board may refer an applicant to an administrative hearing. In the past few years, legislation and court cases have required the Board to make four substantial changes to the administrative hearing process.

During the next year, the Board will focus on developing a stable and effective administrative hearing process. The Board will also focus on implementing recent legislative changes and establishing an efficient and fair process.

Issue 3 Consistency and correctness of good cause exception determinations

Under A.R.S. § 41-619.55, the Board is responsible for determining whether applicants with criminal histories are rehabilitated or recidivists. Successful applicants may work with vulnerable citizens: children, the elderly, and the developmentally disabled. It is important that the Board make good judgments, keeping in mind that the Board must protect vulnerable citizens while recognizing that applicants with criminal histories can successfully rehabilitate themselves and serve a useful role in society.

The Board consistently reviews its application of the statutory criteria in A.R.S. § 41-619.55(E) to particular cases to ensure that the Board is consistent and correct in its decisions. The Board has developed

performance measures to ensure that its decisions are consistent. The Board has reviewed and revised its hearing process to make sure that applicants receive due process. Finally, the Board reviews reports of new arrests for previously approved applicants to determine whether the Board should revise its guidelines for applying the statutory criteria.

◆ **Goal 1** To make fair and consistent determinations on good-cause-exception applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of investigator recommendations for expedited reviews accepted.	95.71	95	95	95
Percent of applications approved.	92.48	94	94	94
Explanation: Excludes applications that are closed administratively.				
Percent of approvals by expedited review.	88.59	90	90	90
Percent of approvals by administrative hearing.	11.41	15	10	10

◆ **Goal 2** To provide applicants with timely decisions on their good-cause-exception applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of good-cause-exception applications received.	1,749	1,900	1,900	1,900
Number of applications disposed.	2,017	2,000	1,900	1,900
Ratio of cases opened to cases closed.	1:1.15	1:1	1:1	1:1
Average number of days to dispose.	102.74	112	112	112
Average number of days spent processing application.	44.63	55	55	55
Average number of days spent processing application from receipt to expedited review.	27.45	20	40	40
Percent of applications that undergo an expedited review within 20 days (processing time).	69.31	70	70	70
Average days from expedited review to hearing.	40.53	40	40	40
Percent of applications heard within 60 days of expedited review.	100	100	100	100
Percent of applications decided within 80 days of hearing.	89.19	80	80	80

◆ **Goal 3** To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of good-cause-exception requests received.	1,973	0	0	0
Ratio of requests for good cause exceptions to applications submitted.	1: .61	0	0	0
Percent of applications complete on initial submission.	34.82	45	45	45

MMA 0.0	Agency Summary
DEPARTMENT OF FIRE, BUILDING AND LIFE SAFETY	
Gene Palma, Director	
Phone: (602) 364-1003	
A.R.S. § 41-2141	

Mission:

To provide consumer protection and ensure the public safety by maintaining and enforcing standards of quality and safety for manufactured/mobile homes, factory-built buildings, and by reducing hazards to life and property through enforcement of the State Fire Code.

Description:

The Department of Fire, Building and Life Safety enforces safety standards for public buildings, manufactured homes, mobile homes, and factory-built buildings. The Department is comprised of the Office of Administration, the Office of Manufactured Housing, and the Office of the State Fire Marshal.

The office of Administration provides support for the overall agency as well as administrative support for functions within the Office of Manufactured Housing and the Office of the State Fire Marshal.

The Office of Manufactured Housing (OMH) 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. Additionally, OMH has been designated to act on behalf of the Federal Department of Housing and Urban Development in the implementation and enforcement of regulations regarding manufactured and mobile homes in Arizona.

The Office of the State Fire Marshal (OFM) enforces the State Fire Code through the inspections of schools and public buildings. Additionally, OFM implements and administers various legislatively mandated programs such as "Fire Safety Compliant Cigarettes" (A.R.S. § 41-2170) and "Fireworks Sales" (A.R.S. § 36-1601)".

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	1,520.0	896.1	896.1	896.1
➤ MANUFACTURED HOUSING	1,889.5	1,234.2	1,234.2	1,234.2
➤ STATE FIRE MARSHAL	838.4	742.8	742.8	742.8
Agency Total:	4,247.9	2,873.1	2,873.1	2,873.1

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,155.2	2,014.4	2,014.4	2,014.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,092.7	858.7	858.7	858.7
Program Total	4,247.9	2,873.1	2,873.1	2,873.1
FTE Positions	33.2	32.0	32.0	32.0

Strategic Issues:

Issue 1 Federal partnership

The Department's continued partnership with the United States Housing and Urban Development Department (HUD) ensures consumers safe and affordable housing constructed to federal standards. An absence of the Department's inspection oversight will result in decreased inspections; thereby, increasing the potential for unsafe construction of homes, and increased costs to consumers through the involvement of 3rd party inspections.

Issue 2 Service levels

The Department's plan review and inspection processes for the Office of the State Fire Marshal and the Office of Manufactured Housing will increase significantly due to the resumption of statutory requirements previously completed under voluntary agreements between the State and local jurisdictions. Increased resumption of requirements will extend the Department's timelines for plan review and inspections resulting in decreased levels of service to the citizens of Arizona.

Issue 3 Automation

The Department increasingly relies on technology to provide mandated services. Reductions in staffing and funding have delayed the implementation of new technology and the support and maintenance of existing technology. Increasingly outdated technology will negatively impact the efficiency of the Department's service delivery.

MMA 1.0 Program Summary	
ADMINISTRATION	
MaryAnn Knight, Deputy Director Administration	
Phone: (602) 364-1003	
A.R.S. § 41-2171 to 41-2196	

Mission:

To provide administrative services necessary to support the operations of the Office of Manufactured Housing and the Office of the State Fire Marshal.

Description:

The purpose of the Office of Administration is to provide the administrative services necessary to facilitate the operation of the Office of Manufactured Housing and the Office of the State Fire Marshal, including procedures to ensure compliance with laws and rules relating to the offices.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,260.2	539.0	539.0	539.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	259.8	357.1	357.1	357.1
Program Total	1,520.0	896.1	896.1	896.1
FTE Positions	12.2	10.0	10.0	10.0

◆ **Goal 1** To be responsive and accurate in response to internal and external requests for administrative services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Relocation forms received	6	40	30	30
Relocation claims paid	6	40	30	30
Customer satisfaction rating (Scale 1-5)	4.9	4.9	4.9	4.9

◆ **Goal 2** To expedite licensing of qualified applicants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt of complete application to granting of license	2	2	2	2
Licenses issued	211	211	211	211
Renewals issued	860	860	860	860
Total individuals or facilities licensed	1,630	1,600	1,600	1,600
Tests administered	60	60	60	60

◆ **Goal 3** To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of licenses revoked or suspended	60	60	60	60
Total investigations conducted	530	530	530	530
Percent of licensees with disciplinary action	5	5	5	5
Average calendar days per investigation from start to final adjudication	30	30	30	30
Percent of investigations resulting in convictions	2	2	2	2
Percent of investigations resulting in disciplinary enforcement action	2	2	2	2
Trust account audits	83	83	83	83
Background investigations	278	278	278	278
Cease and desist orders issued	10	10	10	10
Administrative hearings held	28	28	28	28
Citations and complaints issued	166	166	166	166

MMA 2.0 Program Summary	
MANUFACTURED HOUSING	
Debra Blake, Deputy Director of OMH	
Phone: (602) 364-1003	
A.R.S. § 41-2151 to 41-2157	

Mission:

To protect the public while maintaining and enforcing standards of quality and safety.

Description:

The purpose of the Office of Manufactured Housing is to maintain standards of quality and safety for manufactured/mobile homes, and accessory structures and factory-built buildings. The standards are maintained by ensuring that the responsibilities for the Office of Manufactured Housing are conducted consistently with minimum standards of the U.S. Department of Housing and Urban Development so as to be designated the "state inspector" for manufactured homes and related industries. The Office implements all existing laws and regulations mandated by the federal government, its agencies and the State for such purposes.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	359.7	732.6	732.6	732.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	1,529.8	501.6	501.6	501.6
Program Total	1,889.5	1,234.2	1,234.2	1,234.2
FTE Positions	13.0	14.0	14.0	14.0

◆ **Goal 1** To ensure safe products for consumers of manufactured/mobile homes and factory-built buildings.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of complaints closed vs. complaints filed	76	75	75	75
Explanation:	Lower percentages due to change in definition and process			

MMA 3.0 Program Summary	
STATE FIRE MARSHAL	
Robert Barger, 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 enforcement of 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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	535.3	742.8	742.8	742.8
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	303.1	0.0	0.0	0.0
Program Total	838.4	742.8	742.8	742.8
FTE Positions	8.0	8.0	8.0	8.0

◆ **Goal 1** To increase life safety and property conservation through fire code enforcement.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of enforcement inspections for new construction	827	650	650	650
General commercial and licensed facilities inspections	120	125	125	125
Scheduled - State, County, DOC, school buildings inspections	733	650	650	650

◆ **Goal 2** To reduce hazards to life and property through firefighter training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of persons trained in fire and life safety issues	9	0	0	0
Area training sessions held	33	0	0	0
Explanation: Firefighter training is no longer provided				
Area training sessions' attendance	2,200	0	0	0
Explanation: Firefighter training is no longer provided				
Certification test administered	600	0	0	0
Explanation: Firefighter training is no longer provided				

◆ **Goal 3** To ensure public safety by the review of plans for construction, permitting, and the removal of petroleum tanks under DEQ requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from request for inspection to actual inspection of tank removal	12	12	14	14
Explanation: Increase in workload combined with staffing.				
Total tank inspections	245	260	275	275
Explanation: OFM will be required to increase inspections				
Average number of days from receipt of plan submittal to initial plan review	35	40	40	40
Explanation: An increase in turnaround time is expected.				

FOA 0.0	Agency Summary
STATE FORESTER	
Scott Hunt, Acting State Forester	
Phone: (602) 771-1412	
A.R.S. §§ 37-621 to 37-644	

Mission:

To provide for the prevention and suppression of wildfires on state and private lands located outside incorporated municipalities, utilizing state and private Forestry programs, and primarily through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires.

Description:

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's programs, 22,400,000 acres of state and private land are protected.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
STATE FORESTER	28,481.3	26,590.9	26,590.9	26,590.9
EASTERN COUNTIES ENVIRONMENT GRANTS	75.0	75.0	75.0	75.0
Agency Total:	28,556.3	26,665.9	26,665.9	26,665.9

Funding and FTE Summary:

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	9,169.0	5,971.1	5,971.1	5,971.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	19,387.3	20,694.8	20,694.8	20,694.8
Program Total	28,556.3	26,665.9	26,665.9	26,665.9
FTE Positions	69.0	72.0	72.0	72.0

Strategic Issues:

Issue 1 *Fire threat is ever-present and Arizona has wildland fire risk year-round. Expansion of the wildland/urban interface has placed more residents in jeopardy and more of a burden on responders and already strained rural fire departments.*

Effective mitigation of the wildfire hazards in the wildland/urban interface will require a cooperative effort of Federal, state, local, Tribal and private landowners. In addition to meeting the State's own stewardship responsibilities, the State Forestry Division is the lead agency for providing wildland fire and forestry assistance to private landowners and rural communities to improve forest landscapes and in rural areas and the urban interface.

FOA 1.0	Program Summary
STATE FORESTER	
Scott Hunt, Acting State Forester	
Phone: (602) 771-1412	
A.R.S. §§ 37-621 to 37-644	

Mission:

To provide for the prevention and suppression of wildland fires on state and private lands located outside incorporated municipalities, primarily through the use of cooperative agreements with local fire departments, other state and Federal agencies and persons organized to prevent and suppress wildfires.

Description:

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands located outside incorporated municipalities through the use of cooperative agreements with local fire departments, state, Federal and Tribal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's State and Private Forestry programs, 22,400,000 acres of state and private land are protected and the forestry landscapes improved.

Funding and FTE Summary:

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	9,094.0	5,896.1	5,896.1	5,896.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	19,387.3	20,694.8	20,694.8	20,694.8
Program Total	28,481.3	26,590.9	26,590.9	26,590.9
FTE Positions	69.0	72.0	72.0	72.0

◆ **Goal 1** To provide technical fire, forest health, and forestry management assistance to urban and rural private land owners.

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Forestry Division assists private forest landowners in preparing management plans annually	1,398	1,300	1,300	1,300
Total acres of private forest land under management (1,000 acres)	1,851	1,781	1,781	1,781
Acres treated on private forest and range lands each year	5,100	4,500	5,000	4,500
Acres of land treated, including prescribed burning, to reduce hazardous fuels; and to protect and improve Trust land and private properties	7,125	6,100	6,100	6,100

◆ **Goal 2** To improve forestry landscapes and prevent and suppress wildfires on Trust and private lands, including urban interface safely, effectively and efficiently by assisting 85% of rural fire departments, and containing 93% of forest fires to less than 100 acres.

Performance Measures

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of fires controlled at 100 acres or less	97	97	97	97
Rural firefighters assisted with training and equipment	1,152	1,500	1,500	1,500
Percent of fire departments under cooperative agreement to provide fire control support	85	86	87	89
Explanation: This is a reduction from past years due to the inclusion of tribal FDS and FD consolidations.				
Percent of fire bills processed for payment within 30 days of a clean invoice.	93	95	95	95
Trust land treated to reduce wildland fire danger to improve forest and range land condition	795	1,000	1,000	1,000

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of rural fire departments assisted with training and equipment	91	92	91	91

FOA 2.0	Program Summary
EASTERN COUNTIES ENVIRONMENT GRANTS	
Scott Hunt, Acting State Forester	
Phone: (602) 771-1412	
Ch 255, HB 2781, 48th Legislature, 1st Session, 2007, An Act	

Mission:

To approve and distribute funds for implementation and planning of environmental programs.

Description:

The Division is instructed to distribute funding equally to Greenlee, Graham, Gila, Navajo, and Apache Counties for planning and implementation of specific environmental programs impacting economic development in these counties.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	75.0	75.0	75.0	75.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	75.0	75.0	75.0	75.0
FTE Positions	0.0	0.0	0.0	0.0

- ◆ **Goal 1** To represent and advocate for Greenlee, Graham, Gila, Navajo and Apache Counties in terms of environmental issues

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Representation Requests	40	40	40	41
Explanation:	Number of forest health/environmental policy groups requesting representation from members of five eastern counties			
Environmental Impact Statement	5	5	5	5
Explanation:	Number of invitations rendered to assist assessment of Environmental Impact Statements			

- ◆ **Goal 2** To represent and advocate for Greenlee, Graham, Gila, Navajo, and Apache Counties in planning and regulatory endeavors with federal partners

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Regional Meetings	29	35	35	35
Explanation:	Number of meetings with District Rangers and Forest Supervisors			
Requests for Comment	8	10	10	10
Explanation:	Requests for review and comment of forest health policy documents			

FDA 0.0	Agency Summary
BOARD OF FUNERAL DIRECTORS AND EMBALMERS	
Rodolfo R. Thomas, Executive Director	
Phone: (602) 542-3095	
A.R.S. §§ 32-1301 et. seq.	

Mission:

To maintain and enforce a set of standards that provides protection for the health, safety, and welfare of Arizona citizens by educating the consumer and by actively and impartially regulating those licensed to provide funeral goods and services.

Description:

The Board of Funeral Directors and Embalmers examines and licenses individuals that provide funeral goods and services. The Board also receives complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board oversees approximately 1,800 licensees practicing in the state and serves all Arizona citizens who receive funeral goods and services.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	274.7	344.1	344.1	344.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	274.7	344.1	344.1	344.1
FTE Positions	4.0	4.0	4.0	4.0

Strategic Issues:

Issue 1 Technology Funding

Technology funding had been planned based upon the prior fund balances anticipated by the Board. Prior to recent fund sweeps the Board had scheduled to update existing computer equipment. The board will continue to update technology as the budget permits.

Issue 2 Common Licensing system

Currently, the Common Licensing system does not appear to be cost-effective for this agency. The Agency renews licenses in June of each year and dedicates one FTE to complete this task. Renewals are completed within a three-week period. To add on costs for credit card processing and an additional system is not cost effective or efficient. If in the future the numbers applications exceed the Board's ability to process them in a reasonable and timely manner, then this activity will be reevaluated.

Issue 3

- ◆ **Goal 1** To ensure that licenses are only granted and renewed to competent individuals with high standards of professional and ethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applications received	1,600	1,640	1,670	1,700
Licenses issued	1,600	1,640	1,670	1,700
Average days to process license	30	30	30	30
Number of investigations	22	20	20	200
Number of complaints received	20	20	25	25
Average number of days to investigate	30	30	30	30
Average number of days to renew license	7	7	7	7

- ◆ **Goal 2** To ensure and enforce that information is made available to both the consumer and the licensee that educates them to the standards of practice relating to providing funeral goods and services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of consumers receiving	99	99	99	99

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
pamphlet determined through information received through complaint investigations.				
Number of complaints received as a measure to determine the effectiveness of boards education efforts for both licensee and consumer.	25	25	25	25

- ◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints processed	2	6	6	6
Average days to renew license	1	1	1	1
Average days to investigate complaint	30	30	30	30
Number of licenses	1,600	1,640	1,670	1,700

GFA 0.0	Agency Summary
GAME AND FISH DEPARTMENT	
Larry Voyles, Director	
Phone: (623) 236-7279	
A.R.S. §§ 17-101 et seq	

Mission:

To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs; and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation, and use by present and future generations.

Description:

The Arizona Game and Fish Department is the state agency charged with the conservation, enhancement and restoration of Arizona's wildlife resources and habitats, and with the regulation and enforcement of watercraft and off-highway vehicles. The Department manages Arizona wildlife populations through the operation of hunting and fishing license programs, enforcement actions for the unlawful taking of game, and wildlife habitat protection and development.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ CENTRAL ADMINISTRATIVE SERVICES	3,915.1	3,613.3	3,538.3	3,538.3
➤ GAME MANAGEMENT	7,176.1	10,864.1	9,252.6	9,200.5
➤ SPORTFISH MANAGEMENT	21,668.0	17,594.2	19,529.4	19,111.4
➤ NONGAME AND ENDANGERED WILDLIFE	34,071.3	38,053.6	37,475.0	36,938.6
➤ OFF-HIGHWAY VEHICLE / WATERCRAFT	23,498.9	30,530.8	29,959.1	29,943.8
Agency Total:	90,329.3	100,655.9	99,754.4	98,732.6

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	34,204.7	39,756.6	38,478.4	38,803.2
Other Non Appropriated Funds	56,124.6	60,899.3	61,276.0	59,929.4
Program Total	90,329.3	100,655.9	99,754.4	98,732.6
FTE Positions	652.1	652.1	652.1	652.1

Strategic Issues:

Issue 1 Wildlife management in a constantly changing physical environment

Issues listed above (wildlife habitats) are intrinsically tied to wildlife species abundance. Wildlife stressors associated with habitat loss or fragmentation, and continued threats to the health and diversity of habitats through development associated with population growth, introduction and expansion of invasive species, increased demands from the public, wildland fires, illegal immigration traffic, increased off-highway vehicle use, and long-term drought are some of the issues that create challenges for the Department's wildlife management efforts. The above-mentioned factors can markedly change species abundance. Keeping common species common in a changing environment will be a challenge. Moreover, the Department lacks sufficient funding to develop and implement projects needed to recover less common, or extremely rare (endangered and threatened species), and to conserve others that are imperiled or at risk of imperilment. As a result, the rate at which species are recovered and then dropped from the federal endangered species list is below potential, and new species are propose for addition to the threatened and/or endangered species list.

Issue 2 Recruitment and retention of hunters and anglers

Recent data from the National Survey of Fishing, Hunting, and Wildlife Associated Recreation has revealed that across the nation, participation in our cherished traditions of hunting and fishing has declined at alarming rates from 1990. Moreover, the American Sportfishing Association in partnership with the Association for Fish and Wildlife Agencies recently completed research into license buying habits of anglers, and revealed that loyal anglers are not buying licenses as frequently as thought. Together, the data suggest that people are increasingly turning to alternative forms of recreation. Changing lifestyles, urbanization, competition for time and alternative recreational activities are factors in those declines. Hunting and fishing traditions have long promoted family values, and it was hunters and anglers that comprised the driving force for massive and historic wildlife conservation efforts in North America over the past century. During the past 15 years in which participation in hunting and fishing has declined, more people have engaged in wildlife watching activities, which validates that wildlife and appreciation for the natural world still has immense intrinsic value. It will be hunters and anglers that continue to promote the model of wildlife conservation into the future. Thus, the Department has made recruitment and retention of hunters and anglers a top priority. The Department has made hunter education programs more convenient with an online option for classes, as well as a newly developed Hunting Awareness and Appreciation class designed to give Department employees, students, and the public a chance to be exposed to the tradition of hunting. Based on recent survey research, the Department is increasing hunting opportunity where biologically feasible. The Department continues to expand the Urban Fisheries Program, creating more opportunities for fishing in urban areas across the state. Fishing education has also remained a focal point by hosting dozens of fishing clinics throughout the state on an annual basis. The Department has created additional license categories which offer greater values to families. Additional marketing and education is needed to continue promoting hunting and fishing traditions, a worthwhile investment for our future.

Issue 3 Invasive species

Invasive species in Arizona are a serious and growing problem that is affecting our economy, environment, quality of life, and may additionally pose risks to human health. Invasive species have expanded their range into Arizona from neighboring areas or from afar, either intentionally or accidentally. Invaders can have devastating impacts on native ecosystems by outcompeting native wildlife and plants for space and resources to survive, or prey directly upon native wildlife and plants. These invasive organisms cause a variety of environmental and financial problems, including the loss of wildlife habitat, decreased agricultural productivity, degraded watershed health, decreased land values, increased fire danger, loss of biodiversity, impeded access to recreational lands, introduction of human and wildlife or agricultural diseases, and degraded urban areas and right-of-ways. Invasive species often undesirable and not planned for, and have negative impacts as a result of expansion. These foreign species did not evolve to coexist with Arizona's ecosystems, and they usually have few or no natural predators or competitors. They often generate harm beyond their value. The Department has committed to funding a term Invasive Species Coordinator position, but the threats are perpetual and additional funding will be needed for continued multi-agency coordination and for implementing large-scale efforts to manage invasive species now and far into the future.

Issue 4 Long-term, stable funding for the future

The Department's continuing efforts to improve customer service, reduce turnover, meet diversity goals, and maintain or expand upon existing programs, has been hampered by changing revenue patterns and increasing costs. While some sources of revenue have increased, others have decreased, but overall costs have increased dramatically for health care insurance, fuel, trout production, etc. Funding shortfalls must be covered from other operating funds (the Department does not receive money from the State's General Fund): the Department must investigate and pursue new sources of revenue to ensure that the Department can remain solvent into the future. Based on social survey data, the Department anticipates that any reduction in management, educational programs, or enforcement will cause a decline in public satisfaction with ongoing work efforts. It is therefore critical that we maintain and/or increase our funding alternatives. Hence, alternative methods of funding wildlife management

efforts will need to be explored in detail.

Issue 5 *Maintain and improve wildlife habitats*

Although Arizona has been blessed with some precipitation this year there are still extensive demands on natural resources. The State is not out of its long-term drought yet, and wildfires over the past several years have significantly impacted wildlife habitats. Arizona is also still one of the fastest growing states, and urban sprawl and leap frog development, and associated infrastructure is negatively impacting wildlife and the trend is expected to continue. Invasive species are increasingly causing problems (quagga mussels in the Colorado River Lakes and Lake Pleasant; buffleggrass; and other invasives). Habitat loss, fragmentation and continued threats to the health and diversity of these habitats create challenges for the Department's wildlife management efforts. The Department must use its limited resources efficiently to maintain and improve habitats for Arizona's wildlife through habitat enhancements, sustainable land-use, water catchment development, wildlife translocations, and other means. Partnerships and cooperation with federal, state, tribal and local governments, conservation and recreational organizations, private landowners, and individual citizens will be crucial to future success.

Issue 6 *Wildlife management in a culturally diverse and demographically changing state.*

Our Department is in the process of developing and implementing a plan to promote acceptance of diverse values regarding wildlife. To help effect this desired outcome we have and will continue to sponsor multi-cultural training events for employees, as well as promoting outreach and education to culturally diverse communities and audiences. Wildlife values often differ among user groups and/or demographic units. As society changes, peoples perceptions and values associated with wildlife change too. Recent studies have indicated a potentially significant shift in peoples values associated with wildlife from that of utilitarian to protectionist. This shift is related to societal factors such as urbanization, education, income levels, cultural diversity, and other factors. Unfortunately, the Department relies on the sales of licenses to hunt and/or fish to fund wildlife management; and as utilitarian values decrease there funding for wildlife programs could also decrease. Thus, the Department must be continually prepared to meet the needs of a changing society.

Issue 7 *Impaired operation of watercraft and loss of funds*

The 2007 Arizona Boating Safety Report indicates that 25% of all fatal watercraft accidents are a direct result of alcohol use. Half of the fatalities were directly related to alcohol use. Additionally, in nearly 7% of all reported watercraft accidents alcohol is a contributing factor. Many minor accidents are not reported to the Department. Public awareness is not sufficient regarding impaired operation of watercraft to sufficiently deter violations. Thus, the Department has embarked on a marketing and outreach campaign to raise awareness of the issue of alcohol-related watercraft accidents on Arizona waterways. Messages will be used in a variety of media delivery methods including television, radio, billboards, print, web, and direct mailings in addition to the Boating Safety Education Program. The overall goal is to effect change in public attitude about the inappropriateness of drinking and boating. The Department also established two grant programs to address this issue. The Operating Under the Influence (OUI) Law Enforcement Grant Program is intended to facilitate expansion of boating enforcement and public safety efforts statewide through a funding mechanism specifically aimed at discouraging, preventing, and removing impaired boat operators from Arizona waterways. This grant program will allow agencies to expand their operational OUI enforcement efforts, and has \$250,000 available during the 2007-2008 grant cycle. The second program, the Boating Safety Grant Program, is intended to facilitate expansion of boating safety and education efforts statewide through proactive projects aimed at reducing boat accident rates, with an emphasis on identified problem areas. Unfortunately, due to budget sweeps these grant programs will not be offered in FY 2009.

Issue 8 *Shooting range development*

According to the National Shooting Sports Foundation, more than 19 million Americans safely participate in target shooting with handguns, shotguns and rifles. If you add special-interest shooters such as muzzleloader enthusiasts and archers, the total number of active shooters jumps even higher. Target shooting varies from a leisure activity to competitive sporting

events involving leagues and collegiate athletics, and even to the world stage of the Olympic Games. Our Ben Avery Shooting Facility (BASF) near Phoenix is the largest shooting facility in the country, and has received a five-star rating from the National Association of Shooting Ranges, meaning that it is the best of the best at providing a quality recreation experience. BASF is the first government-managed facility to receive this designation and has also been noted as a city of Phoenix Point of Pride. BASF also hosted the 2008 U.S. Archery Team Olympic trials. In September 2006, the Department resumed operation of the Ben Avery Clay Target Center, located at BASF.

BASF and other shooting facilities, provide a safe and friendly environment for customers to practice to become more proficient shooters, and offer venues shooting competitions and events. Shooting facilities promote safe weapons handling and support law enforcement training. The Department promotes participation by youth in shooting programs including the scholastic clay target program, now boasting over 1,000 participants; and Archery in the Schools programs. These activities are made possible through development of shooting ranges, something the Arizona Game and Fish Commission has promoted through a Shooting Range Development Grant program since 1996. The Department has been working closely with community leaders and is in the initial process of finding a suitable site for another shooting facility (Northern Arizona Regional Shooting Facility) near Flagstaff. This site will provide a much needed shooting facility to the region.

GFA 1.0		Program Summary		
CENTRAL ADMINISTRATIVE SERVICES				
Gary Hovatter, Chief of Staff				
Phone: (623) 236-7288				
A.R.S. Title 17, A.R.S. Title 5				

Mission:

To effectively manage the Department, and ensure accountability for all Department activities.

Description:

Under the provisions of A.R.S. § 17-211 the Arizona Game and Fish Director is responsible for the supervision and control of all activities, functions, and employees of the Department and shall enforce all provisions of this title including all Commission rules and orders.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,643.4	3,258.5	3,183.5	3,183.5
Other Non Appropriated Funds	271.7	354.8	354.8	354.8
Program Total	3,915.1	3,613.3	3,538.3	3,538.3
FTE Positions	26.0	26.0	26.0	26.0

- ◆ **Goal 1** To be the recipient of the Governor's Award for Quality (State Quality Award Program) while maintaining and improving employee satisfaction, have employees that perceive themselves as being valued at work, value the work they are doing, and are satisfied with the opportunities for career advancement within the Department.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employees that feel that the job they do is important.	88	95	0	0
Explanation: % of employees answering "agree" or "strongly agree" in annual survey.				
Overall job satisfaction.	75	80	0	0
Explanation: % of employees answering "agree" or "strongly agree" in annual survey.				

GFA 2.0		Program Summary		
GAME MANAGEMENT				
Bob Broscheid, Asst. Director Wildlife Management Division				
Phone: (623) 236-7301				
A.R.S. Title 17				

Mission:

To manage game wildlife populations and their habitats to maintain the natural diversity of Arizona, while providing game wildlife-oriented recreation opportunities for present and future generations.

Description:

Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting can be a management tool for the Department and is an important recreational past-time and valued heritage for those who participate. Management of game includes inventory of game populations and regulation of harvest to provide sustained recreational opportunities. Management also includes assessing habitat conditions, evaluating formerly occupied habitat for potential re-introduction of species, enforcing regulations, and providing input on land management actions that potentially impact game habitats. The Department has focused efforts in education to recruit and retain hunters to maintain this cherished tradition, and also to provide a driving force in conservation efforts. We work closely with government and non-government partners to ensure access to hunting areas, and the Department is moving to increase opportunity or create new opportunity for all hunters where possible. This includes efforts to recruit new and retain existing hunters.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,416.1	4,660.6	3,745.6	3,745.6
Other Non Appropriated Funds	3,760.0	6,203.5	5,507.0	5,454.9
Program Total	7,176.1	10,864.1	9,252.6	9,200.5
FTE Positions	46.5	46.5	46.5	46.5

- ◆ **Goal 1** To maintain the natural diversity of game populations in Arizona, while providing sustainable recreational opportunities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Hunter recreation days (millions)	1.33	1.4	0	0
Explanation: This includes both big and small game hunting days.				
Ratio of number of big game permit tags to the number of people applying	.548	.40	0	0
Number of hunting licenses sold.	188,693	187,500	0	0
Explanation: Data reflect all hunting licenses and combination licenses.				
Number of habitat improvements by AGFD.	160	60	0	0
Explanation: Due to decreases in some funding sources expect fewer improvements in future years.				
Number of Hunter Education graduates.	4,140	3,800	0	0
Explanation: Number of Hunter Education graduates.				

GFA 3.0	Program Summary
SPORTFISH MANAGEMENT	
Bob Broscheid, Asst. Director Wildlife Management Division	
Phone: (623) 236-7301	
A.R.S. Title 17	

Mission:

To protect, maintain or enhance the distribution, abundance, availability and diversity of cold and warm water sportfishes and their habitats; and to disseminate information about Arizona's sportfish and recreational opportunities for present and future generations.

Description:

Arizona has many species of fish, many of which are not native to Arizona but have become established. Some non-native warmwater sport fish were, and still are brought in from other places to meet Arizona's angling demands; however, most species have self-sustaining populations. Most coldwater sport fish species such as trout are produced within Department hatchery system and distributed to various waters in order to meet public demand. Management of sport fish is accomplished through population inventories, regulation of harvest, and propagation and distribution to maintain diversity and enhance angling opportunities. Additionally, the Department enforces fishing regulations and enhances fish habitat through the placement of artificial structures. In addition to acting as a catalyst for conservation efforts, recruitment and retention of anglers is crucial to continue this valued and family-oriented tradition. Working closely with numerous partners, we strive to enhance Arizona's sport fishing opportunities and make those opportunities accessible to many people.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	6,091.3	1,397.6	1,546.8	1,655.1
Other Non Appropriated Funds	15,576.6	16,196.6	17,982.6	17,456.3
Program Total	21,668.0	17,594.2	19,529.4	19,111.4
FTE Positions	107.8	107.8	107.8	107.8

◆ **Goal 1** To increase public awareness of Arizona's sportfishing resources.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of anglers satisfied with angling information products and services.	74	80	0	0

◆ **Goal 2** To provide recreational opportunities for sportfishing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Angler Recreation Days (millions)	5.6	5.4	0	0
Explanation: Angler Recreation Days (millions)				
Percent of anglers satisfied with their angling experiences.	70	75	0	0
Number of urban lake fishing angler days.	805,000	650,000	0	0
Number of urban fishing licenses sold	32,160	43,500	0	0
Explanation: Reports prior to FY2009 included all urban fishing related licenses sold. This number includes only Class U licenses.				
Total number of fishing licenses sold.	338,989	350,000	0	0
Explanation: FY 08 includes only fishing related licenses. FY 07 included stamps.				
Pounds of fish produced in Department hatcheries.	229,913	400,000	0	0

GFA 4.0	Program Summary
NONGAME AND ENDANGERED WILDLIFE	
Bob Broscheid, Assistant Director Wildlife Management Division	
Phone: (623) 236-7301	
A.R.S Title 17	

Mission:

To enhance nongame and watchable wildlife and fish (nongame wildlife) populations and their habitats to restore the natural diversity of Arizona, to increase public awareness of nongame wildlife, and to provide nongame wildlife and fish-oriented recreation opportunities for present and future generations.

Description:

Most of the wildlife species in Arizona are nongame. Nongame wildlife includes all reptiles, amphibians, mollusks and crustaceans, some of which can be legally harvested. Additionally, nongame includes those fish, birds and mammals which cannot be legally harvested. Management of nongame includes inventory of nongame populations, recovery efforts to restore populations of extirpated species, and coordination of efforts to develop endangered species recovery plans. Nongame management also includes assessing habitat conditions, distributing information about nongame and watchable wildlife species, and providing input on land management actions that potentially impact wildlife habitats, has an outdoor recreation impact, or has potential for economic impact.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	13,044.9	18,480.4	17,741.3	17,849.5
Other Non Appropriated Funds	21,026.5	19,573.1	19,733.7	19,089.1
Program Total	34,071.3	38,053.6	37,475.0	36,938.6
FTE Positions	235.2	235.2	235.2	235.2

◆ **Goal 1** To maintain and restore the natural diversity of Arizona's nongame and watchable wildlife.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Landowner Incentive Projects (LIP) that were signed.	8	5	0	0
Explanation: Number of Landowner Incentive Projects (LIP) that were signed.				
Number of Safe Harbor Agreements and Conservation Agreements signed.	0	3	0	0
Explanation: Although no new SHA's were signed, 8 certificates of inclusions were added to pre-existing SHA's				
Number of Department-sponsored or Department-involved watchable wildlife events.	50	45	0	0
Explanation: Includes festivals, expos, and workshops				

GFA 5.0	Program Summary
OFF-HIGHWAY VEHICLE / WATERCRAFT	
Mike Senn, Assistant Director Field Operations Division	
Phone: (623) 236-7293	
A.R.S. Title 17, 28, and 5	

Mission:

To protect wildlife resources and public safety by promoting responsible use of watercraft and off-highway vehicles, through information, education, regulation, and enforcement.

Description:

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway vehicle recreation and administering off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3 and Title 28, Chapter 3, Article 20. The Watercraft segment of this Program makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3. The Department regulates the registration and operation of watercraft; provides law enforcement, boating-safety education, boating access, and has jurisdiction for a uniform waterway-marking system; and through partners oversees the use of aids-to navigation, hazard and regulatory markers on the waters of Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	8,009.0	11,959.5	12,261.2	12,369.5
Other Non Appropriated Funds	15,489.9	18,571.3	17,697.9	17,574.3
Program Total	23,498.9	30,530.8	29,959.1	29,943.8
FTE Positions	236.6	236.6	236.6	236.6

◆ **Goal 1** To provide law enforcement needed to ensure the boating public is provided a safe/enjoyable experience.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Arizona Game and Fish Department watercraft enforcement hours	13,000	17,500	0	0
Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).			
Number of observed watercraft violations	364	1,000	0	0
Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).			
Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.	32	70	0	0
Explanation:	Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.			
Number of watercraft accidents in which alcohol was a contributing factor.	22	25	0	0
Explanation:	Number of watercraft accidents in which alcohol was a contributing factor.			

◆ **Goal 2** To provide excellent customer service to all individuals registering a watercraft in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of watercraft registered in Arizona	140,745	145,000	0	0
Explanation:	Number of watercraft registered in Arizona			
Watercraft registration renewal processing time by mail (in days)	4	4	0	0
Explanation:	Watercraft registration renewal processing time by mail (in days)			
Percent of watercraft registration handled through the internet.	27.4	40	0	0

◆ **Goal 3** To provide boaters with safety-training education and information materials to maximize boater safety and enjoyment on the State's waterways.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes	1,083	1000	0	0
Explanation:	Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes			
Dollars available through boating safety grants.	913,802	575,000	0	0
Explanation:	FY 2009 Budget Swept so grant dollars are zero.			

◆ **Goal 4** To provide the public and land management agencies with information on habitat protection, safe OHV use, and available OHV use areas.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of off-highway user contacts by Arizona Game and Fish Department field officers	NA	10,000	0	0
Explanation:	These data are no longer collected and therefore are unavailable.			
Number of OHV enforcement hours.	NA	12,300	0	0
Explanation:	These data were not available.			

GMA 0.0	Agency Summary
DEPARTMENT OF GAMING	
Mark Brnovich, Director	
Phone: (602) 604-1801	
A.R.S. § 5-601	

Mission:

To protect the public, ensure compliance with the gaming compacts, and regulate the gaming industry.

Description:

The Department of Gaming is responsible for carrying out the state's responsibilities under the Tribal-State gaming compacts. The Department acts on behalf of the state to regulate gaming. Its responsibilities include monitoring 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. The Department 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ENFORCEMENT	9,650.8	10,235.5	9,896.5	9,955.6
➤ CERTIFICATION	1,824.7	2,003.6	2,003.6	2,003.6
Agency Total:	11,475.5	12,239.1	11,900.1	11,959.2

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	11,475.5	12,239.1	11,900.1	11,959.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	11,475.5	12,239.1	11,900.1	11,959.2
FTE Positions	123.0	123.0	123.0	123.0

Strategic Issues:

Issue 1 *Maintain the unique regulatory relationships between the tribal, state, and federal governments*

The Legislature established the Arizona Department of Gaming in 1995 to act on behalf of the State in providing State regulatory oversight of Indian gaming operations. The State and the Arizona Indian tribes that sought to conduct gaming activities negotiated formal agreements required by federal law. Those formal agreements are known as Tribal-State gaming compacts. The Tribal-State compacts provide a regulatory framework whereby the State and tribes share responsibility for regulating gaming operations. Each compact is unique due to the State's co-regulatory role set forth in the compacts.

Issue 2 *Adapt to the rapid changes in technology in the industry*

Developments in gaming technology are transforming the gaming industry and, consequently, the way the Department regulates gaming. In the last two years, it has been clear that the rate of change in the public gaming industry has increased substantially. The cycle time between major and minor software upgrades for gaming device technology has decreased from a 12 to 24 month cycle to less than six months in many cases. Another aspect of this change is the increased complexity of the technology itself resulting from the sophisticated algorithms coupled with digital microprocessor technology.

Issue 3 *Improve the Department's ability to employ and retain qualified personnel*

The Arizona Department of Gaming is a regulatory agency positioned in a rapidly changing technology-based industry. As in the case with other

dynamic organizations, the need to attract the right people at the right time is both perpetual and costly. The challenge to the Department is to have effective recruitment activities that contribute directly to organizational productivity, quality of work life, and legal compliance. At the same time, the Department seeks to ensure that its current staff have or are given the opportunity to develop the skills necessary to meet the job demands in this ever changing industry. The Department also endeavors 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 each employee's skill set and needs to the rewards that the job qualities and organizational opportunities provide.

GMA 1.0 Program Summary	
ENFORCEMENT	
Dan Bergin, Deputy Director	
Phone: (602) 604-1801	
A.R.S. § 5-601	

Mission:

To assure 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	9,650.8	10,235.5	9,896.5	9,955.6
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	9,650.8	10,235.5	9,896.5	9,955.6
FTE Positions	95.0	95.0	95.0	95.0

◆ **Goal 1** To assure compliance with compact provisions and internal control requirements

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of compact compliance reviews accomplished	19	15	15	15
Percentage of facilities reviewed for compact compliance reviews	100	100	100	100

◆ **Goal 2** To maintain communication with tribal officials

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Visit each gaming facility twice a month	10	10	10	10

Explanation: Although the performance measure is to visit each gaming facility twice a month, the number of visits is on average more than ten per month.

◆ **Goal 3** To monitor and enforce technical standards for gaming devices

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of machines inspected and certified	17,840	14,000	14,000	14,000
Percent of all gaming devices certified	100	100	100	100

◆ **Goal 4** To provide treatment and education regarding problem gambling

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of individuals receiving treatment services	908	915	925	940
Number of awareness materials distributed	10,661	8,000	9,000	10,000

GMA 2.0 Program Summary	
CERTIFICATION	
Dan Bergin, Deputy Director	
Phone: (602) 604-1801	
A.R.S. § 5-601	

Mission:

To investigate and evaluate the suitability of applicants for state certification within time frames set by Tribal-State Compacts.

Description:

The Department of Gaming receives applications of persons seeking state certification or a tribal gaming license. Within 20 days of receiving a completed application for state certification of a non-tribal member, the Department issues temporary certification, unless there is evidence of criminal history sufficient to disqualify the applicant. Following the completion of a background investigation, if the applicant is found suitable, permanent state certification is granted. At the conclusion of the background investigation of a tribal member, a recommendation is made to the Tribe as to whether the person should receive a tribal license. The Department also conducts background investigations and audits to certify corporations or other entities that provide gaming services to tribal gaming facilities in an amount that exceeds \$10,000 per month. This program is funded through certification fees and investigative costs established in Section 5(l) of the Tribal-State compacts.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,824.7	2,003.6	2,003.6	2,003.6
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,824.7	2,003.6	2,003.6	2,003.6
FTE Positions	28.0	28.0	28.0	28.0

◆ **Goal 1** To Ensure the Suitability of Individuals Employed by the Tribal Casinos

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of individual applications received	10,435	11,000	11,000	11,000
Total number of days elapsed from receipt of completed application to the issuance of temporary certification	5.24	6	6	6
Percentage of applicants who had their certification, denied, revoked or suspended	99	98	98	98
	1	2	2	2

◆ **Goal 2** To Ensure the Suitability of Businesses that Provide Goods and Services to the Tribal Casinos

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of new or initial applications received	104	125	125	125
Total number of permanent certifications issued	99	125	125	125
Explanation: The number of issued certifications decreased because the department waived the certification requirement for 20 vendors that the department determined certification was not necessary to protect the public interest.				
Total number of renewals issued	224	200	200	200
Total number of denials, revocations, and suspensions	0	3	2	2
Percent of temporary certifications issued within 20 days	100	95	95	95
Level of satisfaction by applicants regarding process (percent)	98	95	95	95

GSA 0.0	Agency Summary
GEOLOGICAL SURVEY	
M. Lee Allison, Ph.D., Director and State Geologist	
Phone: (520) 770-3500	
A.R.S. § 27-151	

Mission:

To inform and advise the public about the geologic character of Arizona to help meet societal needs for water, energy, and mineral resources and assist in prudently managing the state's land and natural resources.

Description:

Arizona Geological Survey (AZGS) staff perform several important functions for their customers who include governmental agencies, elected officials and staff, environmental and engineering geology firms, hydrologists, energy and mineral resource exploration and production companies, consultants, planners, property owners and potential buyers, attorneys, realtors, insurance companies, tourists, teachers, students, book dealers, professional societies, citizen groups, and interested individuals. First, they inform and advise the public by answering questions, selling maps and reports, maintaining a geology library and databases, giving talks, and leading field trips. Second, they map and characterize rock formations, surficial materials, and mineral and energy resources. Third, they describe and monitor potential hazards and limitations to land and resource management (e.g. earthquakes, flooding, land subsidence and earth fissures, landslides, debris flows, and rock solution). Fourth, they provide support for the Arizona Oil and Gas Conservation Commission.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	801.1	794.1	1,578.0	1,534.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	1,447.6	9,248.6	9,248.6	9,248.6
Program Total	2,248.7	10,042.7	10,826.6	10,782.6
FTE Positions	20.5	28.3	35.3	35.3

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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New maps/reports released by AZGS staff	18	12	12	12
Number of geologic and related maps of Arizona	23	9	9	9
Number of reports that describe geologic hazards and resources in Arizona	11	5	5	5
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	4	1	3	3
Number of reports published by other groups	10	10	4	4
Number of talks given or fieldtrips led	53	40	40	40
# of state agencies and bodies for whom AZGS serves as a science support provider	15	15	15	15

◆ Goal 2 To inform the public about geologic processes, natural hazards, and natural resources in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	3	2	2	2
Number of seminars and workshops presented to non-technical audiences	5	2	2	2
Number of interviews and presentations through the news media	22	20	20	20

◆ Goal 3 To distribute geologic maps, reports, and data efficiently with high customer satisfaction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent increase (decrease) in number of publications sold	38	10	10	10
Explanation:	More info is available via the internet and, less of the technical and topographic maps are needed in hard copy. We will adjust to this change in the market.			
Total number of geologic maps and reports and topographic maps sold	3,562	4,000	4,000	4,000
Explanation:	Hard copy maps are less popular because people use internet downloads			
Technical maps and reports sold	3,562	2,300	2,300	2,300
Explanation:	More info is available online now.			
Percent increase (decrease) in sales of technical maps and reports	56	0	0	0
Explanation:	The market is changing as more things are available to be downloaded.			
Number of non-technical reports sold	2,690	3,000	3,000	3,000
Explanation:	We carry more general interests books on Arizona now.			
Percent increase (decrease) in sales of non-technical reports	-38	8	8	8
Explanation:	Less technical things are selling, more interest in general use/recreation			
Quality of products sold, 1-5 (highest) scale	4.8	4.8	4.8	4.8
Numbers of products released or Number of digital maps/reports downloaded	110,000	110,000	125,000	125,000
Explanation:	4mb = 400 updates to databases. 5000 = # of files downloaded			
Percent of orders filled the same day received	0	96	0	0
Satisfaction with mail order service provided, 1-5 (highest) scale	0	4.9	0	0

◆ **Goal 4** To effectively assist the Arizona Oil and Gas Conservation Commission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of permits issued to drill a well	2	19	6	6
Average days to issue a permit	2	5	5	5
Compliance and safety inspections made	29	28	28	28
Number of gas-storage wells	14	14	14	14
Number of deficiencies found during inspections	0	2	2	2

GTA 0.0	Agency Summary
GOVERNMENT INFORMATION TECHNOLOGY AGENCY	
Chad Kirkpatrick, Director and State CIO	
Phone: (602) 364-4770	
A.R.S. § 41-3501	

Mission:

To maximize information technology coordination and connectivity within the state of Arizona ensuring that its information technology infrastructure efficiently and effectively supports state business.

Description:

The Government Information Technology Agency (GITA) is responsible for statewide information technology (IT) planning, coordination and consulting for executive agencies. The GITA Director serves as the Chief Information Officer for the State of Arizona administering the state's IT resources through the establishment of statewide IT policies and standards and serves as a primary focal point for coordination of all IT projects across the state. The agency provides strategic IT planning to establish an effective IT direction for both infrastructure and security/privacy concerns. GITA also serves as a primary focal point for coordination of all IT projects across the state with development costs over \$25,000 that are monitored for potential schedule and cost overruns of which GITA has authority for suspension of expenditures, if risks and slippages are deemed excessive. In collaboration with the Information Technology Authorization Committee (ITAC), comprised of public and private sector members, GITA also monitors and tracks IT projects over \$1 million in total costs. ARS 41-3507 created the Statewide Information Security and Privacy Office (SISPO). The SISPO resides in GITA and is responsible for IT security and privacy strategic planning, facilitation and coordination for the state. Executive Order 2008-10 reinforces the importance of the statewide information security and privacy program and directs agencies to work with SISPO to implement risk mitigation strategies. In addition, under ARS 41-3541 and 41-3542, GITA is responsible for the advancement of real-time interoperable communications between local, county, state, tribal and federal public safety organizations through the Public Safety Communications Advisory Commission (PSCC).

Agency Summary:

Program	(\$ Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ STATEWIDE INFORMATION SECURITY AND PRIVACY OFFICE (SISPO)	3,698.5	9,067.6	7,947.2	8,152.7
➤ PUBLIC SAFETY COMMUNICATIONS COMMISSION	690.8	1,393.9	742.0	742.0
Agency Total:	<u>4,389.3</u>	<u>10,461.5</u>	<u>8,689.2</u>	<u>8,894.7</u>

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	488.1	742.0	742.0	742.0
Other Appropriated Funds	2,875.6	7,072.3	7,072.3	7,072.3
Other Non Appropriated Funds	1,025.6	2,647.2	874.9	1,080.4
Program Total	<u>4,389.3</u>	<u>10,461.5</u>	<u>8,689.2</u>	<u>8,894.7</u>
FTE Positions	23.0	23.0	23.0	23.0

Strategic Issues:

Issue 1 Modernized State IT infrastructure through Strategic Planning

GITA seeks to align our state's technology with the vision and business needs of Arizona State government. By doing this we will build a cohesive and unified plan that fully represents the technology needs and direction of Arizona government. By building a consensus across state agencies, developing a technologies strategy, and ensuring goals and programs have state government in mind, Arizona will be poised to take advantage of the

costs savings and innovation available through enterprise-wide approaches. The advancement of a common IT infrastructure across the state is continuing through promoting management practices and technology which increase efficiencies and yield cost savings as well as aligning the State IT infrastructure to a common statewide model utilizing standardization and reuse. GITA is focused on promoting standardization of technology software and hardware that allows the state to leverage economies of scale and reduce duplication of effort. These targeted technologies will be identified in conjunction with state agencies and will be incorporated into the GITA published standards provided online at the GITA website for ease of evaluation by individual agencies. The overall framework and infrastructure of Arizona's IT Strategic Plan will enable future partnerships and collaboration among state agencies for new and innovative capabilities that will provide greater business and technical efficiencies and drive cost effectiveness for state government.

Issue 2 Improved Public Service Delivery

New technologies, such as the deployment of web portal services offer the opportunity to provide citizens a greater level of service with ease of access at lower costs. GITA has created the state web portal to increase government accessibility to citizens and business to enable more efficient and effective administration through use of the Internet as a direct communications vehicle. Enriching the quality of life for Arizonans through the leverage of automation of both health and human services and the enhancement of rural telecommunications infrastructure are other key focal points for the state moving forward. GITA received a \$2.3 million grant from the U.S. Department of Commerce in 2010 to map the state's broadband capabilities and for planning the state's future broadband needs. This map will be updated on a semi-annual basis. Citizens, businesses, local governments, research organizations and other interested parties will have access to this data to help understand broadband options available to them and in determining future broadband needs of the state.

Issue 3 Cost savings through enhanced information technology project management

Fiscal prudence should be a rule at all times. GITA is improving project management practices across Arizona government to increase efficiencies, reduce risk, and improve fiscal responsibilities related to IT project deliverables. GITA provides oversight and monitoring of large-scale, high risk IT projects for the executive branch of state government through industry best practices and statewide standards to reduce overall risks and successful delivery of services. IT project reviews and monitoring include scope, roles, responsibilities, change control, schedule, cost containment, and risk assessment. Prior to project startup, each agency must submit a Project Investment Justification (PIJ) to GITA to assure a high probability of success. Larger projects are also reviewed by the independent Information Technology Authorization Committee under the auspices of the state CIO.

GTA 1.0	Program Summary
STATEWIDE INFORMATION SECURITY AND PRIVACY OFFICE (SISPO)	
Jim Ryan, Chief Information Security Officer,	
Phone: (602) 364-4771	
A.R.S. § 41-3507, EO 2008-10	

Mission:

To establish a strategic plan that facilitates and coordinates with each executive branch agency for that agency to develop and operationalize information security and privacy policies and standards that monitor the use and protection of citizen information, State information assets and critical infrastructure.

Description:

As the concurrent issues of Information Security and Privacy become more complex and interdependent in today's political, economic, and technological environment, State agencies have an increasing responsibility to protect personal information and infrastructure. Information security and privacy practices that are lax or fail to safeguard confidential personal identifying information or sensitive information, such as trade secrets, intellectual property, can cause emotional distress, erode confidence in government and subject individuals or businesses to identify theft, financial loss or other harm.

Challenges facing the state:

* State government has to preserve the integrity of its infrastructure and information while adapting to new electronic business practices such as consolidation, social networks, selected freeware products, "cloud computing", and handheld wireless devices while maintaining continued vigilance to thwart evolving technology threats to these new business practices.

* Each agency's specialized mission creates a collaborative but federated environment of technology practices across the state. The varied technology infrastructure and practices require adaptable statewide information security strategies that successfully respond to each agency's unique technology environment. As risks and vulnerabilities evolve, information security and privacy practices are challenged to keep pace with the threat landscape when agencies in many cases must depend on legacy technology that exceeds recommended end-of-life use and security upgrades. The state environment, technology status, and evolving cyber risks, all exceed the SISPO's available resources to fulfill its mission and collaborate with agencies to secure state confidential information and critical technology infrastructure.

Arizona must take the initiative to develop a comprehensive information security and privacy framework that provides critical infrastructure protection yet be easy to use and cost effective. The framework must span all state business practices whether paper-based records or electronic/digital records. Digital information must be securely available to business partners and provide access for public requests. This initiative will determine which solutions best support the state's technology infrastructure and all information-driven government business.

SISPO will collaborate with agencies and key stakeholders to integrate and adopt proven information security and privacy strategies. To be successful, these strategies must provide continuous risk-based coordination statewide and with each agency. They must also assess agencies' information practices and compliance with state prescribed policies and standards.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2,875.6	7,072.3	7,072.3	7,072.3
Other Non Appropriated Funds	822.9	1,995.3	874.9	1,080.4
Program Total	3,698.5	9,067.6	7,947.2	8,152.7
FTE Positions	17.0	17.0	17.0	17.0

◆ **Goal 1** To implement a Statewide Information Security and Privacy Plan.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of completion for detail plans for Information Security and Privacy	50	70	80	90

◆ **Goal 2** To Implement Effective and Enforceable Information Security and Privacy Policies and Standards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of validation of compliance with GITA information security and privacy policies and standards.	70	70	80	80
Percent of development and implementation of policies/standards for privacy.	50	60	70	70

◆ **Goal 3** To periodically Assess IT Infrastructure and Security countermeasures for cyber crime, intrusions and insider threats and vulnerabilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent completed assessments.	50	60	70	80
Explanation:	Inadequate staffing to achieve goal #3 in the immediate future.			

◆ **Goal 4** To perform formal annual compliance reviews of information security and privacy policies and standards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agencies completing policy/standard compliance self-assessments.	50	60	70	80

◆ **Goal 5** To monitor incident response reports completed by agencies and security alert notifications delivered by SPIC.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency or key stakeholder critical incidents reported within policy.	40	50	60	60
Percent of alert notifications issued within SISPO policies defined by SIPC.	75	80	80	80

◆ **Goal 6** To provide Education, Training and Awareness of Information Security and Privacy Programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Group 1 & Group 2 agencies participating in IT Security Program.	50	60	60	60
Explanation:	Limited budget makes accomplishing this a challenge			
Percent of Group1 & Group 2 agencies participating in Privacy Program.	50	50	60	60
Explanation:	Limited budget makes accomplishing this a challenge			

GTA 2.0	Program Summary
PUBLIC SAFETY COMMUNICATIONS COMMISSION	
Lisa Dee Meyerson, Statewide Interoperability Coordinator	
Phone: (602) 364-4780	
A.R.S. §§ 41-3541, 41-3542	

Mission:

To advance interoperable communications between local, county, state, tribal, and federal public safety entities in Arizona to effectively protect lives and property during multi-discipline and multi-jurisdictional incidents and events.

Description:

The Public Safety Interoperable Communications (PSIC) Office in the Government Information Technology Agency (GITA) is responsible for advancing interoperable communications in Arizona in accordance with Arizona's Statewide Communication Interoperability Plan (SCIP). The PSIC Office also provides support to the Public Safety Communications Advisory Commission (PSCC) and the Statewide Interoperability Executive Committee (SIEC) in performance of their interoperable communications advisory missions.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	488.1	742.0	742.0	742.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	202.7	651.9	0.0	0.0
Program Total	690.8	1,393.9	742.0	742.0
FTE Positions	6.0	6.0	6.0	6.0

◆ **Goal 1** To advance public safety interoperable communications statewide.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of SCIP assessed and updated as required during the annual review.	100	100	100	100
Percent of SCIP aligned with the National Emergency Communications Plan as required by the US Department of Homeland Security.	100	100	100	100
Percent of Arizona homeland security regions represented on and participating in the SIEC and its Workgroups, collectively.	100	100	100	100

GVA 0.0	Agency Summary
OFFICE OF THE GOVERNOR	
Janice K. Brewer, Governor	
Phone: (602) 542-1371	
Constitution Art. 5, Section 4	

Mission:

To provide leadership for the State of Arizona and to manage the Executive branch of state government to ensure that it efficiently and effectively serves Arizona's citizens.

Description:

The Governor serves as the Chief Executive Officer of Arizona state government. The Constitution provides that the Governor shall be the Commander-in-Chief of Arizona's military forces and authorizes the Governor to grant reprieves, commutations and pardons, pursuant to law. The Governor is also responsible for making appointments to positions in state government pursuant to law, representing Arizona in official dealings with other governmental entities, taking action on bills approved by the Legislature, and informing the public on issues affecting the state.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	8,837.3	6,960.9	6,960.9	6,960.9
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	3,835.7	8,535.0	8,265.0	8,119.0
Program Total	12,673.0	15,495.9	15,225.9	15,079.9
FTE Positions	93.0	93.7	93.7	93.7

OSP 0.0	Agency Summary
GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING	
John Arnold, Director	
Phone: (602) 542-5381	
A.R.S. §§ 35-101 et seq.	

Mission:

To facilitate the effective and efficient allocation of resources in accordance with fiscally sound principles that will enable the Governor and state government to provide quality services to the citizens of Arizona.

Description:

This office provides a central Executive branch resource for the compilation, analysis, and investigation of state fiscal matters. It advises the Governor in preparation of the Executive budget and advocates for that budget through the legislative process. The office assists and advises all entities of state government in budget development and execution. It also coordinates the process of defining state government programs, developing strategic plans, and measuring program performance to achieve desired results. The office is also responsible for fulfilling constitutionally and legislatively mandated reporting requirements related to the state budget.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,937.0	1,936.4	1,936.4	1,936.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,937.0	1,936.4	1,936.4	1,936.4
FTE Positions	0.0	0.0	0.0	0.0

HSA 0.0	Agency Summary
DEPARTMENT OF HEALTH SERVICES	
Will Humble, Director	
Phone: (602) 542-1140	
A.R.S. §§ 36-101 et seq.	

Mission:

To set the standard for personal and community health through direct care delivery, science, public policy, and leadership.

Description:

The Arizona Department of Health Services is responsible for Public Health Services, including the Arizona State Laboratory, epidemiology & disease control, emergency medical services/trauma, public health emergency preparedness & response, public health statistics, vital records, border health, children with special health care needs, health systems development, minority health, chronic disease prevention & nutrition, oral health, tobacco education, and women's & children's health; Behavioral Health Services, including general mental health services, substance abuse treatment & prevention services, services for the seriously mentally ill, title XIX/XXI adults and children, non-Title XIX/XXI adults and children, contract compliance, consumer rights, and quality management; the Arizona State Hospital, including adult civil services, adult forensic services, and the Arizona Community & Protection Treatment Center; and the licensing and certification of health and child care facilities.

Agency Summary:

Program	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADMINISTRATION	22,459.4	22,941.4	22,941.4
➤ LICENSING SERVICES	15,655.7	16,217.1	16,217.1
➤ BEHAVIORAL HEALTH SERVICES	1,785,903.2	1,791,648.7	2,165,472.2
➤ ARIZONA STATE HOSPITAL	65,199.3	68,176.0	68,176.0
➤ PUBLIC HEALTH SERVICES	467,686.9	463,246.3	509,570.4
Agency Total:	<u>2,356,904.5</u>	<u>2,362,229.5</u>	<u>2,782,377.1</u>

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	480,024.6	438,939.0	602,064.3
Other Appropriated Funds	70,860.8	83,002.7	86,615.6
Other Non Appropriated Funds	1,806,019.1	1,840,287.8	2,093,697.2
Program Total	<u>2,356,904.5</u>	<u>2,362,229.5</u>	<u>2,782,377.1</u>
FTE Positions	<u>2,099.1</u>	<u>2,142.8</u>	<u>2,142.8</u>

Strategic Issues:

Issue 1 Promoting recovery, resiliency, psychosocial rehabilitation, safety, and hope for persons receiving services from the Arizona State Hospital and the community based behavioral health system.

The recognition that individuals who suffer from mental illness can actually recover from the devastating effects of that illness has been around since the 1980s. Research has confirmed that the belief that recovery is possible is a major factor affecting the quality of life of persons diagnosed with mental illness.

Traditionally, the belief in recovery was not embraced as a critical component in the treatment provided in the Arizona State Hospital or the community based behavioral health system. Psychosocial rehabilitation has been the driving philosophy for many years in the treatment of mental illness and substance abuse. While this approach has had some success, its effectiveness can be greatly enhanced by incorporating the recovery and resiliency principles into the treatment provided.

The Department is committed to identifying and establishing mechanisms to promote and institutionalize a unified vision of recovery and resiliency for the entire behavioral health system, across all populations served. This vision will be embedded within the Department's organizational culture and will guide decision making, provide focus for staff, guide the prioritization of initiatives, and promote strategies that are aligned with the vision including. Key strategies includes self and family directed services, choice, empowering individuals and families, respecting diversity, expanding opportunities for integration and community involvement, instilling hope and encouragement, building on strengths, and celebrating successes.

By establishing a unified vision, the Department can better facilitate collaboration and partnerships within the behavioral health system and the community and, most importantly, with both the individuals and families that are served.

Issue 2 Responding to threats and emergencies that place the health of Arizona's populations at risk.

Over its history, the Department of Health Services has played a critical role in responding to emergencies, including infectious disease epidemics, chemical spills, and fires. Diverse threats, such as chemical, biological, and radiological terrorism, now provide new challenges to the Department. As the lead agency responsible for the health of Arizona's residents, the Department is responsible for developing an operable statewide public health system able to prepare for, detect, and respond to large-scale natural or intentional disease events and other public health emergencies. The Department also has a critical role to play in prevention of injury and the development of a trauma system, which can respond to both the every day emergency needs of the public as well as to large-scale events. Critical to success is the working partnerships developed with federal, county, and tribal health agencies, community-based organizations, public safety agencies, the media, the military, behavioral health providers, emergency medical service providers, hospitals, and Arizona/Sonora border agencies. Maintaining systems in communication and information technology is critical to ensuring that emergency preparedness efforts can respond through early warning systems, rapid communication, mobilization, and coordinated response.

Issue 3 Eliminating health disparities by closing the gaps in health status and access to care among Arizona's diverse populations.

Arizona's dramatic demographic changes are a harbinger for the rest of the nation. Over 35 percent of Arizona residents belong to an ethnic or racial minority group. Those who speak a language other than English at home account for 25.9 percent of the population of Arizona, of those, 56.1 percent speak English very well. (U.S. Census, 2000) These demographic shifts coupled with the growing evidence of disparities in health services and outcomes among minority and vulnerable populations, underscore the urgent need to develop a strong minority health infrastructure.

The Department is committed to addressing disparities in Arizona by increasing dialogue with communities, improving access to public health information, and working collaboratively on community action specifically targeted to improve health outcomes through prevention.

Issue 4 Promoting optimal health and wellness.

The Department of Health Services is committed to prevention and health promotion as the path to optimal health and wellness for all Arizonans. The profile of diseases contributing most heavily to death, illness, and disability among Americans has changed dramatically during the last century. Today, chronic diseases—such as cardiovascular disease (primarily heart disease and stroke), cancer, and diabetes—are among the most prevalent, costly, and preventable of all health problems (CDC, 2004).

The Department is working with health care providers, employees, and organizations to place greater emphasis on the importance of prevention and health promotion activities. By providing leadership and state-of-the-art health information to professionals and consumers alike, the Department can promote healthier lifestyles and reduce the incidence of chronic and degenerative diseases.

Issue 5 Enhancing data collection, public health surveillance, and

health information technology.

The health of Arizonans depends in large part on the capability of the Public Health System of Arizona to monitor and identify the diseases, health risks, and populations at risk and to share organized electronic data between public health and health care. This information needs to be accessible, accurate, and timely enough to allow for the appropriate public health response whether it is primary, secondary or tertiary prevention.

The effective application of disease prevention strategies is heavily dependent on the quality of surveillance and intelligence information. Standards in the collection, processing, analysis and summarization of health-related data are essential to meeting the needs of the Department.

In addition, with migration to electronic medical records and soon-to-be developed regional health information organizations (RHIO--specifically designed for the purpose of sharing electronic medical records and other electronic health information between health care entities), public health data systems need to be coordinated from the outset to ensure not only participation in RHIOs, but also to help set the stage for organized electronic data sharing. This is especially true with public health preparedness activities and the need for near real-time data.

Issue 6 Pursuing proactive regulation, with an emphasis on timely licensing, investigation, enforcement and technical assistance by a well-trained and adequately staffed workforce.

The Department of Health Services is committed to working effectively with licensed providers. While statutorily mandated to license, inspect, monitor and take appropriate enforcement action for non-compliance, the Department is also committed to a proactive regulation model. Such a model includes training assistance to providers and educating providers about required standards. By providing training and improved technical assistance, the Department can better protect the health and safety of Arizonans.

Issue 7 Prioritizing Tribal Issues.

The mission of the Arizona Department of Health Services is to ensure the delivery of comprehensive public health services to the general population of Arizona including behavioral health services for the Medicaid eligible and seriously mentally ill populations. The Department and Indian Tribes and Nations in the State of Arizona share the common goal of decreasing health disparities and maximizing access to critical health services. The Department will embark on a six point initiative to enhance the working relationship between the Department and Indian Tribes and Nations. The six point initiative consist of: 1) the development of a tribal consultation policy, 2) the review and response to public health issues raised at the Governor's Tribal Leaders summits and other Indian tribal conferences such as the DHHS Region IX Tribal Consultation Sessions, 3) the initiation of a process for feedback to the Department regarding interaction with tribal, Indian Health Service, Inter Tribal Council of Arizona, and Urban Indian Health Program leadership, 4) the initiation of strategic planning for data collection, prevention services, emergency preparedness, and behavioral health, 5) the initiation of Native American cultural knowledge training for Department staff, and 6) the initiation of site visits to reservation, urban Indian, and Indian Health Service sites by the Director. The Department is committed to working with Indian Tribes to improve the quality, availability, and accessibility to public health services and behavioral health care for American Indians in Arizona.

Issue 8 Recognizing, involving, collaborating and communicating with public health constituencies.

The Department's public health efforts depend on strong relationships with its public health partners. Such partners include other state agencies, the universities, county health departments, federal and bi-national health entities, public health associations, non-profit organizations, and advocacy organizations. The Department is committed to improving these relationships by involving such constituencies in planning and resource allocation efforts. The Department is working to foster collaborative efforts with cross-border agencies to identify, monitor, prevent, control, and evaluate public health issues and efforts. The Department is also working with academic institutions to identify and collaborate on current and future public health issues, such as public health workforce recruitment, training,

and retention. Similarly, the Department needs to support and foster public health research by partnering with the universities, since academic institutions are often leaders in identifying promising public health practices.

Issue 9 Improving customer services through E-Business solutions.

The Department is committed to increasing customer service to internal and external customers. As part of this effort, the Department is pursuing an E-Business strategy that allows both internal and external customers to access, manipulate, and use agency information.

The Department is assessing current business processes, defining present and future needs, and developing browser-based technological solutions to meet these needs. Such browser-based solutions will allow integration and manipulation of data from numerous data sources. Once solutions have been identified and implemented, the Department will move forward in providing both internal and external customers access to data so that health trends can be assessed and health outcomes monitored. The Department is also developing its Intranet, to allow internal information to be shared and managed more easily among Health Services employees. Finally, the Department is making strides to provide critical business partners access to specific internal information resources. The Department is developing an Extranet that will allow outside partners to access and provide information to the Department in a secure manner. For example, current efforts to provide hospitals and funeral homes with an Extranet solution will allow them to send birth and death information to the Department in a timelier, secure, and efficient manner.

HSA 1.0	Program Summary
ADMINISTRATION	
Will Humble, Director	
Phone: (602) 542-1140	
A.R.S. § 36-132	

Mission:

To provide the leadership, direction and resources to ensure the Agency's mandated responsibilities, mission, and goals are met.

Description:

The program provides overall management and direction to the Department; develops and administers policy; responds, investigates and resolves consumer complaints; coordinates and promotes various health-related activities for information and educational consumer needs; and maintains and supports relationships with the legislature, community, and other health agencies. In addition, the program ensures fiscal integrity and adequate resources to conduct business; coordinates all internal and external activities through comprehensive strategic planning; and promotes service excellence through staff training and process improvement.

This Program Contains the following Subprograms:

- ▶ Director's Office
- ▶ Business and Financial Services
- ▶ Information Technology Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	12,664.7	12,869.2	12,869.2
Other Appropriated Funds	9,716.0	10,072.2	10,072.2
Other Non Appropriated Funds	78.7	0.0	0.0
Program Total	22,459.4	22,941.4	22,941.4
FTE Positions	215.0	215.0	215.0

HSA 1.1	Subprogram Summary
DIRECTOR'S OFFICE	
Janet A. Mullen, PhD, MBA, Deputy Director for Health Services Operations	
Phone: (602) 542-1027	
A.R.S. § 36-132	

Mission:

To provide the leadership, direction and support the Agency requires to operate effectively and efficiently.

Description:

The office provides policy development; strategic planning and process improvement; monitoring and oversight of the Agency's budget; legislative services; agency legal counsel; administrative rules development; investigation and resolution of consumer complaints; coordination and promotion of health-related activities to inform and educate consumers; partnering with various state, federal, and local stakeholders to improve the coordination of health services and exchange of information on current and emerging health issues. The office also assures contracted services have been satisfactorily delivered; investigates possible personnel misconduct and criminal activity to safeguard the integrity of the Department and its contractors; provides agency-wide training to a staff that is reflective of the culturally diverse population it serves; manages ADA projects; and manages agency facilities, capital building renewal, risk management, fixed asset inventory control, and management services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,078.7	2,278.7	2,278.7
Other Appropriated Funds	2,582.6	2,682.6	2,682.6
Other Non Appropriated Funds	3.9	0.0	0.0
Program Total	4,665.2	4,961.3	4,961.3
FTE Positions	57.5	57.5	57.5

◆ **Goal 1** To ensure a diverse, motivated and well trained staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of agency staff turnover	14.8	14.7	14.7
Percent of DHS workforce who are minorities	32	36	36
Number of EEO complaints	20	8	8
Number of EEO complaints dismissed	6	6	6
Number of agency training hours delivered by DHS	13,763	12,000	12,000

◆ **Goal 2** To provide legal services to the Department and review the recommended decisions from the Office of Administrative Hearings and Administrative Law Judges and revise or reverse, as necessary.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of scheduled administrative hearings	680	600	600

◆ **Goal 3** To ensure the proper release of records requested for Human Subjects Research.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
HSRB/IRB research projects/studies requests for submission packet processed	31	50	50
HSRB/IRB final determinations by Board on projects/studies submitted	31	50	50

◆ **Goal 4** To ensure that services and programs are administered efficiently.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Administration as a percent of total cost	1	1	1

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of warehouse requests processed per fiscal year	2,172	2,400	2,400
Number of Facilities Request Forms and Work Orders processed	2,161	2,000	2,000

HSA 1.2	Subprogram Summary
BUSINESS AND FINANCIAL SERVICES	
Jim Humble, Assistant Director - Chief Financial Officer	
Phone: (602) 364-0679	
A.R.S. § 36-132	

Mission:

To provide meaningful financial information and business and consulting services in partnership with ADHS customers.

Description:

The subprogram monitors financial expenditures, purchases, and contract requisitions for the procurement of goods and services to ensure compliance.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	6,498.9	6,498.4	6,498.4
Other Appropriated Funds	6,127.1	6,127.1	6,127.1
Other Non Appropriated Funds	73.9	0.0	0.0
Program Total	12,699.9	12,625.5	12,625.5
FTE Positions	81.1	81.1	81.1

- ◆ **Goal 1** To improve services by developing mutually beneficial relationships with our customers through partnerships.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of procurement and business related training sessions conducted	1	3	3
Number of customers trained	32	100	100

- ◆ **Goal 2** To implement and continually enhance a business system that satisfies and anticipates customer needs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average days to process purchase and contract requisitions (PR/CR): - \$0-1,000	35.33	25	25
Average days to process (PR/CR)- \$1,001-5,000	20.47	26	26
Average days to process (PR/CR)- \$5,001-50,000	29.50	34	34
Average days to process (PR/CR)- over \$50,001	40.21	40	40
Average working days to pay claims	8.74	10	10
Average working days to pay travel claims	3.05	3	3
Average number of days to pay vendors from the date of invoice	9.75	10	10
Percent of invoices paid within 30 days	95.96	94	94

HSA 1.3	Subprogram Summary
INFORMATION TECHNOLOGY SERVICES	
Paula Mattingly, Assistant Director	
Phone: (602) 542-1073	
A.R.S. § 36-132	

Mission:

To provide information technology leadership and solutions to improve the effectiveness and efficiency of the Arizona Department of Health Services' program operations.

Description:

Information Technology Services provides applications, programming services, computer operations, statewide communications through the use of local area networks and wide area networks, computer security, and internet access for the Department's operations, reporting, and planning.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,087.1	4,092.1	4,092.1
Other Appropriated Funds	1,006.3	1,262.5	1,262.5
Other Non Appropriated Funds	0.9	0.0	0.0
Program Total	5,094.3	5,354.6	5,354.6
FTE Positions	76.4	76.4	76.4

◆ **Goal 1** To enhance the agency's ability to further the State's e-Government initiative through the implementation of internet technology.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of visits to the ADHS Web site (per month)	1,112,344	1,200,000	1,400,000
# of new e-Government applications created	7	9	4

◆ **Goal 2** To provide and maintain high quality, current and standardized systems for ADHS and its customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of computer hardware and software replaced per agency replacement plan	8	5	5

HSA 2.0	Program Summary
LICENSING SERVICES	
Mary Wiley, Assistant Director	
Phone: (602) 364-3064	
A.R.S. Title 36	

Mission:

To protect the health and safety of Arizonans that utilize child and health care facilities by providing information and establishing standards for licensure and regulation.

Description:

The program ensures public safety through certification, inspection, licensure, complaint investigation, training, quality improvement, and enforcement activities. The Division licenses audiologists, speech pathologists, hearing aid dispensers, and midwives.

This Program Contains the following Subprograms:

- ▶ Child Care Licensing
- ▶ Health Care Licensing
- ▶ Administration

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,864.6	0.0	0.0
Other Appropriated Funds	5,174.4	9,653.1	9,653.1
Other Non Appropriated Funds	6,616.7	6,564.0	6,564.0
Program Total	15,655.7	16,217.1	16,217.1
FTE Positions	234.4	234.4	234.4

HSA 2.1	Subprogram Summary
CHILD CARE LICENSING	
Lourdes Ochoa, Program Manager	
Phone: (602) 364-2542	
A.R.S. § 36-881 to 895; 36-897 to 36-897.12	

Mission:

To ensure the health, safety and well being of children in child care facilities and child care group homes throughout Arizona by licensing and certifying child care facilities and group homes; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's child care facilities, child care group homes, parks and recreation programs, and school-based programs. The subprogram also monitors facilities for compliance, investigates complaints, establishes appropriate rules, offers technical assistance, and is responsible for enforcement actions when necessary, including civil penalties, suspension, intermediate sanctions, revocation and denial of licensure. Lastly, the subprogram provides training to providers and education to consumers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,266.5	0.0	0.0
Other Appropriated Funds	782.6	2,753.1	2,753.1
Other Non Appropriated Funds	567.2	0.0	0.0
Program Total	2,616.3	2,753.1	2,753.1
FTE Positions	47.5	47.5	47.5

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of all child care facilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of child care license renewals granted within licensing timeframes	99	100	100
Percent of child care complaint investigations initiated within investigative guidelines	99	99	99
Percent of priority two complaint investigations initiated within 10 days	100	100	100
Number of licensed providers	2,779	2,700	2,835
Number of complaints received	451	450	473

HSA 2.2	Subprogram Summary
HEALTH CARE LICENSING	
Mary Wiley, Assistant Director	
Phone: (602) 364-3064	
A.R.S. Title 36, 8-504A-B	

Mission:

To ensure the health, safety and well-being of the public in health care facilities throughout Arizona by licensing and certifying health care facilities; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's assisted living facilities, adult day health care centers, long-term nursing care institutions, intermediate care for the mentally retarded, medical facilities (including hospitals, hospices, recovery care centers, outpatient treatment centers and outpatient surgery centers, and home health agencies), behavioral health facilities (such as inpatient/residential, outpatient, and crisis services), facilities providing screening and education and treatment programs to those convicted of driving under the influence (DUI), facilities providing misdemeanor domestic violence offender treatment programs, Methadone treatment agencies, group homes for the developmentally disabled. In addition, the subprogram monitors facilities for compliance, conducts complaint investigations, and, when deficiencies are found, has the responsibility for a variety of enforcement actions up to and including suspension/revocation of licenses, denial of registration, and assessment of civil penalties. The subprogram provides technical assistance and establishes appropriate rules and minimum health and safety requirements. In addition to regulating facilities, the subprogram also licenses professional audiologists, speech pathologists, hearing aid dispensers, and midwives, and conducts quality improvement and staff and provider education.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	821.3	0.0	0.0
Other Appropriated Funds	2,794.7	3,600.0	3,600.0
Other Non Appropriated Funds	5,713.4	6,220.5	6,220.5
Program Total	9,329.4	9,820.5	9,820.5
FTE Positions	158.1	158.1	158.1

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of health care licensure renewals granted within licensing timeframes	99	99	99
Percent of health care complaint investigations initiated within investigative guidelines	49	50	60
Percent of priority two complaint investigations initiated within 10 days	74	80	90
Number of licensed providers	4,788	5,027	5,278
Number of complaints received	2,265	2,378	2,497

HSA 2.3	Subprogram Summary
ADMINISTRATION	
Mary Wiley, Assistant Director	
Phone: (602) 364-3064	
A.R.S. Title 36	

Mission:

To be recognized for providing valuable resources through enforcement, training, effective communication and collaboration.

Description:

The subprogram provides administrative services to the six programs of the Division of Licensing Services that protect the health and safety of residents and clients of health and child care facilities. The subprogram accomplishes this through rules promulgation, training, information systems, enforcement, and business systems.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,776.8	0.0	0.0
Other Appropriated Funds	1,597.1	3,300.0	3,300.0
Other Non Appropriated Funds	336.1	343.5	343.5
Program Total	3,710.0	3,643.5	3,643.5
FTE Positions	28.8	28.8	28.8

◆ **Goal 1** To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of enforcement actions closed	623	600	630

HSA 3.0	Program Summary
BEHAVIORAL HEALTH SERVICES	
Laura Nelson, M.D., Deputy Director- Behavioral Health Services	
Phone: (602) 364-4566	
A.R.S. § 36-3402	

Mission:

To ensure a comprehensive, unified behavioral health system for Arizonans.

Description:

Behavioral Health Services coordinates, plans, administers, regulates, and monitors all facets of the public behavioral health prevention and treatment systems, and contracts with five Regional Behavioral Health Authorities (RBHAs) to ensure the availability of and accessibility to an adequate provider network to meet the needs of people with behavioral health problems. Additionally, the program monitors financial viability of RBHAs and ensures compliance with contract standards through review of financial statements and the annual independent certified audit, and review of medical records to identify areas where quality of service could be improved.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ General Mental Health Services
- ▶ Substance Abuse Services
- ▶ Services for Persons with Serious Mental Illness
- ▶ Child and Adolescent Services
- ▶ Prevention

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	367,787.5	331,800.1	481,494.8
Other Appropriated Funds	36,089.6	37,017.0	37,863.3
Other Non Appropriated Funds	1,382,026.1	1,422,831.6	1,646,114.1
Program Total	1,785,903.2	1,791,648.7	2,165,472.2
FTE Positions	230.6	230.6	230.6

HSA 3.1 Subprogram Summary

ADMINISTRATION

Melissa Thomas, Bureau Chief
 Phone: (602) 364-4592
 A.R.S. § 36-3402

Mission:

To provide effective oversight of RBHA services and contract compliance.

Description:

The subprogram provides administration to the division and reviews various areas of RBHAs to identify where quality of service could be improved; and ensures compliance with contract program and financial standards.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	14,879.3	13,122.3	15,530.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,698.4	17,918.7	21,150.0
Program Total	31,577.7	31,041.0	36,680.4
FTE Positions	197.1	197.1	197.1

- ◆ **Goal 1** To ensure that the behavioral health needs of Arizonans are met through standards set in ADHS/RBHA contracts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Title XIX/XXI clients receiving a routine appointment within 23 days of initial assessment	88	95	95
Percent of eligible Title XIX population enrolled in behavioral health treatment programs	16.3	17	17

- ◆ **Goal 2** To ensure the fiscal and financial accountability of the RBHAs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of encounters received no later than 210 days after the end of the month which service is rendered	96	98	98

- ◆ **Goal 3** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of RBHA T-XIX adult clients satisfied with services, as measured through an annual satisfaction survey	85	85	85

HSA 3.2 Subprogram Summary

GENERAL MENTAL HEALTH SERVICES

Rodgers Wilson, M.D., Medical Director
 Phone: (602) 364-4753
 A.R.S. § 36-2907.02

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The subprogram contracts with the RBHAs to offer a comprehensive continuum of mental health intervention and treatment services to meet the general mental health service needs of targeted Title XIX and Non-Title XIX adults.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,385.1	2,659.9	2,659.9
Other Appropriated Funds	4,100.0	3,600.0	3,600.0
Other Non Appropriated Funds	2,737.8	3,755.1	3,755.1
Program Total	9,222.9	10,015.0	10,015.0
FTE Positions	2.4	2.4	2.4

- ◆ **Goal 1** To provide general mental health services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Title XIX/XXI General Mental Health Adults enrolled	80,464	80,000	80,000
Number of Non-Title XIX/Non-Title XXI (Subvention) General Mental Health Adults enrolled	18,589	20,000	20,000
Total number of General Mental Health Adults enrolled	99,053	100,000	100,000
Number of older adults (age 65+) served by the behavioral health system	5,992	6,500	6,500

- ◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of RBHA Title XIX adult clients satisfied with services, as measured through an annual satisfaction survey	85	90	90

HSA 3.3 Subprogram Summary
SUBSTANCE ABUSE SERVICES
 Rodgers Wilson, M.D., Medical Director
 Phone: (602) 364-4753
 A.R.S. § 36-2001

Mission:

To provide leadership, policy direction, and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The agency contracts with the RBHAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Title XIX and Non-Title XIX individuals and families involved in substance use and abuse.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	74,070.0	66,045.4	103,062.6
Other Appropriated Funds	1,083.3	2,250.0	2,250.0
Other Non Appropriated Funds	313,661.1	320,822.8	368,004.0
Program Total	388,814.4	389,118.2	473,316.6
FTE Positions	12.6	12.6	12.6

- ◆ **Goal 1** To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of clients with eliminated or reduced use of alcohol or drugs	35	40	40

- ◆ **Goal 2** To increase paid employment among clients who complete substance abuse treatment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of clients employed or involved in work related activities	44	50	50

- ◆ **Goal 3** To reduce criminal activity among clients who complete substance abuse treatment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of clients with decreased arrest rate	29	35	35

- ◆ **Goal 4** To provide substance abuse services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Title XIX/XXI clients with substance abuse disorders enrolled	53,120	55,000	55,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients with substance abuse disorders enrolled	9,966	10,000	10,000
Total clients with substance abuse disorders enrolled	63,086	69,000	69,000

HSA 3.4 Subprogram Summary
SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS
 Rodgers Wilson, M.D., Medical Director
 Phone: (602) 364-4753
 A.R.S. § 36-503.02

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The subprogram contracts with RBHAs for the development and maintenance of a comprehensive system of care for individuals with a serious mental illness.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	168,851.3	119,942.3	216,469.9
Other Appropriated Funds	30,906.3	31,167.0	32,013.3
Other Non Appropriated Funds	580,760.6	522,198.1	734,551.7
Program Total	780,518.2	673,307.4	983,034.9
FTE Positions	4.5	4.5	4.5

- ◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI, and non-Title XIX individuals with a serious mental illness (SMI).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Title XIX/XXI clients enrolled with a SMI	30,485	31,688	31,688
Number of Non-Title XIX/Non-Title XXI (Subvention) clients enrolled with a SMI	12,206	12,000	12,000
Total clients enrolled with a SMI	42,691	46,316	46,316
Percent of SMI clients on anti-psychotics receiving new generation psychotropic medications	69	74	74
Number of dual eligible, seriously mentally ill enrolled clients receiving medication as prescribed	11,406	11,500	11,500

- ◆ **Goal 2** To increase the number of adult clients who are or have moved to either independent or supportive settings who were homeless.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of adult SMI clients who have moved to independent or supportive settings who were homeless	1,070	800	800

- ◆ **Goal 3** To increase the number of adult SMI clients who obtain employment as a result of services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of clients employed or involved in work related activities	59	60	60

HSA 3.5 Subprogram Summary

CHILD AND ADOLESCENT SERVICES

Sara Salek, M.D., Medical Director
 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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	105,358.5	127,530.2	141,272.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	460,892.4	550,144.5	510,660.9
Program Total	566,250.9	677,674.7	651,932.9
FTE Positions	8.2	8.2	8.2

◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI and Subvention eligible children and adolescents statewide.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Title XIX/XIX children enrolled	56,452	60,968	60,968
Number of Non-Title XIX/Non-Title XXI (Subvention) children enrolled	4,195	4,000	4,000
Total children enrolled	60,647	64,968	64,968

◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to children and their families through continued enhancement of comprehensive quality management programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of RBHA Title XIX families (with children ages 0-17) satisfied with services, as measured through an annual satisfaction survey	80	85	85

HSA 3.6 Subprogram Summary

PREVENTION

Lisa Shumaker, Prevention Manager
 Phone: (602) 364-4594
 A.R.S. § 36-3433.B1

Mission:

To provide preventative behavioral health services that will increase the health and productivity of Arizonans.

Description:

The subprogram is responsible for developing a statewide plan that will identify the priorities for a comprehensive prevention approach for children and adults, which coincides with the Federal Center for Substance Abuse Prevention initiatives required in grant funding, including early intervention, community mobilization, parent-family community education, mentoring, peer leadership and life skills development.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,243.3	2,500.0	2,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,275.8	7,992.4	7,992.4
Program Total	9,519.1	10,492.4	10,492.4
FTE Positions	5.8	5.8	5.8

◆ **Goal 1** To provide behavioral health prevention services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of persons receiving prevention services	2,010,879	1,000,000	1,000,000

HSA 4.0	Program Summary
ARIZONA STATE HOSPITAL	
John C. Cooper, Chief Executive Officer	
Phone: (602) 220-6000	
A.R.S. § 36-202	

Mission:

To provide specialized psychiatric services to support people in achieving mental health recovery in a safe and respectful environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

This Program Contains the following Subprograms:

- ▶ Clinical Support Services
- ▶ Clinical and Program Services
- ▶ Arizona Community Protection & Treatment Center
- ▶ Psychiatric Review Board

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	55,334.1	55,216.5	55,216.5
Other Appropriated Funds	9,107.5	12,309.5	12,309.5
Other Non Appropriated Funds	757.7	650.0	650.0
Program Total	65,199.3	68,176.0	68,176.0
FTE Positions	786.4	786.4	786.4

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 specialized psychiatric services to support people in achieving mental health recovery in a safe and respectful environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	17,018.3	16,595.1	16,595.1
Other Appropriated Funds	6,610.1	8,160.0	8,160.0
Other Non Appropriated Funds	543.0	550.0	550.0
Program Total	24,171.4	25,305.1	25,305.1
FTE Positions	157.5	157.5	157.5

- ◆ **Goal 1** To ensure facilities meet modern day treatment, environmental and security standards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Priority One IT calls responded to within 24 hours	95	95	95
Percent of patient care and emergency work orders completed with 24 hours	96.7	95	95
Number of staff attending new forensic hospital planning	23	10	10
Number of safety risk analysis conducted annually	31	12	12
Percent of contractors receiving a satisfactory or above annual rating	92	90	90
Percent of new security officers successfully completing the academy	100	95	95

- ◆ **Goal 2** To maintain a stable and competent work force.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of staff turnover during the first 12 months of employment	1.6	4	4
RN vacancy rate percentage	12.5	9	7

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 provide specialized psychiatric services to support people in achieving mental health recovery in a safe and respectful environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	31,001.7	31,001.7	31,001.7
Other Appropriated Funds	988.8	2,000.0	2,000.0
Other Non Appropriated Funds	98.4	100.0	100.0
Program Total	32,088.9	33,101.7	33,101.7
FTE Positions	470.3	470.3	470.3

◆ **Goal 1** To provide effective and patient-centered treatment and rehabilitation services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Adult forensic patients year-end census	141	150	150
Civil adult patients year-end census	109	120	120
Percent of Restoration to Competency adults discharged within 90 days of admission	49	60	60
Seclusion incidents per 1,000 patient days	.8	1	1
Restraint incidents per 1,000 patient days, including brief physical holds	3.87	5	5
Percent of patients receiving new generation atypical anti-psychotic medication	75	75	75
Percent of adult civil clients successfully placed in the community who return for another stay within one year of discharge	6.25	6	6
Percent of target population tested positive for Hepatitis C receiving Pegulated Interferon treatment	3	5	5

Explanation:

Weekly number of hours of PC support at the Hospital

FY 2009 Expected (With Funding): 120
 FY 2009 estimate based on additional funding as requested in decision package.

Percent of staff trained in recovery orientation module	100	100	100
Percent of direct care staff trained in advanced recovery training module	13	30	30

HSA 4.3	Subprogram Summary		
	ARIZONA COMMUNITY PROTECTION & TREATMENT CENTER		
	John Cooper, Chief Executive Officer		
	Phone: (602) 220-6000		
	A.R.S. §§ 36-3701 et. seq. (formerly A.R.S. 13-4601)		

Mission:

To protect the community from sexually violent offenders while providing a safe environment for those individuals. ACPTC provides Sexually Violent persons referred by the Courts with comprehensive treatment and supervision with the goal of community reintegration. The ACPTC offers residents the opportunity to gain the knowledge, skills and personal growth necessary to assist in their journey towards community reintegration.

Description:

The Arizona State Hospital is the responsible entity for operating a program for the treatment, care and control of sexually violent persons. The sexually violent persons subprogram is licensed separately as a Secured Residential Level I facility. This subprogram is staffed and funded separately from the psychiatric hospital.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	7,241.3	7,546.9	7,546.9
Other Appropriated Funds	1,508.6	2,149.5	2,149.5
Other Non Appropriated Funds	116.3	0.0	0.0
Program Total	8,866.2	9,696.4	9,696.4
FTE Positions	157.7	157.7	157.7

◆ **Goal 1** To deliver residential housing and treatment services that reflect the individualized needs of residents in accordance with the court orders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of residents in pre-trial program	16	20	23
Number of residents in treatment	15	15	15
Number of residents in less restrictive alternative	55	55	55
Percent of residents in treatment status participating in the designed treatment program	81	81	81
Percent of population classified as special needs and requiring special programming and higher staff to patient ratio.	50	50	50
SVP program year end census	86	90	93

HSA 4.4 Subprogram Summary

PSYCHIATRIC REVIEW BOARD

John Cooper, Chief Executive Office
 Phone: (602) 220-6000
 A.R.S. § 13-3994

Mission:

To ensure public safety by maintaining jurisdiction and properly monitoring persons who are committed to a secure state mental health facility.

Description:

The Psychiatric Review Board, which adopts rules to carry out the purposes of A.R.S. § 31-4 and 13-38.14 has the following duties: maintaining jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. § 13-3994; holding hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determining if conditions of release should be continued, modified, or terminated, in conjunction with the secure state mental health facility and other appropriate community agencies or persons; devising plans for any conditional release; confidentially maintaining all medical, social and criminal history records of persons who are committed to its jurisdiction; and meeting notification requirements specified in A.R.S. § 31-502.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
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
Program Total	72.8	72.8	72.8
FTE Positions	0.9	0.9	0.9

◆ **Goal 1** To monitor and maintain jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of persons monitored	142	136	137

HSA 5.0 Program Summary

PUBLIC HEALTH SERVICES

Don Herrington & Jeanette Shea, Assistant Directors
 Phone: (602) 542-1023
 A.R.S. § 36-132

Mission:

To promote and protect the health of Arizona's children and adults.

Description:

The program ensures public safety through public health policy and leadership, public health preparedness services, and public health prevention services. These subprograms enhance collection, analysis, and dissemination of public health data; build and protect public health infrastructures that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state's ability to respond to emergencies; improve Arizonans' health outcomes by preventing disease, reducing disability, and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership; and recognize, involve, and communicate with public health constituencies.

This Program Contains the following Subprograms:

- ▶ Administration and Local, Border and Native American Health Offices
- ▶ Public Health Statistics
- ▶ Vital Records
- ▶ Emergency Medical Services
- ▶ Arizona Poison Control
- ▶ State Laboratory Services
- ▶ Epidemiology and Disease Control
- ▶ Public Health Emergency Preparedness and Response
- ▶ Tobacco and Chronic Disease
- ▶ Health Systems Development
- ▶ Oral Health
- ▶ Women's and Children's Health
- ▶ Children with Special Health Care Needs
- ▶ Nutrition and Physical Activity

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	40,373.7	39,053.2	52,483.8
Other Appropriated Funds	10,773.3	13,950.9	16,717.5
Other Non Appropriated Funds	416,539.9	410,242.2	440,369.1
Program Total	467,686.9	463,246.3	509,570.4
FTE Positions	632.7	676.4	676.4

HSA 5.1 Subprogram Summary
ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN HEALTH OFFICES

Will Humble, Director
 Phone: (602) 542-1140
 A.R.S. §§ 36-132, 36-110, 36-189A

Mission:

To provide leadership, coordination and support for statewide public health and to strengthen the family and community by recognizing, involving, and communicating with public health constituencies.

Description:

The subprogram consists of the Offices of the Deputy and Assistant Directors of the Division of Public Health Services, the Public Health Services Office of Financial Services, the Preventive Health and Health Services Block Grant Administration, the Governor's Council on Physical Fitness, the Office of Border Health, and the liaisons for local health, minority health, healthy aging, and Native American health. The subprogram coordinate internal programs and resources, provides accountability, and develops and maintains linkages with private, federal, state, and local organizations and agencies. The Office of Border Health coordinates and integrates public health program efforts to identify, monitor, control, and prevent adverse health events in border communities, and strengthens cross-border public health collaboration with Mexico. The Local Health liaison provides consultation, technical assistance and advocacy for local health departments and other agencies to develop and maintain programs that improve the public's health. The Minority Health liaison works to promote and improve the health status of racial and ethnic minority populations in Arizona by incorporating social, economic, and behavioral factors. The purpose of the Healthy Aging Liaison is to serve as an advocate, resource, and communication link between the Department and other agencies and entities providing direct or indirect public health services to Arizona's older adults in communities across the state. The Native American liaison serves as an advocate, resource, and communication link between the Department and the Native American health care community for the purpose of enhancing health care services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,796.8	1,719.1	1,719.1
Other Appropriated Funds	48.1	160.0	160.0
Other Non Appropriated Funds	1,359.7	796.6	796.6
Program Total	3,204.6	2,675.7	2,675.7
FTE Positions	50.9	50.9	50.9

◆ **Goal 1** To develop community-based systems for data collection, surveillance, and analysis of health status in border communities

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of border community health assessments	2	2	2
Number of sentinel surveillance sites	0	3	3

◆ **Goal 2** To provide technical assistance, continuing health education and dissemination of health-related information to border communities

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of presentations to health professionals	10	5	5
Number of public meetings	18	8	8
Number of information/educational materials distributed	2,000	2,000	2,000
Number of issues of border health newsletter	3	3	3
Percent of attendees expressing satisfaction with program	85	85	85

◆ **Goal 3** To enhance and expand collaborative efforts in the areas of research, education and services with Mexican public health and academic institutions

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of border health epidemiological studies	1	1	1
Number of border health conferences	2	2	2
Number of border health projects	6	5	5

◆ **Goal 4** To serve as a resource and communication link with the Native American health care community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of meetings held with Tribal, Urban and IHS Health	102	95	95
Number of projects receiving technical assistance	32	35	35

◆ **Goal 5** To increase the physical activity of children and adults.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of community events that promote physical activity to children and/or adults	70	70	70
Number of schools reached through activity programs	80	80	80

◆ **Goal 6** To serve as a resource and communication link to enhance and expand collaborative efforts in the areas of research, education, and health promotion for older adults.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of community/agency presentations	15	10	10
Number of health projects for older adults	8	8	8

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 public. In addition, the subprogram provides health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting, statistical evaluation and epidemiological technical assistance.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,265.9	3,265.9	3,265.9
Other Appropriated Funds	163.7	1,100.0	1,101.0
Other Non Appropriated Funds	930.6	931.7	931.7
Program Total	4,360.2	5,297.6	5,298.6
FTE Positions	32.0	32.0	32.0

◆ **Goal 1** To collect, manage and provide patient level hospital emergency department and inpatient data to the Department of Health Services and other stakeholders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of records processed (in millions)	2.7	2.8	2.9
Number of inpatient reports	180	186	214
Number of emergency room reports	131	135	136
Number of requests for public release answered	42	44	48

◆ **Goal 2** To collect, manage and maintain rate documentation and financial reports for hospitals, nursing homes, home health agencies, hospices and outpatient treatment centers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of rate comparison reports (Schedule 13)	80	103	103
Number of charge master reviews	522	720	720
Number of Uniform Accounting Reports received	382	350	350
Number of financial audits received	100	100	100
Number of Medicare cost reports received	320	275	275
Number of referrals/consultations	620	1,500	1,500
Number of complaints reviewed	100	100	100
Number of investigations conducted	7	6	6

◆ **Goal 3** To collect and maintain accurate and complete data related to the incidence of cancer in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of case reports received	41,884	38,216	38,216
Percentage of cases reported within 1 year of the close of diagnosis year	62	80	80
Number of data requests/inquiries completed	38	40	40
Number of audits	0	9	9
Audit error rate (percent)	0	5	5

◆ **Goal 4** To collect and maintain accurate and complete statistical data relating to the occurrence of birth defects among infants born in Arizona to Arizona residents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of medical records (charts) reviewed	1,856	2,000	2,000
Number of cases registered	807	1,100	1,100
Number of data requests/inquiries completed	10	12	12
Number of children referred for services	0	65	65

◆ **Goal 5** To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Survey response rate (percent)	76	75	75
Percent of calls completed	60	50	50
Number of interview completed	5,475	6,000	6,000

◆ **Goal 6** To provide information on health status of residents of the State through publication of Arizona Health Status and Vital Statistics annual report, other statistical reports and direct requests.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of birth, death, fetal death, marriage, divorce and abortion records processed into population-wide health status information (in thousands)	210	222	222
Requests for health status data and information answered	2,500	2,500	2,500
Number of annually updated reports on the health status of Arizona residents prepared and published	12	12	12

HSA 5.3 Subprogram Summary

VITAL RECORDS

Pat Adams, Office Chief
 Phone: (602) 364-1225
 A.R.S. §§ 36-301 to 36-347

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 collect, preserve, protect, and provide the records of birth and death events occurring in Arizona which touch the lives of every Arizonan and their descendents.

Description:

This subprogram is responsible for timely and accurate creation of all Arizona birth and death records, as required under Vital Record statutes and rules. The subprogram provides certified copies of birth and death records, as well as authorized amendments to those records, to over 300,000 customers each year.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	862.6	862.6	0.0
Other Appropriated Funds	850.2	850.3	3,612.9
Other Non Appropriated Funds	1,158.3	1,364.3	554.0
Program Total	2,871.1	3,077.2	4,166.9
FTE Positions	45.0	45.0	45.0

- ◆ **Goal 1** To decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Customer wait time in Vital Records' lobby (In minutes)	12	15	15

- ◆ **Goal 2** To decrease the number of business days to process a customer mail-in request to Vital Records for birth and death records.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of business days to process an application for birth and death certificates by mail	10	12	12

Mission:

To protect the health and safety of people requiring emergency medical and trauma services (EMS), and promote improvements in Arizona's EMS and trauma system through research and education of the public and EMS providers.

Description:

The subprogram provides direction for all statutorily mandated components of Arizona's EMS and trauma system including certification of Emergency Medical Technicians (EMT), certification and auditing of EMT training programs; testing of EMT applicants; certification and auditing of advanced life support base hospitals; inspection and registration of air and ground ambulances operating in Arizona; issuance of Ambulance Certificates of Necessity and determination of rates for certified ambulance services; licensing of air ambulance services; and investigation of complaints against individuals and entities regulated by the Bureau of EMS. EMS operations include the funding for EMS Special Projects, EMS Regional Coordinating Systems, EMS Provider Assistance, and EMS Communications and Dispatch. Through this subprogram, funding is provided to rural EMS providers to assist with the purchase of training and equipment required to administer safe and efficient emergency medical services in the rural areas of Arizona. Community needs are identified through an application process for the purchase of durable equipment, capital equipment and repair, original and continued education and system development. Technical assistance including funding designations, purchases of equipment and assessment of the resulting changes are provided. The subprogram has developed a statewide EMS/trauma system including a trauma registry and trauma center designation and continues to build a system of data linkages between hospitals and the trauma registry. This subprogram provides administrative support for three statutorily mandated bodies, EMS Council, Medical Direction Commission, and State Trauma Advisory Board, and subcommittees of these bodies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	112.5	120.0	121.0
Other Appropriated Funds	2,828.9	2,749.3	2,749.3
Other Non Appropriated Funds	874.6	873.3	873.3
Program Total	3,816.0	3,742.6	3,743.6
FTE Positions	34.9	34.9	34.9

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring, and technical assistance of ambulance services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of ambulances registered	937	940	940

- ◆ **Goal 2** To ensure the health and safety of Arizonans through the designation of trauma centers and the development, review, and distribution of quarterly trauma registry data reports.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of trauma centers granted designation within the timeframes established in administrative rule	100	100	100

HSA 5.5 Subprogram Summary
ARIZONA POISON CONTROL
 Terry Mullins, Bureau Chief
 Phone: (602) 364-3149
 A.R.S. § 36-1163

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 provide a 24-hour, seven day-a-week statewide poison and drug information system for doctors, medical institutions, and citizens.

Description:

The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the Banner Poison Control Center, is a statewide system of poison information, education and treatment services. The call centers provide general information about poisons or specific information when there is a certain or suspected exposure to poison to callers throughout the state. Both centers follow-up on human exposures and track medical outcomes.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	990.0	990.0	990.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	990.0	990.0	990.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide 24-hour, seven day-a-week statewide poison and drug information to doctors, medical institutions and citizens.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of follow up calls received (University of Arizona)	47,000	50,000	54,000
Number of follow up calls received (Banner Poison Control center)	163,278	181,984	181,984
Number of calls received (U of Arizona)	60,000	65,000	70,000
Number of calls received (Banner Poison Control Center)	108,852	122,000	122,000

◆ **Goal 2** To treat citizens exposed to life threatening poisoning incidents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of people receiving scorpion anti-venom	439	464	489

Mission:

To ensure that essential laboratory services are available to support public health activities in Arizona.

Description:

The State Laboratory provides environmental, clinical and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases, epidemics, and biological and chemical threats. Conditions caused by environmental contamination, chronic conditions, and inherited disorders are also priority services. The State Laboratory monitors and evaluates the quality of statewide environmental and clinical laboratories, and enhances environmental and clinical capabilities through training and consultation.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,344.3	3,643.6	4,146.1
Other Appropriated Funds	5,870.3	7,195.3	7,195.3
Other Non Appropriated Funds	4,066.0	4,073.3	4,073.3
Program Total	13,280.6	14,912.2	15,414.7
FTE Positions	85.0	128.7	128.7

◆ **Goal 1** To monitor all microbiological and chemical laboratory analyses in the State Laboratory for accuracy, reliability and compliance with approved standard methodologies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of micro performance testing (PT) samples	512	450	450
Percent of micro PT samples correct	97	98	98
Number of chemical PT samples	257	250	250
Percent of chemical PT samples correct	99	100	100
Number of Newborn Screening (NBS) PT tests	1,200	1,200	1,200
Percent of tests correct	100	100	100

◆ **Goal 2** To protect the health and quality of life of Arizona's newborns by evaluating the accuracy, reliability and compliance of analytical testing for metabolic and genetic disorders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of newborns screened under the Newborn Screening Program	86,351	85,000	85,000
Number of secondary screens	78,338	75,000	75,000
Number of infants with confirmed metabolic disorders	144	140	140
Number of hearing screens performed	92,432	90,000	90,000
Number of infants identified with confirmed hearing loss	138	130	130
Percent of unsatisfactory specimens	2	2	2

◆ **Goal 3** To ensure ongoing support for existing and expanded public health services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of new cases of TB identified	118	150	150
Number of encephalitis positive mosquito pools	14	100	100
Number of animals identified positive for rabies	170	200	200
Number of people exposed to rabid animals	60	50	50

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of tests negative for rabies: vaccine not required	726	1,000	1,000
Number of bacterial cultures performed	3,802	4,000	4,000
Number of significant isolates	1,790	2,000	2,000
Number of serological tests performed	5,374	5,500	5,500
Number of significant findings	513	550	550
Number of respiratory viral cultures	423	700	700
Number of positive influenza cultures	1	400	400
Number of Influenza PCR tests performed	6,860	4,000	4,000
Number of positive cases of seasonal influenza	10	1,000	1,000
Number of positive cases of novel H1N1 influenza virus	3,876	1,000	1,000
Number of human specimens tested for West Nile Virus	110	600	600
Number of human specimens testes positive for West Nile Virus	8	50	50

- ◆ **Goal 4** To protect the public's health from environmental hazards by providing both routine and emergency surveillance and analytical services (food, surface water (SW), drinking water (DW), lead, etc).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of samples for environmental lead	35	50	50
Percent of samples identified with lead	5	10	10
Water samples (DW & SW): Chemical parameters tested	75	150	150
Water samples (DW & SW): Positive chemical results	70	125	125
Number of water tests - microbiology	181	200	200
Percent of samples violating standards (SW)	5.8	10	10
Percent of samples violating standards (DW)	7.4	6.0	6.0
Number of food tests	122	300	300
Percent of samples containing contaminants	7.4	10	10

- ◆ **Goal 5** To assist environmental and testing laboratories in meeting all applicable regulatory requirements through licensing surveys, enforcement actions, training and consultation for correction of deficiencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of environmental labs licensed	139	137	137
Number of Clinical Laboratory Improvement Act labs surveyed	148	148	148
Number of labs with condition level deficiencies	8	10	10

HSA 5.7 Subprogram Summary

EPIDEMIOLOGY AND DISEASE CONTROL

Cara Christ, Bureau Chief
Phone: (602) 364-1889
A.R.S. §§ 36-132, 36-136

Mission:

To monitor, investigate, prevent, and control diseases in Arizona through programs in infectious disease control, environmental health, HIV/AIDS prevention, and immunizations.

Description:

Provides epidemiological and medical support, guidance, and evaluation to program areas within the Bureau and to other State and local agencies and the general public. Collects, maintains, and analyzes data to monitor and assess the impact of diseases in Arizona; conducts routine and epidemic disease investigations; coordinates disease prevention and control activities within the State; and maintains a statewide epidemic detection and response capability. Programs reduce morbidity, disability and premature death due to communicable diseases; prevent and control adverse health effects due to environmental factors including sun, lead exposure, pesticide poisoning, infectious agents in food and water, and exposure to unsanitary conditions; monitor and reduce HIV/AIDS; and prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,599.0	1,801.9	1,802.9
Other Appropriated Funds	53.4	53.4	53.4
Other Non Appropriated Funds	38,315.0	41,393.3	41,393.3
Program Total	40,967.4	43,248.6	43,249.6
FTE Positions	117.2	117.2	117.2

- ◆ **Goal 1** To collect and maintain accurate and complete data relating to the occurrence of diseases in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Summary of all communicable disease cases tracked by disease surveillance system	46,436	24,200	24,200
Number of animals detected that have diseases transmittable to humans (rabies, plague, hantavirus, etc.)	288	250	250
Number of non-infectious diseases (lead poisoning, pesticide exposure, etc.)	122	130	130

- ◆ **Goal 2** To prevent and control communicable diseases through early detection and response to disease threats.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 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	20,520	14,000	14,000
Percent of outbreak investigations initiated within 48 hours of reporting to ADHS	96	90	90

- ◆ **Goal 3** To control incidence of tuberculosis by monitoring compliance with recommended guidelines for treatment of tuberculosis cases and their contacts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Patients reported with active tuberculosis disease per 100,000 population	3.5	4	4

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of contacts to active tuberculosis cases who complete prophylaxis	67	64	64
Percentage of TB patients receiving directly observed therapy	95	95	95

- ◆ **Goal 4** To monitor the magnitude of Hepatitis C viral (HCV) disease in Arizona and provide HCV prevention and education services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of HCV cases reported	0	0	0
Number of healthcare and service providers serving at-risk populations trained	250	250	250
Number of participants at health fairs	950	950	950

- ◆ **Goal 5** To provide STD-related technical assistance to improve communication and collaboration, ensure contract compliance and (within resource limits) assist laboratories, providers, county health departments, correctional institutions and Indian Health Service hospital and service units.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of technical assistance visits	140	150	150

- ◆ **Goal 6** To increase compliance of health provider reports and laboratory findings by actively following positive syphilis, chlamydia, and gonorrhea lab results with corroborating morbidity reports.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of positive results received	31,000	31,500	32,000
Percent of results that are accurate	95	98	98

- ◆ **Goal 7** To provide Arizonans with a variety of timely and effective health assessments related to releases of hazardous substances and contaminants into the environment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of risk assessments	0	1	1
Number of epidemiological studies	1	1	1
Number of ADHS/DEQ consultations	3	5	5
Number of emergency response/requests	3	3	3
Number of inquiries for information	1,200	1,200	1,200
Number of health consultations	3	5	5

- ◆ **Goal 8** To maintain a registry of children with reported blood lead levels 10 ug/dL or greater and environmental investigation in cases with levels of 20 ug/dL or greater.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of reports in registry	117	130	130
Number of follow-up consultations	457	300	300
Number of investigations	26	15	15

- ◆ **Goal 9** To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of investigations	1	3	3
Number of reports in registry	5	7	7

- ◆ **Goal 10** To reduce risk associated with foodborne disease transmission at all Arizona Department of Corrections (ADC) prisons, private prison complexes, Arizona juvenile correction facilities, county jails and ADC food service facilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of ADC facilities inspected	372	335	335
Percent of ADC facilities in compliance	90	90	90

- ◆ **Goal 11** To reduce risk associated with foodborne illness by performing environmental health inspections of BHS treatment centers, schools, food processors, DHS licensed children's camps and requests from other state agencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of facilities inspected	103	100	100
Percent of facilities in compliance	93	95	95

- ◆ **Goal 12** To increase assistance to and responsibilities of County Health Departments by conducting joint sanitarian inspections, standardization, program evaluation, and needs assessments.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of joint inspections/trainings	20	10	10
Number of sanitation standardizations	2	5	5
Number of county health department program evaluations	0	3	3
Number of program areas delegated to county health departments	12	12	12

- ◆ **Goal 13** To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of health consultations	3	8	8
Number of environmental education presentations	6	8	8
Number of community consultations	37	25	25
Number of technical assistance consultations	3	25	25

- ◆ **Goal 14** To educate Arizona children about the importance of sun safety by developing school-based learning programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of SunWise schools	1,100	1,100	1,100

- ◆ **Goal 15** To provide HIV prevention, education and counseling services to persons at risk and provide technical assistance, professional guidance and training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of persons receiving HIV-related services	16,500	16,500	16,500
Number of HIV-related training workshops	35	35	35
Number of counties funded	14	14	14

- ◆ **Goal 16** To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, care and support services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of timely completions from initial report through case investigation (within 12 months)	75	75	75
Number of cases identified - AIDS	504	580	580
Number of cases identified - HIV	449	400	400

- ◆ **Goal 17** To rapidly and accurately respond to medical provider requests for medications provided by the DHS AIDS Drug Assistance Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of medications shipped within 48 hours	100	100	100
Percent of medications that are the correct product and dose	100	100	100
Number of clients receiving HIV medication through Arizona Drug Assistance Program (average per month)	1,100	1,150	1,200

- ◆ **Goal 18** To assure the immunization levels within the state, licensed child care facilities (CCFs), and schools are maintained at appropriate levels.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Immunization rate among 2-year old children	86	86	86
Percent of children in compliance with ADHS prescribed vaccination levels at CCFs	94	94	94
Percent of kindergarten children in compliance with ADHS prescribed vaccination levels	95	94	94
Percent of adolescents (7th grade) in compliance with ADHS prescribed vaccination levels	88	88	89

- ◆ **Goal 19** To assure pregnant women are screened for HBsAg and the newborns receive appropriate prophylactic treatment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of pregnant women identified as HBsAg positive	193	195	200
Percent of newborns who receive appropriate prophylactic treatment at birth	90	92	94

- ◆ **Goal 20** To assure county health department (CHD) immunization clinics in Arizona are compliant with National Vaccine Advisory Committee recommended "Standards for Pediatric Immunization Practices."

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of CHDs in compliance (per calendar year)	100	100	100

- ◆ **Goal 21** To enroll providers in the Vaccines for Children Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of eligible provider sites enrolled	88	88	88
Number of provider sites enrolled	900	910	920

- ◆ **Goal 22** To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of enrolled provider sites submitting data to the registry	96	96	96
Percent of resident children under 19 years of age in the registry with an immunization event	96	97	97
Percent of enrolled provider sites submitting data to the registry within 30 days	84	85	85
Percent of resident children < 6 years of age with two or more immunization events in the registry	88	89	90
Percent of resident children aged 6 years to under 18 years of age with at least one immunization event in the registry	96	97	97

- ◆ **Goal 23** To educate, gain compliance and enforce the Arizona Smoke-Free Act

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of routine inspections	71,356	70,000	70,000
Number of complaint inspection/actions	1,389	1,300	1,200
Number of enforcement actions	36	35	35

HSA 5.8 Subprogram Summary PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE Teresa Ehner, Bureau Chief Phone: (602) 364-3751 A.R.S. § 36-787

Mission:

To prepare for, detect, and respond to public health emergencies.

Description:

The Bureau of Emergency Preparedness and Response was created to prepare for, detect, and respond to public health emergencies. The Bureau is responsible for emergency preparedness, which includes planning, education, and exercises, and emergency response, which includes electronic disease surveillance, risk communication, public information, and logistics. The Bureau's activities focus on developing an operable statewide public health system that includes the counties, tribes, hospitals, long term care facilities, ambulatory services, health care providers, and health plans.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	54.6	179.6	179.6
Other Appropriated Funds	67.8	100.0	100.0
Other Non Appropriated Funds	31,687.2	19,078.8	19,078.8
Program Total	31,809.6	19,358.4	19,358.4
FTE Positions	56.9	56.9	56.9

- ◆ **Goal 1** To develop and implement a statewide health alert network communication system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of public health and emergency response professionals on Health Alert Network	5,800	6,000	6,000

- ◆ **Goal 2** To conduct training and education programs on bioterrorism and public health emergency response activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of persons who have received training	3,500	3,800	4,000

- ◆ **Goal 3** To ensure trained volunteers statewide are trained to assist in dispensing clinics and other operations during a public health emergency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of trained volunteers to assist in state and local public health emergency operations	13,000	13,250	13,500

- ◆ **Goal 4** To develop an electronic disease surveillance system (MEDSIS).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of user from agencies, organizations, and other entities reporting to MEDSIS	2,300	2,500	2,700

HSA 5.9 Subprogram Summary
TOBACCO AND CHRONIC DISEASE
Wayne Tormala, Bureau Chief
Phone: (602) 364-0834
A.R.S. § 36-132

Mission:

To decrease morbidity and mortality associated with chronic disease and the use of commercial tobacco.

Description:

Tobacco and Chronic Disease manages programs and provides technical assistance to promote healthy lifestyle choices to prevent chronic disease and reduce tobacco use in Arizona. Recently a program announcement by the CDC supported a recurrent and central guiding principle in public health, i.e. the linking of tobacco and chronic disease, with an increased emphasis on partnerships and collaboration for the purpose of leveraging CDC and state resources to achieve common goals shared by these programs. To promote integration at the state level, CDC has combined under one announcement their funding of tobacco education, diabetes prevention, healthy communities and surveillance. By emphasizing a community-based approach, the office addresses tobacco use among all Arizonans through statewide media campaigns and public relations promotions; support of local coalitions; a Smoker's Helpline; promotion of tobacco-free school policies; and establishment and maintenance of youth coalitions. In addition, programs such as: comprehensive cancer control; diabetes; and heart disease and stroke prevention address the prevention and early detection of those related chronic diseases.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	33.2	33.2	33.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,361.7	19,661.5	19,661.5
Program Total	19,394.9	19,694.7	19,694.7
FTE Positions	16.1	16.1	16.1

◆ **Goal 1** To reduce tobacco use among Arizonans.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of cessation clients who receive complete service from the ASHline	9,300	16,000	16,000
Average quit rate for ASHline cessation clients in the last seven months for at least 24 hours	36	22	22
Average quit rate for community based cessation clients in the last seven months for at least 24 hours	N/A	N/A	N/A
Percent of adults who smoked in the last month	15.9	14	14
Percent of high school youth who smoked in the last month	19.7	14	14
Percent of middle school youth who smoked in the last month	8	8	8

◆ **Goal 2** To reduce the incidence of secondary disease and disability in people with chronic disease through effective behavior

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of health professionals trained on accepted standards of care for people with diabetes	269	400	400
Percent of adults reporting diabetes	8.6	8.5	8.5
Number of lay health workers trained on diabetes in non-steps communities	138	60	60

HSA 5.10 Subprogram Summary
HEALTH SYSTEMS DEVELOPMENT
Patricia Tarango, Bureau Chief
Phone: (602) 542-1436
A.R.S. §§ 15-1721, 36-2921

Mission:

To optimize the health of Arizona residents by developing and strengthening systems and services to expand access to primary care and other services with emphasis on the health needs of underserved people and areas and by promoting and protecting the health and well-being of Arizona's minority and vulnerable populations

Description:

Health Systems Development was established in 1995 and is the Primary Care Office for the state of Arizona. Health Systems Development administers the Arizona Department of Health Services Primary Care Program, Well Woman Healthcheck Program and the Colorectal Cancer Control Program and provides a complementary focus on improving access to primary health care through workforce recruitment, retention programs and the designation of medically underserved areas. The overarching goal is to improve access to primary care, particularly among vulnerable and underserved populations. Health Systems Development also host the Arizona Health Disparities (AHDC) for the State of Arizona. AHDC is the Federal designee for the state. The AHDC serves as Arizona's central source of information and resources related to minority health and health disparities. AHDC provides leadership by building networks and community capacity to reduce health disparities. Health disparities are avoidable differences in the incidence, prevalence, mortality, and burden of disease within specific population groups.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,257.3	1,544.7	1,544.7
Other Appropriated Funds	163.8	650.0	650.0
Other Non Appropriated Funds	14,782.2	14,777.3	14,777.3
Program Total	16,203.3	16,972.0	16,972.0
FTE Positions	13.5	13.5	13.5

◆ **Goal 1** To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of areas redesignated in a timely manner	100	100	100

◆ **Goal 2** To assist in recruitment of primary care providers to underserved areas.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of J-1 Visa Waivers supported	18	30	30
Number of National Health Service Corp new contracts	75	83	83
Number of Health Professional Shortage Act designations obtained	35	17	17

◆ **Goal 3** To grant loan repayment awards to ensure all available state and federal funds are encumbered by the end of the program year.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of loan repayments / awards contracted	24	24	24

◆ **Goal 4** To support the provision of primary health care to uninsured individuals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of uninsured clients receiving	35,000	0*	0*

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
primary care services visits provided through Primary Care funds. Note:*no appropriations beginning in FY 2011. Program is terminated.			
Number of primary care visits provided through funded contracts. Note:*no appropriations beginning in FY 2011. Program is terminated.	75,000	0*	0*

- ◆ **Goal 5** To improve the delivery of breast and cervical cancer screening for underserved women.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of women screened through the Well Woman HealthCheck program. Note:*not all data in for reporting period.	8015*	9,000	9,000

- ◆ **Goal 6** To improve the delivery of colorectal cancer screening for all Arizonans.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of people screened through the Fit at Fifty HealthCheck Program (New 2010)	697	700	700

- ◆ **Goal 7** To improve the health outcomes for racial and ethnic populations in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of health disparities-related training/presentations	24	25	30
Number of health professionals trained on health disparities-related activities	252	300	350
Number of health profession students trained on health disparities-related activities including CLAS standards	245	250	275
Number of community members educated on health disparities-related issues	1,934	1,000	1,500
Number of health equity activities implemented (New 2010)	0	2	4

HSA 5.11	Subprogram Summary
ORAL HEALTH	
Julia Wacloff, Office Chief	
Phone: (602) 542-1866	
A.R.S. § 36-132	

Mission:

To promote oral health for the well-being of all Arizona residents.

Description:

The Office of Oral Health provides assistance to communities in assessing dental needs and resources; provides assistance in the development of community dental clinics and other dental care delivery models; provides technical assistance and consultation for developing oral health care standards, policies and systems; conducts oral health assessments of communities; monitors oral health workforce issues; provides training on oral health issues; promotes the use of dental sealants and optimally fluoridated water; provides preventive services to eligible, high risk persons including dental sealant placement and fluoride mouth rinses.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	156.2	156.2	156.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	916.9	909.2	909.2
Program Total	1,073.1	1,065.4	1,065.4
FTE Positions	8.5	8.5	8.5

- ◆ **Goal 1** To prevent oral diseases in children and adults.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
The percent of high-risk children in second grade who never had tooth decay	19	20	21
The percent of high-risk children who receive preventative dental care annually	37	38	38
The number of children receiving preventative dental sealants through the Arizona Dental Sealant Program Explanation: Estimate based on FY 08 Actual.	6,494	6,800	6,800
The percent of the population served by community water systems with optimally fluoridated water	56	58	60
The number of children participating in the Arizona Fluoride Mouthrinse Program	23,099	24,500	25,000

- ◆ **Goal 2** To increase access to dental care for children and adults.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
The percent of adults who receive dental care annually	66	66	66
The percent of high-risk children who receive dental care annually Explanation: Estimate based on FY 08 Actual.	43	43	43
The percent of high-risk children through age 5 years who receive dental care annually Explanation: Estimate based on FY 08 Actual.	29	29	29

- ◆ **Goal 3** To assist communities in solving their own oral health problems.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of communities supported by the Office of Oral Health to assess health needs and resources; develop oral health action plans; and/or implement oral health improvement efforts	30	33	35
Number of professionals and paraprofessionals trained in emerging oral health issues	110	250	300

HSA 5.12 Subprogram Summary

WOMEN'S AND CHILDREN'S HEALTH

Sheila Sjolander, Bureau Chief
 Phone: (602) 364-1419
 A.R.S. § 36-132

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Older adult death rates (ages 65-84) per 100,000 as a result of a serious fall	36.99	35	35
Older adult death rates (ages 85+) per 100,000 as a result of a serious fall	325.72	330	330

Mission:

To strengthen the family and the community by promoting and improving the health and safety of women and children.

Description:

The Bureau of Women's and Children's Health supports efforts to improve the health of Arizona's women and children. Activities focus on assessment of health status and identification of health issues, development of partnerships and planning to address health issues, and provision of "safety net" services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,134.8	2,039.4	2,039.4
Other Appropriated Funds	388.4	692.6	692.6
Other Non Appropriated Funds	13,165.6	14,094.1	14,094.1
Program Total	15,688.8	16,826.1	16,826.1
FTE Positions	46.6	46.6	46.6

◆ **Goal 1** To reduce mortality and morbidity of the maternal and child population.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Reduction in the rate of deaths to under age 15 children caused by motor vehicle crashes	2.78	2.5	2.5
Reduction in rate of hospitalizations for nonfatal injuries and poisonings per 100,000 adolescents ages 15 through 19	577.75	550	550
Reduction in rate of hospitalizations due to violence against women per 100,000 women ages 18 and older	25.48	14	14
Number of child care health consultation service units provided	299	300	300
Number of Community Health Nurse visits to High Risk Perinatal Program enrolled at risk infants within the first year of life	7,089	7,000	7,000

◆ **Goal 2** To increase access to health care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of low-income women (150 percent of the Federal Poverty Level) who receive reproductive health/family planning services funded by the Office of Women's and Children's Health	4,400	4,400	4,400
Number of children (ages 1 through 14) hospitalized for ambulatory care sensitive conditions per 100,000	750.5	750	750
Percent of Health Start women enrolled in the program in the first trimester of pregnancy	36	30	30
Number of Health Start participants	2,358	2,600	2,600

◆ **Goal 3** To reduce the number of child fatalities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of cases reviewed by local teams	100	100	100

◆ **Goal 4** To reduce the rate of occurrence of the ten leading causes of injury.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Unintentional injury-related deaths of children ages 1-14 (per 100,000)	6.77	6.5	6

HSA 5.13 Subprogram Summary
CHILDREN WITH SPECIAL HEALTH CARE NEEDS
 Joan Agostinelli, Office Chief
 Phone: (602) 542-2584
 A.R.S. §§ 36-132

Mission:

To continuously improve comprehensive systems of care which enhance the health, future, and quality of life for children and youth with special health care needs, their families, and the communities in which they live.

Description:

The Office for Children with Special Health Care Needs (CSHCN) oversees systems, programs and policies related to children and youth with special health care needs and their families. These responsibilities are carried out through direct serve programs, community development, systems development, education, advocacy, data analysis, quality improvement activities, and public/private partnerships. CSHCN seeks to develop systems of care for these children/youth and their families and communities that are family-focused, comprehensive, timely and responsive, culturally competent, and directed toward allowing a child/youth to achieve their fullest potential.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	23,748.2	22,678.7	36,467.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	109,985.4	108,231.9	138,360.8
Program Total	133,733.6	130,910.6	174,828.2
FTE Positions	50.8	50.8	50.8

◆ **Goal 1** To maximize benefits for CRS members and applicants by enrolling them in other government programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of AHCCCS members	23,244	24,000	24,775
Number of non-AHCCCS members	4,633	-	-
SSI and Categorical members	22,414	23,500	24,650
Percent of members enrolled in SSI	36	36	36
Percent of members eligible for AHCCCS	83	100	100
CRS clients served (Title XIX, Title XXI, and non-Title XIX)	27,877	24,000	24,775

◆ **Goal 2** To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of inpatient admissions	2,342	2,400	2,400
Number of potential quality issues	274	300	300

◆ **Goal 3** To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of families satisfied with services	93	93	93
Percent of Arizona families satisfied with services per the SLAITS survey	56	56	56
Percent of families partnering in decision making	94	94	94

◆ **Goal 4** To ensure that rates paid to providers for services delivered to CRS TXIX/TXXI members are actuarially sound.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of provider costs covered	100	100	100

◆ **Goal 5** To ensure that contractors provide services within allocated funds to CRS State-Only members.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of services covered	0	0	0

◆ **Goal 6** To provide a coordinated system of care for children with special health care needs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of children served in the OCSHCN Service Coordination program	0	0	0
Number of children served in the Traumatic Brain Injury Services Coordination program	0	0	0

Explanation: This is the last year for this measure. Funding discontinued.

◆ **Goal 7** To provide education to individuals and organizations/agencies regarding children with special health care needs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Organizations/agencies provided training	100	100	100
Number of people provided training through tele-video	375	350	350

HSA 5.14 Subprogram Summary

NUTRITION AND PHYSICAL ACTIVITY

Karen Sell, Bureau Chief
 Phone: (602) 364-0687
 A.R.S § 36-132

Mission:

To improve health and well-being through nutrition education and promotion of physical activity along with passionate support for people and programs to reduce hunger, increase breastfeeding, and decrease obesity throughout Arizona.

Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of nutrition and physical activity program and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on risk factors for general and high-risk population groups. It responds to inquiries and referrals from the public and community resources. Nutrition services are made available through contractual agreements. The subprogram oversees several federal nutrition programs and surveillance systems.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	18.3	18.3	18.3
Other Appropriated Funds	338.7	400.0	403.0
Other Non Appropriated Funds	179,936.7	184,056.9	184,865.2
Program Total	180,293.7	184,475.2	185,286.5
FTE Positions	75.3	75.3	75.3

◆ **Goal 1** To Promote healthier eating habits and lifestyles

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of adult population eating five or more servings of fruits and vegetables daily	24.1	24.6	25.1
Percent of adult low-income population eating five or more servings of fruits and vegetables daily (<or=185% FPL)	21.1	21.6	22.1
Percent of WIC infants breastfed at birth	65.6	66.6	67.6
Number of women of child bearing age receiving folic acid education and multivitamins	9,926	8,000	8,000
Number of women of child bearing age receiving multivitamins	21,142	12,000	12,000
Number of nutrition education contacts through media	28,798,042	75,000,000	75,000,000
Social marketing campaigns	7	7	7
Number of food stamp nutrition education contacts	8,268,479	5,000,000	5,000,000
Number of food stamp participants reached by nutrition education	153,265	490,000	500,000
Number of Arizona Nutrition Network Contributing Partners	27	29	30
Number of nutrition education materials distributed	1,217,453	2,000,000	2,000,000

◆ **Goal 2** To ensure access to nutritious food

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of people served by WIC program per month	184,808	181,500	181,500
Annual WIC food benefits distributed at point of purchase (in thousands)	121,607	118,120	118,120
Annual WIC fruit and vegetables benefits distributed (dollars)	11,275,254	11,400,000	11,400,000
Number of senior participants receiving Farmers Market coupons	6,348	4,833	4,833
Number of WIC participants receiving Farmers Market coupons	6,423	6,496	6,496

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average number of monthly participants (seniors, women, children) in the Commodity Supplemental Food Program	13,789	12,965	12,965
Annual Commodity Supplemental Food Program food benefits distributed (dollars)	2,905,044	3,600,000	3,600,000

◆ **Goal 3** To improve nutrition assistance program management and customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Training services provided	4,095	5,000	5,000
Number of students trained	22	22	22

GHA 0.0	Agency Summary
GOVERNOR'S OFFICE OF HIGHWAY SAFETY	
Alberto C. Gutier, Director	
Phone: (602) 255-3216	
A.R.S. § 28-602	

Mission:

To be the focal point for highway safety issues in Arizona, to provide leadership by developing, promoting, and coordinating programs relating to highway safety, to influence public and private policy regarding highway safety, and to increase public awareness of highway safety.

Description:

The Governor's Office of Highway Safety (GOHS) develops the Arizona Highway Safety Plan (HSP) through annual problem identification and analysis of traffic records, citations, convictions, judicial outcome, incarcerations, assessments, screening, treatment, prevention, and surveys. The HSP serves as a means for the reduction of traffic crashes, deaths, injuries, and property damage resulting from accidents on public roads. GOHS develops, promotes, and implements effective education, engineering, and enforcement programs toward ending preventable crashes and reducing economic costs associated with vehicle use and highway travel.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	13,635.9	11,053.1	11,053.1	11,053.1
Program Total	13,635.9	11,053.1	11,053.1	11,053.1
FTE Positions	12.0	13.0	13.0	13.0

Strategic Issues:

Issue 1 Development of Highway Safety Plan

The Arizona Governor's Office of Highway Safety (GOHS) produces an annual Highway Safety Plan (HSP) to serve as the guide for the implementation of highway safety projects throughout Arizona and as the application for funding through the National Highway Traffic Safety Administration (NHTSA). Projects are funded to meet specific highway safety goals and performance measures as enumerated in this document, and are based on state and national traffic safety data, including data on crashes, fatalities, injuries and citations to ensure that projects are focused on areas of greatest need in the state.

- ◆ **Goal 1** To decrease the fatality rate per 100 million vehicle miles traveled (VMT) from the base level of 1.77 to 1.68 by December 31, 2011.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Grant Proposals received from jurisdictions.	138	224	224	224
Contracts negotiated, written, and executed.	250	169	169	169
Crashes (prior calendar year).	98,671	98,671	98,671	98,671
Explanation:	Actual data presents the prior year calendar data. Performance measures will now be calculated using a calendar year base average.			
Miles traveled fatality rate (prior calendar year).	0	1.68	1.68	1.68
Explanation:	Crash data compiled on calendar year; FY2010 data not available yet.			
Total statewide fatalities (prior calendar year).	806	872	872	872
Explanation:	Actual data represents the prior year calendar data. Performance measures will now be calculated using a calendar year base average.			
Total persons injured (prior calendar year).	46,942	42,000	42,000	42,000
Explanation:	Actual data represents the prior year calendar data. Performance measures will now be calculated using a calendar year base average.			

- ◆ **Goal 2** To have the percentage of increase of the total number of persons killed be less than the percentage of increase of VMT and population in the base year of 2001.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Placement/contracts for DUI enforcement vehicles.	10	10	10	10
Placement/contracts for alcohol-detection devices.	182	190	195	200
Agencies funded for DUI enforcement.	68	80	70	70
DUI enforcement patrols.	220	226	230	235
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert/phlebotomy training.	1,078	1,100	1,150	1,200
Alcohol-related fatalities (prior calendar year).	261	259	259	259
Explanation:	Actual represents prior calendar year actual. Performance measures will now be calculated using a calendar year base average.			
Officers, prosecutors, and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc.	350	400	400	400

- ◆ **Goal 3** To decrease serious traffic injuries 10 percent from the 2008-2009 calendar year base average of 51,736 injuries to 46,562 injuries by December 31, 2011.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Agencies participating in public information & education/enforcement projects.	80	84	86	88
Public information & education campaigns developed each calendar quarter.	3	4	4	4
Enforcement/training/public information & education events.	0	36	0	0
Percent of seat belt use (prior calendar year).	81.8	82.0	82.1	82.2
Explanation:	Actual data represents prior calendar year actual. Performance measures will now be calculated using a calendar year base average.			
Percent of child safety belt use.	78.0	80.0	81.0	82.0
Explanation:	Actual data represents prior calendar year actual. Performance measures will now be calculated using a calendar year base average.			

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)	

Number of public programs	320	330	330	330
Public program attendance	185,000	175,000	200,000	200,000
Number of public inquiries	2,185,000	2,000,000	2,225,000	2,500,000
On-site public attendance at local certified historical societies and museums.	615,000	700,000	725,000	725,000
Number of museum visitors and researchers	100,000	145,000	200,000	200,000
Number of volunteer hours	49,200	59,000	65,000	65,000
Administration as a percent of total cost	8.2	8.7	9.4	9.6

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 and government supported, nonprofit, state agency. It is governed by a membership-elected board representing each county in the state. 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 Society produces the Journal of Arizona History and various historical books. 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. AHS certifies and supports 63 local historical societies in preserving and disseminating Arizona history. The Society also supports other board-approved community activities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,871.3	5,861.4	3,548.8	3,338.6
Other Appropriated Funds	194.2	430.8	0.0	0.0
Other Non Appropriated Funds	939.3	1,179.1	1,061.0	1,142.0
Program Total	5,004.8	7,471.3	4,609.8	4,480.6
FTE Positions	44.3	59.6	59.9	61.6

Strategic Issues:

Issue 1 Customer Service

To become recognized for our high quality public programs and courteous and efficient service to a diverse statewide, national, and international audience.

Issue 2 Collections Management

Acquiring, accessioning, cataloging, conserving, researching, storing, and de-accessioning historical materials (objects, photographs, and documentary materials).

Issue 3 Facilities

To continually upgrade and maintain AHS public facilities.

Issue 4 Development/Marketing/Public Relations

To develop, manage and implement a fully integrated, high quality, professional development, public relations/marketing program that serves Society-wide fund-raising and public awareness needs in support of the overall AHS mission.

Issue 5 Automation

To provide high quality, efficient information technology for the AHS in order to better serve the public

◆ **Goal 1** To collect and preserve the physical materials pertaining to the history of Arizona from A.D. 1540 to the present.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of linear feet of archives processed sufficiently to provide public access in the fiscal year	1,185	1,190	1,200	1,250
Percent of three dimensional collections available to the public	97	97	97	97

◆ **Goal 2** To interpret and disseminate the history of Arizona for a broad general audience.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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PHA 0.0	Agency Summary
PRESCOTT HISTORICAL SOCIETY OF ARIZONA	
Phone:	

Mission:

To serve as an educational and cultural center, fostering public understanding of historical, social, and natural aspects of Arizona, with emphasis on the Central Highlands. To promote support for research, collections, conservation, exhibits, and related programs.

Description:

The Prescott Historical Society operates the Sharlot Hall Museum, founded in 1928 and located on the grounds of the first territorial governor's residence and offices. The nearly 4 acre landscaped campus includes seven restored historic structures, featuring the territorial Governor's Mansion (1864) and the Victorian-era Bashford House (1877). A modern Museum Center (1977) hosts changing exhibits, historic theater, and artifacts storage. A large Archive-Library (1993) houses approximately 100,000 images and documents. A branch museum at the VA Center interprets the history of Fort Whipple. Public programs include the Folk Arts Fair, Prescott Indian Art Market, Folk Music Festival, Day of the Dead (Dia De Los Muertos), Territorial Christmas, Blue Rose Theater historical productions, historical reenactments in both indoor and outdoor settings, heritage gardens, lecture series, education tours and community outreach to children and adults.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	614.9	673.7	673.7	673.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	869.9	869.9	869.9	869.9
Program Total	1,484.8	1,543.6	1,543.6	1,543.6
FTE Positions	28.0	27.0	27.0	27.0

HLA 0.0	Agency Summary
DEPARTMENT OF HOMELAND SECURITY	
Gilbert M Orrantia, Director	
Phone: (602) 542-7013	
A.R.S. § 41-4252	

Mission:

To enhance Arizona's preparedness and provide strategic direction for securing Arizona.

Description:

The Arizona Department of Homeland Security provides strategic direction for enhancing regional capability and capacity to prevent terrorist attacks within Arizona, reduce Arizona's vulnerability to all critical hazards, and minimize the damage and recover from all critical hazards that affect the safety, well-being and economic security of the citizens of Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	382.1	368.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	55,712.2	59,083.2	59,083.2	59,083.2
Program Total	55,712.2	59,083.2	59,465.3	59,451.8
FTE Positions	16.2	18.0	23.0	23.0

Strategic Issues:

Issue 1 *To provide strategic direction to Arizona on Homeland Security issues, to improve regional all-hazard preparedness and response collaboration, and to provide quality management of homeland security grants to Arizona.*

This is the mission of the Arizona Department of Homeland Security

◆ **Goal 1** To improve regional collaboration on homeland security issues within Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Conduct at least four Regional Advisory Council meetings within each region each fiscal year.	20	20	20	20
Explanation: 4 Regional Advisory Council Meetings in each of 5 Regions				

◆ **Goal 2** To provide strategic direction for enhancing regional preparedness.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Acknowledge stakeholder inquiries within 1 business day of receipt.	100	100	100	100
Explanation: Result expressed as percentage. Not tracked until FY 2008				
Starting with Federal Fiscal Year 2008 Grants, obligate funds from federal grants within 45 days of receipt of grant award.	100	100	100	100
Explanation: Result expressed as percentage. Not tracked until FY 2009.				
Process sub-grantee reimbursement requests within 15 days of receipt of a complete reimbursement request packet.	90	90	90	90
Explanation: Results expressed as a percentage. Not tracked until FY 2008.				
Percentage of direct stakeholders reporting satisfaction with Arizona Department of Homeland Security services.	95.3	80	80	80
Explanation: Results expressed as percentage. Not tracked until FY 2008.				
Review and update the State Homeland Security Strategy annually.	Y	Y	Y	Y
Explanation: Result expressed as yes (Y) or no (N).				

◆ **Goal 3** To effectively manage Federal homeland security funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Comply with all federal mandates for the efficient allocation of federal dollars in advance of suspense dates.	100	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Explanation: Results expressed as a percentage.				
Conduct 24 sub-grantee site visits per year.	27	24	24	24
Explanation: Measurement expanded to include full-site monitoring in FY2009				
Total amount of unexpended grant funds reverted to the Federal Government.	196,974	0	0	0
Explanation: Results expressed in whole dollars.				

HEA 0.0	Agency Summary
BOARD OF HOMEOPATHIC AND INTEGRATED MEDICINE EXAMINERS	
Christine Springer, Executive Director	
Phone: (602) 542-3095	
A.R.S. 32-2901	

Mission:

To protect the public health, safety, and welfare by regulating Allopathic and Osteopathic physicians who apply for a homeopathic medical license and registering homeopathic medical assistants that work under the supervision of licensed homeopathic physicians that practice within the State of Arizona.

Description:

The Board of Homeopathic Medical Examiners regulates the practice of homeopathic medicine in Arizona. Homeopathy is a form of alternative medicine in which the fundamental premise for treatment is the belief that diseases are cured by medicines, given in tiny doses, that create symptoms similar to those the patient is experiencing, triggering the body's natural immune reactions. The Board reviews and examines the education, experience, and background of applicants to determine if they possess the qualifications required by law to practice homeopathic medicine and any of the specialties within the scope of practice. Licensees renew their licenses and dispensing permits annually and provide updated information about the nature of their practices. Upon receipt of complaints against licensed homeopathic physicians, the Board conducts investigations and holds hearings, taking disciplinary action as necessary to protect the public safety. The Board also registers homeopathic medical assistants that work under the supervision of licensed homeopathic physicians within Arizona. Homeopathic medical assistants renew their registrations annually every December. Physician licenses are renewed every year on the initial month of licensure.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	104.7	116.9	113.7	123.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	104.7	116.9	113.7	123.8
FTE Positions	1.0	1.0	1.0	1.0

Strategic Issues:

Issue 1 Train medical investigators

Funding limitations have hampered the board's ability to train medical investigators in basic report writing. However, staff has obtained a copy of investigation training manual and is working on an individual basis with medical consultants regarding proper report writing technique.

Issue 2 Complete validation of comprehensive written examination

Complete the validation process relating to the new comprehensive written examination. In process.

Issue 3 Implement rules to provide guidance to licensees regarding continuing medical education

This issue is in progress.

◆ **Goal 1** To issue, renew, or deny licenses, permits, and registrations in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applications received (includes physicians, assistants, dispensing permits and chelation protocol reviews filed with an initial application)	14	14	15	15
Explanation: FY 2010 : 14 medical assistants				
New licenses issued (physicians and medical assistants)	12	19	18	18
Explanation: FY 2010 : 1 physician, 11 medical assistants				

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Licenses eligible for renewal (physicians, dispensing permits, chelation permits, and medical assistants)	211	187	186	186
Explanation: Dispensing=56; Physicians=103; Assistants=35; Chelation=17				
Number of licenses renewed	168	187	186	186
Explanation: FY 2010: Total includes 93 physicians, 41 dispensing permits, 17 assistants, and 17 chelation permits renewed.				
Average number of days from receipt of completed application to issuance or denial of certification	32	34	35	35
Explanation: average of 15 applications divided into a total of 479 work days				

◆ **Goal 2** To receive, investigate, and adjudicate complaints consistent with the published timeframes of the board.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of complaints resolved within 180 days.	94	93	95	95
Explanation: 16 out of 17 complaints closed in less than 180 days				
Number of complaints or inquiries received	17	20	22	23
Complaints resolved by taking disciplinary action against licensee (includes LOC and Suspension)	2	3	4	3
Suspension	1	2	1	1
Average number of days per investigation from start to final adjudication	98.35	98	96	96
Explanation: Based on the total number of calendar days (1672) accrued in adjudicating all closed complaints divided by total number of closed complaints (17)				
Percent of licensees with disciplinary action	2	4	1	1
Total number of investigations conducted	17	20	18	18

◆ **Goal 3** To collect, update, and deliver information in a timely manner concerning licensees' location, practice modalities, and status for the public record.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of information inquiries responded to within 24 hours	95	96	96	96
Explanation: Includes email, packet requests, phone messages				

HDA 0.0	Agency Summary
ARIZONA DEPARTMENT OF HOUSING	
Michael Traylor, Director	
Phone: (602) 771-1000	
A.R.S. §§ 41-3951 to 41-3953	

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency provides housing and community revitalization to benefit the people of Arizona by addressing the unique and changing housing needs in this state. As Arizona grows and the economic and special needs of its population change, the Agency is in a position to recognize those unique and changing needs and to respond throughout the state. Creative solutions are developed to be responsive to rural and urban areas as well as to special populations. The Agency is working toward sustaining current initiatives and simultaneously maintaining the flexibility to respond to new demands for affordable housing and smart growth efforts. The department provides both state and federal funding to promote housing and community development activities as well as expertise and technical assistance to address these issues. The agency works closely with local governments, nonprofit and for-profit housing developers, social service agencies, tribal entities, public housing authorities and others to achieve its mission.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ HOUSING DEVELOPMENT AGENCY	141,082.2	151,647.9	136,404.0	138,607.9
➤ HOUSING FINANCE AUTHORITY	2,121.3	547.5	2,000.3	1,415.3
Agency Total:	143,203.5	152,195.4	138,404.3	140,023.2

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	949.6	927.2	927.2	927.2
Other Non Appropriated Funds	142,253.9	151,268.2	137,477.1	139,096.0
Program Total	143,203.5	152,195.4	138,404.3	140,023.2
FTE Positions	61.0	55.0	55.0	55.8

Strategic Issues:

Issue 1 Increase availability and sustainability of safe, decent, affordable housing in Arizona.

The agency's key issue is to ultimately make a difference in the amount of safe, decent, and affordable housing that is available within the state, as such housing is an essential component to improving or sustaining the quality of life for every individual. Access to decent housing impacts every other aspect of life, including education, job security, health, safety, and general welfare.

HDA 1.0	Program Summary
HOUSING DEVELOPMENT AGENCY	
Carol L. Ditmore, Assistant Deputy Director of Operations	
Phone: (602) 771-1062	
A.R.S. §§ 41-1505; 41-1512; 41-1518	

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency was established to provide housing and community revitalization to benefit the people of Arizona, by addressing the unique and changing housing needs in Arizona. As Arizona grows and the economic and special needs of its population change, the Agency will be positioned to recognize those needs and respond throughout the State. Creative solutions will be developed to be responsive to rural and urban areas as well as to special populations. The Agency will work toward sustaining current initiatives and simultaneously respond effectively to new demands for affordable housing.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	949.6	927.2	927.2	927.2
Other Non Appropriated Funds	140,132.6	150,720.7	135,476.8	137,680.7
Program Total	141,082.2	151,647.9	136,404.0	138,607.9
FTE Positions	58.0	53.5	53.5	54.3

◆ **Goal 1** To provide homeownership opportunities and a mix of rental options for Arizonans.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of households assisted with eviction or foreclosure in order to prevent homelessness	191	1,108	782	0
Explanation:	Due to Housing Trust Fund cuts the agency was forced to eliminate state funding for this assistance. Reduced assistance shown is available through a one-time economic recovery grant.			
Total funds committed to homeownership programs including construction and acquisitions, rehabilitation of new and existing units, and first-time buyers. (rounded to thousands)	26,137.5	15,186.1	7,460.3	7,494.9
Explanation:	Homeownership assistance activities are high due to economic stimulus funding that will be utilized by the end of FY2012. Assistance will then go back to a level of approximately 50 percent of what it was prior to budget reductions.			
Total number of households assisted with homeownership assistance through down payment and closing cost assistance, acquisition and rehabilitation of units for new homebuyers, new construction of new units or rehabilitation of currently occupied units.	1,022	694	444	447
Total funds committed to affordable rental units. (Numbers rounded to thousands)	383,656.1	209,082.7	212,380.0	216,825.1
Explanation:	Assistance for rental purposes spiked in FY2010 due to federal economic stimulus funding.			
Total number of affordable rental units assisted/produced	13,342	10,713	10,941	10,986
Explanation:	FY2010 increase in units due to availability of one-time federal stimulus funding.			
Total number of individuals assisted with information on available affordable rental units through the agency's website	194,545	213,999	234,399	258,939

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of publicly funded rental units monitored for health and safety issues	13,554	14,000	14,250	14,500
Explanation:	The number of units monitored in FY2010 fell below anticipated levels due to budget related cuts. Nevertheless, required monitoring levels were still met.			

◆ **Goal 2** To recruit, retrain and maintain a qualified, professional work force.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency turnover	14.3	11	10	10
Explanation:	Turnover rates have been adversely impacted by budget reductions, requiring the elimination of positions.			

◆ **Goal 3** To maintain and further improve quality working relationships with our partners.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Results of customer satisfaction survey (7=excellent; 4=satisfactory; 1=poor)	5.42	5.46	5.50	5.54

HDA 2.0		Program Summary	
HOUSING FINANCE AUTHORITY			
Carol L. Ditmore, Assistant Deputy Director of Operations			
Phone: (602) 771-1062			
A.R.S. §§ 41-3901 through 41-3912			

Mission:

To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing for rural Arizona.

Description:

The Arizona Finance Authority serves as a tool to augment the affordable housing goals of the Arizona Department of Housing, primarily through bond issuances to finance the development and sustainability of affordable rental units and promote homeownership opportunities in rural Arizona.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,121.3	547.5	2,000.3	1,415.3
Program Total	2,121.3	547.5	2,000.3	1,415.3
FTE Positions	3.0	1.5	1.5	1.5

◆ **Goal 1** To augment the programs of the Arizona Department of Housing by further providing homeownership opportunities and a mix of rental options for Arizonans in rural parts of the state.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total funds utilized for homeownership program through bond issuances for Mortgage Revenue Bonds (MRB), Mortgage Credit Certificates (MCC) or a combination of these two programs. Also includes down payment and closing cost assistance made available through the AzHFA's Homes for Arizonans Program, which is used in combination with the MRB and MCC products. (Numbers rounded to thousands)	10,472.6	25,135.0	24,720.0	24,240.0
Explanation:	The AzHFA intends to utilize the proceeds of an existing \$25 million bond in FY2011 and issue two \$12 million bonds each in FY2012 and FY2013 to be utilized for low-interest mortgages for rural homebuyers.			
Total number of low-income households assisted into homeownership through the homeownership program	206	199	191	191
Explanation:	Reduced number of households expected to be assisted is due to discontinuance of the Mortgage Credit Certificate Program which assisted more homebuyers with less dollars.			
Total number of rental projects approved	0	0	0	0
Explanation:	No AzHFA issued multi-family bond-financed mortgages are expected until market conditions improve.			
Total number of rental units created in approved rental projects	0	80	0	0

IAA 0.0	Agency Summary
COMMISSION OF INDIAN AFFAIRS	
Kristine M. Thomas, Executive Director	
Phone: (602) 542-4421	
A.R.S. §§ 41-541 to 41-545	

Mission:

To enhance communication and build sustainable relationships between tribal entities and the State of Arizona.

Description:

The Arizona Commission of Indian Affairs has a legislative mandate to assist and support state and federal agencies in assisting Indians and Tribal councils to develop mutual goals; design projects for achieving goals and implement their plans; encourage a spirit of cooperation to guide the continuing government-to-government relationship between the State of Arizona and Tribal Nations and communities located in Arizona; ensure meaningful and timely consultation with Tribal Leaders to facilitate better understanding, informed decision making, and intergovernmental cooperation; establish a spirit of cooperation and collaboration among state agency tribal liaisons in order to share ideas, address needs and effectively implement the mandates outlined in EO 2006-14 and; ensure that state services and resources are available to all eligible citizens residing in Arizona tribal communities to the same extent that such services are available to all other eligible citizens.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	116.0	63.1	63.1	63.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	9.0	12.7	12.7	12.7
Program Total	125.0	75.8	75.8	75.8
FTE Positions	3.0	3.0	3.0	3.0

Strategic Issues:

- Issue 1** *Advise the Governor and the Legislature in Tribal issues, confer and coordinate with other governmental entities and legislative committees regarding Indian needs and goals*
- Issue 2** *Improve relationships between Indians and non-Indians and raise awareness of the needs of Indians in the state.*
- Issue 3** *Collect and provide facts needed by Tribal, State and Federal agencies to work together effectively.*
- Issue 4** *Promote increased participation by Indians in local/state affairs, assist Tribal groups in self-government, and assist urban Indians.*

◆ **Goal 1** To Facilitate communication between tribal entities (both public and private), elected state officials, and other state agencies

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of meetings facilitated between stakeholders, tribal officials and state officials to communicate and/or collaborate on administrative and legislative issues	22	20	20	20
Establish regular communications and reports to the Governor, State Legislators and State Officials regarding Indian Affairs	10	10	10	10
Issue an annual report describing Commission activities to state policymakers	1	1	1	1
Identify partnerships with private industry to pursue projects that reduce disparities within tribal communities	4	4	4	4

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Conduct 10 meetings with the Tribal Liaisons and subcommittees per calendar year	10	10	10	10
Number of projects and activities of each Tribal Liaison subcommittee advertised/publicized	10	8	8	8
Track legislative bills related to Education, Health, Transportation, Economic Security, Commerce and Tourism	20	20	20	20
Tracked legislative issues will be updated once a week during regular session. This data will be an analysis of legislation distributed for informational purposes.	24	24	24	24

◆ **Goal 2** To establish and maintain relationships between the State of Arizona and the 22 Indian Tribes

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Coordinate frequent and structured visits with each tribe on their respective tribal communities to obtain tribal input about state activities. Based on invitations received from tribal communities 6 visits will be planned	4	4	4	4
Distribute electronic annual reports to tribal leaders (per Executive Order 2006-14)	1	1	1	1

◆ **Goal 3** To act as an informational clearinghouse and reference desk

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Update the website once a month to ensure relevant data is consistently available. Obtain, retain, and share information about: state and federal policies that impact tribes; grants (and other monies available for tribal use) and national Indian issues	12	12	12	12
Distribute a Newsletter 4 times a year which highlight tribal-state initiatives	4	4	4	4
Produce and publish a Tribal Resource Directory	1	1	1	1
Process phone, walk-in, email and standard mail inquiries	641	500	500	500

◆ **Goal 4** To promote Economic and Community Development Programs

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Recruit tribal members to serve on boards and commissions	8	6	8	8
Support supplier diversity by conducting four workshops a year to educate Indian small business owners on how to procure state contracts	3	3	3	3
Advertise employment opportunities within state and tribal government	2	2	4	4
Develop and establish Internships to further the ACIA mission thereby fostering future Indian liaisons and reducing administrative costs	1	1	2	2
Provide one workshop per a year for Indian constituents on the legislative process to create informed voters	0	1	1	1
Establish memberships with the Arizona Association of Economic Development (AAED), the Arizona Chamber and the American Indian Chamber of Commerce of Arizona (AICCAZ), and other organizations that specialize in community and economic development projects	2	2	2	2
Establish partnerships with the University of Arizona and Northern Arizona University to develop programs for small business advocacy	2	2	2	2

ICA 0.0	Agency Summary
INDUSTRIAL COMMISSION OF ARIZONA	
Laura McGrory, Director	
Phone: (602) 542-4411	
A.R.S. § 23-108.01	

Mission:

To efficiently administer and effectively enforce all applicable laws, rules, and regulations not specifically delegated to others relative to the protection of life, health, safety, and welfare of employees within the State.

Description:

The Industrial Commission is a regulatory agency that was created in 1925 to oversee the state workers' compensation system. While the Commission is still responsible for its original charge, its role over the years has expanded to include 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 providing workers' compensation benefits to claimants of uninsured employers, insolvent carriers, and bankrupt self-insured employers.

Agency Summary:

Program	(\$ Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATIVE SERVICES	4,077.9	4,122.4	4,122.4	4,122.4
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	3,195.2	3,994.3	3,994.3	3,994.3
➤ ADJUDICATION OF DISPUTES	4,538.7	5,456.5	5,456.5	5,456.5
➤ LABOR LAW ADMINISTRATION	695.5	1,002.0	1,002.0	1,002.0
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	6,194.3	7,056.0	7,056.0	7,056.0
➤ SPECIAL FUND CLAIMS PROCESSING	789.0	1,007.0	1,007.0	1,007.0
➤ LEGAL COUNSEL	1,140.7	1,669.9	1,669.9	1,669.9
Agency Total:	<u>20,631.3</u>	<u>24,308.1</u>	<u>24,308.1</u>	<u>24,308.1</u>

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	16,672.5	19,715.7	19,715.7	19,715.7
Other Non Appropriated Funds	3,958.8	4,592.4	4,592.4	4,592.4
Program Total	<u>20,631.3</u>	<u>24,308.1</u>	<u>24,308.1</u>	<u>24,308.1</u>
FTE Positions	307.0	307.0	307.0	307.0

Strategic Issues:

Issue 1 Privatization of SCF Arizona

In the second regular session of the Forty-ninth Legislature, the Legislature passed SB 1045 which temporarily continues the state compensation fund through January 1, 2013. On that date, the state compensation fund will cease to exist and a successor mutual insurance company will step into its shoes becoming the successor in interest to all of the assets and liabilities of the state compensation fund. To ensure an orderly and smooth transition, SB 1045 also requires that conforming legislative and rule changes be made prior to January 1, 2013.

The state compensation fund is currently the largest workers' compensation insurance carrier in Arizona and plays a critical role in the Arizona Workers' Compensation System. This role includes the processing of insolvent carrier/employer workers' compensation claims on behalf of the Commission

Special Fund under A.R.S. § 23-966 and serving as the "carrier of last resort" in Arizona by providing workers compensation insurance to small employers. Additionally, the calculation of self-insurance premium taxes under A.R.S. § 23-961 are based upon premium plans offered by state compensation fund. The privatization of state compensation fund requires consideration of the following impacts:

1. Decreased collection of premium taxes from State Compensation Fund as, once privatized, SCF may offer premium plans that result in a decrease in taxable premium. A decrease in tax revenue will impact the Commission's budget, its ability to transfer money to General Fund, and the solvency of both its Administrative and Special Funds.
2. Calculation and collection of taxes from self-insured employers (individual and workers' compensation pools) are based on SCF premium plans. See A.R.S. § 23-961. Legislative and/or rule changes will need to be adopted to develop an alternate method for calculating self-insurance taxes. Additional positions will likely be required in the Commission's Tax Section to handle changes in process and to provide the Commission with the necessary in-house expertise to calculate self-insurance taxes under the new tax methodology.
3. Under A.R.S. § 23-966, the State Compensation Fund processes and pays insolvent carrier/employer claims on behalf of the Special Fund. The Special Fund then reimburses the State Compensation Fund on a quarterly basis for benefits paid plus "reasonable administrative costs, necessary expenses and reasonable attorney fees." Since 1975, approximately 7,400 workers' compensation claims have been assigned to State Compensation Fund for processing. There are over 1,000 claims currently being processed by State Compensation Fund. The processing of these claims must continue without interruption of benefits to injured workers. If cost effective to do so, these claims may eventually be processed and paid directly by the Special Fund. Bringing the claims in-house will require a substantial investment of personnel and resources from multiple divisions, including the Special Fund Division, the Accounting Division, the Legal Division and the Management Information Services Division. Presently, the Commission does not have the resources or infrastructure to process these claims in-house. Until such time that it does, the claims will continue to be processed by an outside entity with the costs of such processing being paid by the Special Fund.

4. The State Compensation Fund is considered by many to be Arizona's workers' compensation "insurance carrier of last resort." Having a "carrier of last resort" ensures that small employers, "start-up companies" (new employers), and employers with high-risk employees (employees performing dangerous jobs) have an insurance carrier from whom they can obtain workers' compensation insurance. It is possible that the privatization of the state compensation fund will result in higher premiums and make insurance unaffordable for small employers, new employers, or employers with high-risk employees. It is also possible some of these employers will simply choose to go without insurance. An increase in uninsured employers will substantially increase Special Fund liability for "no insurance" claims and will substantially increase the burden on the Commission by increasing utilization of time and resources of multiple Divisions within the agency.

Issue 2 Worker's Compensation Cost Containment

Although the frequency of workers' compensation claims and payment of total losses are decreasing, medical costs per claim continue to increase. Medical costs now comprise over 70% of benefits paid in Arizona. As a result, there is a continuing effort to manage these costs. Management of these costs is complex and may involve both regulatory and/or legislative efforts. Regardless of the forum in which the issues are addressed, the Commission believes that it will continue to be actively involved in these discussions.

Issue 3 Promoting successful safety and health management systems

The workers compensation process should be viewed as a continuum that begins, not with claims processing, but with safety and health systems that are designed to prevent the injury that subsequently becomes the focus of a workers' compensation claim. The Commission seeks to increase its outreach and to continue to develop relationships with the business community to promote successful safety and health management systems.

ICA 1.0	Program Summary
ADMINISTRATIVE SERVICES	
Michael Hawthorne, Chief Financial Officer	
Phone: (602) 542-5380	
A.R.S. § 23-101	

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; insolvent carrier and bankrupt self insured employers claims payments, reimbursement request to liquidators, bankruptcy trustees and surety bonding companies; procurement services and federal grant administration.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,983.9	4,027.4	4,027.4	4,027.4
Other Non Appropriated Funds	94.0	95.0	95.0	95.0
Program Total	4,077.9	4,122.4	4,122.4	4,122.4
FTE Positions	45.0	45.0	45.0	45.0

- ◆ **Goal 1** To process all personnel actions in an effective manner on a timely basis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Actions processed	44,506	44,506	44,506	44,506
Percent of Agency staff turnover	7.0	10.0	10.0	10.0
Administration as a percent of total cost	9.6	9.6	9.6	9.6

- ◆ **Goal 2** To process all accounting transactions correctly on a timely basis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Claims and invoices processed	46,506	46,000	46,000	46,000
Warrants issued	17,570	19,000	19,000	19,000
Average invoices not processed at months end	367	100	100	100
Requisitions processed	*1,875	1,900	1,900	1,900
*Estimate due to a change to a new purchase order system				
Purchase orders processed	*1,000	1,000	1,000	1,000
*Estimate due to a change to a new purchase order system				

- ◆ **Goal 3** To process all self-insurance new applications and renewal applications efficiently and in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Renewals, applications, unpaid liability verified and security deposits processed	96	98	98	98

- ◆ **Goal 4** To resolve problems concerning claims of injured workers in an efficient manner on a timely basis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of claimants contacted	1,934	2,200	2,200	2,200
Claimant's cases resolved	7	20	20	20

ICA 2.0	Program Summary
WORKERS COMPENSATION CLAIMS ASSURANCE	
Noreen Thorsen, Manager	
Phone: (602) 542-4661	
A.R.S. § 23-981	

Mission:

To ensure that all workers' compensation claims are processed in accordance with the rules and laws of Arizona.

Description:

The program regulates activities of insurance carriers, third party processors and self-insurers who process industrial injury claims; assesses penalties for bad faith or unfair claims processes; ensures that every injured worker is treated fairly and properly cared for in compliance with the law; and ensures that claims are accepted or denied within 21 days of receipt of notices of claim. Division makes determinations such as issuing awards for facial scarring and loss of teeth, approvals or denials of requests to leave the State, approvals or denials of requests to change physicians, average monthly wage awards and loss of earning capacity awards.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,094.1	3,870.6	3,870.6	3,870.6
Other Non Appropriated Funds	101.1	123.7	123.7	123.7
Program Total	3,195.2	3,994.3	3,994.3	3,994.3
FTE Positions	79.0	79.0	79.0	79.0

◆ **Goal 1** To ensure that permanent disability awards are issued in timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Awards issued	2,262	2,100	2,100	2,100
Percent of awards issued within 75 days	98.7	90.0	90.0	90.0

◆ **Goal 2** To complete employees average monthly wage in most effective, efficient manner possible.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of wage determinations issued	13,064	12,000	12,000	12,000
Percent determined within 45 days	94.6	90.0	90.0	90.0

◆ **Goal 3** To process lump sum settlement requests in the most efficient manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Lump sum requests processed	35	35	35	35
Percent of requests processed within 15 days	80.0	87.0	87.0	87.0

◆ **Goal 4** To process initial filing of Workers Compensation Claims on timely basis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of claims for workers' compensation processed	87,057	85,000	85,000	85,000
Percent processed within five days	97.0	97.0	97.0	97.0

◆ **Goal 5** To ensure that workers' compensation claims are processed in a timely and efficient manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.2	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. § 23-672	

Mission:

To adjudicate legal disputes in the areas of workers' compensation, occupational safety and health (OSHA) and youth employment.

Description:

The Division resolves disputes in workers' compensation cases arising out of decisions made by insurance carriers, self-insured employers or the Industrial Commission. The Division also adjudicates appeals by employers in OSHA and youth employment labor cases.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	4,538.7	5,456.5	5,456.5	5,456.5
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	4,538.7	5,456.5	5,456.5	5,456.5
FTE Positions	51.0	51.0	51.0	51.0

◆ **Goal 1** To process and set hearings so that they are heard in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of petitions for hearing received: workers compensation	7,096	7,100	7,100	7,100
Petitions for hearing received: OSHA	47	50	50	50
Awards issued: Workers' Compensation	6,747	6,750	6,750	6,750
Average number of days to resolve a case by the administrative law judge division	106	110	110	110

◆ **Goal 2** To process requests for hearing in the most efficient, cost effective manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Awards issued without hearing	4,697	4,700	4,725	4,750
Number of hearings conducted by the administrative law judge division	4,692	4,700	4,725	4,750

ICA 4.0		Program Summary	
LABOR LAW ADMINISTRATION			
Randall Maruca, Director			
Phone: (602) 542-4515			
A.R.S. § 23-508			

Mission:

To enforce and provide administration of labor laws regarding the protection of wage claimants, youth employees and users of employment agencies.

Description:

The program shall enforce all statutes and rules concerning the resolution of wage complaint disputes, the licensing and regulation of private employment agencies, the enforcement of youth employment laws which involve the issuing of penalties for violations, and the enforcement of minimum wage laws.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	683.3	982.0	982.0	982.0
Other Non Appropriated Funds	12.2	20.0	20.0	20.0
Program Total	695.5	1,002.0	1,002.0	1,002.0
FTE Positions	19.0	19.0	19.0	19.0

◆ **Goal 1** To efficiently enforce the Child Labor Laws in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of injury reports reviewed	376	500	500	500
Child labor law violations investigated	26	50	50	50
Violations confirmed	5	10	10	10
Turnover time (time violations known to Labor to time violation confirmed (in days)	51	45	45	45

◆ **Goal 2** To efficiently process and investigate wage claims in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of claims filed	2,514	3,000	3,000	3,000
Average months to complete investigation	2.0	2.5	2.5	2.5

◆ **Goal 3** To efficiently process and monitor the licensing of private employment agencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average months to complete investigation	1.0	1.5	1.5	1.5
Percent of licenses processed within 90 days	100.0	90.0	90.0	90.0
License applications processed	4	10	10	10
Complaints investigated	5	6	6	6

◆ **Goal 4** To efficiently monitor, process, investigate and enforce minimum wage laws.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Inquiries	1,200	1,200	1,200	1,200
Complaints filed	27	50	50	50
Complaints resolved administratively	4	10	10	10
Violations issued	23	40	40	40
Average months to complete investigation	1.5	2.0	2.0	2.0
On-site audits and reviews completed	0	0	0	0

ICA 5.0		Program Summary	
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION			
Darin Perkins, Director			
Phone: (602) 542-5795			
A.R.S. § 23-405			

Mission:

To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act.

Description:

The Division administers the Arizona Occupational Safety and Health Act. The Division is responsible for enforcing the occupational safety and health standards in all industries in Arizona except mining, establishments located on Indian reservations, and federal agencies. The Arizona Division of Occupational Safety and Health focuses its efforts on compliance and consultation as it relates to Arizona's Occupational Safety and Health Act.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2,442.8	2,702.3	2,702.3	2,702.3
Other Non Appropriated Funds	3,751.5	4,353.7	4,353.7	4,353.7
Program Total	6,194.3	7,056.0	7,056.0	7,056.0
FTE Positions	72.0	72.0	72.0	72.0

◆ **Goal 1** To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of health compliance inspections	459	500	500	550
Health violations	1,375	1,300	1,300	1,300
Number of safety compliance inspections	820	900	900	1000
Safety violations found	1,647	1,700	1,700	1,800

◆ **Goal 2** To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Safety consultation surveys	316	350	350	400
Hazards	758	800	800	900
Health consultation surveys	148	150	150	200
Hazards	616	600	600	700

◆ **Goal 3** To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Programs	299	250	250	300
Employers trained	2,341	2,200	2,200	3,000
Employees trained	6,966	6,000	6,000	7,000

◆ **Goal 4** To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Boilers inspected	3,092	3,300	3,300	3,300
Deficiencies identified	2,286	3,000	3,000	3,000
Elevators inspected	5,612	6,000	6,000	6,000
Deficiencies identified	2,882	3,000	3,000	3,000

ICA 6.0	Program Summary
SPECIAL FUND CLAIMS PROCESSING	
David Sosa, Special Fund Manager	
Phone: (602) 542-3294	
A.R.S. § 23-1065(B-G)	

Mission:

To provide benefits to all injured employees not covered by regular workers' compensation insurance coverage or by self-insurance coverage in Arizona.

Description:

The program processes all claims for injured workers where the employer failed to provide workers compensation insurance; provides continual workers' compensation benefits for claimants of insolvent carriers and bankrupt self-insured employers; provides partial coverage of workers' compensation benefits for second injury claims; provides vocational rehabilitation benefits; and provides continuing medical benefits for pre-1973 workers' compensation claimants.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	789.0	1,007.0	1,007.0	1,007.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	789.0	1,007.0	1,007.0	1,007.0
FTE Positions	19.0	19.0	19.0	19.0

◆ **Goal 1** To process claims of injured Special Fund claimants in timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days between receipt of claims notice and issuance of award	19.6	21.0	21.0	21.0
Supportive care awards issued	4	4	4	4
No insurance awards issued	1,781	1,455	1,240	1,116
Rehabilitation awards issued	128	160	179	200

ICA 7.0	Program Summary
LEGAL COUNSEL	
Andrew Wade, Chief Counsel	
Phone: (602) 542-5781	
A.R.S. § 41-192	

Mission:

To represent the Industrial Commission of Arizona in all legal matters affecting the Agency.

Description:

The program represents the Special Fund Division, the OSHA Division, and the Labor Department in all legal matters affecting or involving these Divisions. The program promulgates rules for the Agency, provides legal advice as requested by Commission and agency staff, represents the Agency in personnel matters, initiates collection of no-insurance accounts receivables and third party liens, and operates a program for processing and collecting of other delinquent accounts. The program also operates a compliance program that targets by Arizona employers who are operating without workers' compensation insurance.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,140.7	1,669.9	1,669.9	1,669.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,140.7	1,669.9	1,669.9	1,669.9
FTE Positions	22.0	22.0	22.0	22.0

◆ **Goal 1** To provide quality legal representation to the Agency in contested legal matters.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
No Insurance cases referred for hearing	163	160	160	160
OSHA cases referred for hearing	47	50	50	50
Apportionment/Supportive Care Matters	84	90	90	90
Number of wage claim appeals	2	10	10	10
Litigation investigations completed	38	50	50	50
Civil Penalty Cases referred to hearing	20	25	25	25
Matters related to assignment of claims under ARS 23-966	32	40	40	40
Legal opinions & other miscellaneous	107	100	100	100
Rulemaking/Regulatory/Compliance/Legislation	2	5	5	5

◆ **Goal 2** To effectively collect debts owed to the Industrial Commission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Collection investigations completed	2	10	10	10
Collection files opened	200	400	400	400
Delinquent collection accounts to Attorney General's office	15	50	50	50
Subrogation files opened	9	10	10	10

◆ **Goal 3** To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of compliance referrals	3,615	3,000	3,000	3,000
Employers identified as uninsured	2,380	2,500	2,500	2,500
Compliance investigations completed	2,354	3,000	3,000	3,000
Civil penalties issued	137	150	150	150
Employers insured through our efforts	313	350	350	350
Injunctive proceeding initiated	60	65	65	65

IDA 0.0	Agency Summary
DEPARTMENT OF INSURANCE	
Christina Urias, Director	
Phone: (602) 364-3471	
A.R.S. § 20-101	

Mission:

To faithfully execute the state insurance laws in a manner that protects insurance consumers and encourages economic development.

Description:

The Department of Insurance licenses and authorizes the transaction of insurance business by insurers, producers, and other insurance-related entities regulated under A.R.S. § 20; monitors and promotes the financial safety and soundness of insurers transacting business in Arizona; oversees the rehabilitation, liquidation and performance of claims obligations of insolvent insurers; develops and makes insurance-related information publicly available; protects insurance consumers against unfair and illegal market practices; assists consumers with insurance-related questions and problems; investigates cases involving fraudulent insurance claims; oversees the development of the captive insurance industry; and annually collects over \$400 million in insurance premium taxes and other revenues that benefit the General Fund.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ POLICY AND ADMINISTRATION	1,511.7	1,388.7	1,388.7	1,388.7
➤ SOLVENCY REGULATION	4,881.3	4,751.2	4,751.2	4,751.2
➤ CONSUMER SUPPORT	4,660.9	4,450.8	4,450.8	4,450.8
➤ FRAUD INVESTIGATION AND DETERRENCE	513.7	658.1	658.1	658.1
➤ LICENSING	757.2	695.5	695.5	695.5
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	221.5	255.7	255.7	255.7
➤ CAPTIVE INSURER PROGRAM	151.1	120.4	120.4	120.4
Agency Total:	12,697.4	12,320.4	12,320.4	12,320.4

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	5,572.8	5,468.8	5,468.8	5,468.8
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	7,124.6	6,851.6	6,851.6	6,851.6
Program Total	12,697.4	12,320.4	12,320.4	12,320.4
FTE Positions	146.3	141.3	141.3	141.3

Strategic Issues:

Issue 1 State-based Insurance Regulation

One of the most critical issues facing Arizona and all other states is the modernization and preservation of state-based insurance regulation. State officials have successfully regulated the insurance industry for nearly 150 years, promoting the public interest, ensuring competitive markets, facilitating fair and equitable consumer protections and maintaining the financial strength and solvency of the insurance industry. The recent enactment of Federal Financial Reform (The Dodd-Frank Act) included the creation of a Federal Insurance Office (FIO) within the Department of Treasury, primarily to deal with international insurance issues along with other limited oversight authority. The extent and scope of FIO's federal preemption of state-based insurance regulation remains to be seen, but this is the first step of the federal government encroaching on state-based insurance regulation. The Dodd-Frank Act also included the creation of a 10-

member Federal Stability Oversight Council (FSOC), which will play a critical role in the regulation of the U.S. financial system, particularly regarding those institutions that present systemic risk to our economy. The FSOC legislation requires the President to appoint a person "having insurance expertise" to the Council and state regulators are urging for the appointment of a person with insurance regulatory experience, rather than an insurance industry representative.

Possible future federal legislation will include a push from the industry for an Optional Federal Charter (OFC), affording insurers the option of choosing regulatory authority between the state and federal government (similar to the current optional banking state/federal charter). State regulators oppose the OFC proposal because it could adversely impact the long-standing comprehensive state-based consumer protections, confuse and disrupt insurance markets and harm insurance consumers. In fact, the state-based system of monitoring insurer financial solvency has kept insurance companies stable, protecting policyholders during the recent financial turmoil. Overall, the insurance business has fared much better than many other financial institutions under the current state insurance regulation system and state regulators are working to preserve that system (and state insurance premium tax revenues) in light of this recent federal legislative insurance activity.

OFC advocates argue that the states do not provide uniform and efficient insurance regulation on a national scale - alleging failure to minimize costs and inconvenience of multi-state licensing and regulation of insurers doing business in various states across the country. Pending federal "NARAB II" legislation would update the current federal National Association of Registered Agents and Brokers law (NARAB I) regarding national uniformity of insurance agent licensing and continuing education (CE) standards. Currently, agents must comply with 50 different licensing requirements in order to do business in each of the 50 states (although many states have similar requirements, they do differ in some respects). The current lack of licensing uniformity supports the argument in favor of nationalization - federal insurance regulation. The pending NARAB II proposal would provide an option for any insurance agent or agency to become a NARAB member and thus, become subject to only one set of licensing and CE standards in order to operate in every state. Except for CE requirements, Arizona is compliant with the proposed NARAB II uniformity requirements.

In a dynamic and competitive global insurance market, U.S. insurers need to introduce new products quickly and advocates for a federal insurance regulator (with regulatory authority beyond the new FIO) believe state regulation (50 state regulators with 50 different sets of laws and requirements) is an impediment to that objective. State insurance regulation supporters believe that the most crucial consumer protection issues occur at the local level, including public policy and local market and environmental conditions. State policymakers and regulators are more directly accountable to their constituencies (as opposed to federal accountability) and have a greater stake in protecting their own citizens and retaining state insurance premium tax revenues (over \$400 million annually in Arizona that might otherwise go to the federal government in the event of increased federal insurance regulation).

In sum, we believe state insurance departments are better equipped than the federal government to handle individual consumer complaints, local insurance market fluctuations, and the investigation and prosecution of insurance law violations through the State Attorney General's Office, County Attorney's Office, Office of Administrative Hearings and state superior courts. Working cooperatively with industry and consumer groups, the Arizona Department of Insurance (ADOI) and other state insurance regulators have continuously improved the efficiency and effectiveness of the state-based regulatory system to foster a sound, competitive and market-responsive insurance industry, both nationally and globally.

Issue 2 Multi-state Regulation and the NAIC

States coordinate their efforts through the National Association of Insurance Commissioners (NAIC) to efficiently and effectively regulate multi-state insurers, insurance enterprises, products and issues. The NAIC and its affiliates develop model laws and regulations, along with numerous products and services that facilitate regulatory transactions and information sharing among states and the insurance industry (licensing, administrative

actions, product filings, tax payments, etc.). The NAIC's accreditation program (an in-depth audit of every state insurance department once every 5 years) ensures that state insurance departments have the necessary laws and regulations, adequately trained personnel and performance standards to competently regulate insurer solvency. Ensuring the financial solvency of insurers doing business in Arizona and our consumer protection responsibilities are our paramount responsibilities. Through the NAIC, insurance regulators and the insurance industry collaborate on model laws and regulations designed to protect insurance consumers, respond to federal action and the ever-evolving changes in the insurance marketplace, both nationally and internationally. To protect Arizona's interests, we must continue our current level of meaningful participation in NAIC committees, working groups and task forces and take advantage of NAIC products and services. In light of the recent federal FIO and FSOC legislation, state insurance departments must now also coordinate efforts through the NAIC to cooperate and collaborate with these federal agencies to protect insurance consumers, preserve insurer solvency, promote competition and product innovation, and otherwise foster a healthy, vibrant insurance market in Arizona.

Issue 3 Consumer Protection and Assistance

Despite budget constraints and staff reductions, we continue to assist consumers in many ways. During Fiscal Year 2010, we helped Arizona consumers recover over \$5.7 million from improper insurance transactions (i.e., claim payments, premium refunds, unsuitable annuity sales, etc.). We respond to consumer questions and complaints and investigate possible violations of Arizona insurance law. We offer impartial, up-to-date information (on the phone, over the Internet and in a variety of publications) to help the public make informed decisions about their insurance needs and to make sure consumers receive the benefits and services they are entitled to receive under the law and their insurance policies. We make sure marketing materials, sales practices, insurance applications and policy provisions are lawful and do not contain false, deceptive, misleading, ambiguous or coercive provisions. We review insurance rates and underwriting practices to assure adequacy and to verify that rates are not excessive or unfairly discriminatory.

ADOI's responsibility to Arizona's insurance consumers is to assure that insurers treat policyholders fairly and promptly pay policyholder claims (and provide the safety net afforded by the state's Guaranty Funds in the event of insurer insolvency). In addition, it is our responsibility to deter, investigate and facilitate convictions for insurance fraud. To reduce fraudulent claims costs and lower insurance rates for everyone, ADOI's Insurance Fraud Unit conducts undercover investigations, executes search warrants and seizes the evidence necessary to prosecute insurance fraud. ADOI recoups our General Fund appropriation through fees and assessments levied on the insurance industry, thereby minimizing our fiscal impact on Arizona citizens. ADOI only licenses insurance professionals and insurance companies that meet Arizona legal standards. Through examinations and investigations, ADOI enforces insurance laws, initiates appropriate administrative legal actions (such as revoking or suspending licenses, imposing civil penalties and ordering restitution to victims) and facilitates future insurer compliance through monitoring corrective action plans.

Healthcare Reform Implementation:

With the passage of the Patient Protection and Affordable Care Act of 2009, ADOI will have considerable responsibilities for healthcare reform oversight, implementation and consumer protection. ADOI has been awarded a federal grant from the Department of Health & Human Services to help improve our abilities to identify and disapprove unreasonable healthcare insurance rates and to provide the public with a meaningful and transparent rate review process. In addition, ADOI monitors managed healthcare plans (HMOs or HCSOs) to assure adequate primary and specialty healthcare provider networks and timely health care provider payments, thereby assuring that Arizonans have reasonable access to the health care services they are entitled to receive under their health care insurance policies. With healthcare reform now in place, ADOI will have additional regulatory responsibilities over the considerable changes to the healthcare insurance landscape over the next several years.

Issue 4 Operational Efficiency and Effectiveness

Despite severely reduced funding, ADOI continues to improve efficiency in its operations, but with increased fiscal support and operating flexibility, we can do even more. We need to update computerized record-keeping systems and capitalize on record imaging and indexing technology to facilitate more efficient record storage; thereby, making our records more readily accessible to our analysts, the insurance industry and the public. We need to modernize our insurance continuing education (CE) laws to apply to all Arizona-resident insurance producers (not just Arizona residents who also hold licenses in other states) to allow us to focus on important regulatory issues rather than on details involving potential CE violations. It would also help if we could have the ability to automatically verify a license applicant's lawful presence in the U.S. (an "E-Verify" system, or electronic DMV records access), rather than rely on manual hard-copy document review. If we had the ability to submit electronically scanned fingerprints through the criminal justice system (as many states already do), we could immediately receive criminal history reports rather than waiting weeks or months for this critical information. We could also benefit from a subscription to a criminal records service. This type of service provides immediate access to conviction records for licensed insurance professionals and for principals of licensed businesses to identify potential illegal activity.

IDA 1.0	Program Summary
POLICY AND ADMINISTRATION	
Christina Urias, Director	
Phone: (602) 364-3471	
A.R.S. Title 20, A.A.C. Title 20, Ch. 6	

Mission:

To provide leadership, direction, coordination and support, enabling the Agency to achieve its mission.

Description:

This program develops and implements administrative and regulatory policies and procedures; advises and supports the Governor's Office; provides technical support and advice to state legislators and the U.S. Congressional delegation; develops, recommends and implements insurance-related legislation; develops and promulgates appropriate rules and substantive policy statements; renders ultimate decisions in administrative proceedings necessary to enforce and administer the Insurance Code; coordinates legal representation provided by the Attorney General's Office; coordinates interaction with other state and federal agencies; coordinates with fellow state insurance regulators through participation in the National Association of Insurance Commissioners; interfaces with and coordinates outreach to major constituencies including the industry, licensees, consumers and the media; coordinates and participates in numerous task forces and advisory groups related to insurance regulation; develops the Agency's Operational Plan, Budget Request, Information Technology Plan, Business Continuity Plan, Efficiency Review and Disaster Preparedness Plan; develops the Agency's operational policies; coordinates and directs the activities of the Agency and its divisions, including continually improving the quality of customer service delivery; oversees the administration of boards and other public bodies within the Agency; oversees the preparation and distribution of regulatory information to the public, including consumer oriented literature, statutorily required reports, the agency newsletter and the agency website; coordinates responses to public records requests and subpoenas; oversees the development of the Agency's workforce; and provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,416.9	1,313.5	1,313.5	1,313.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	94.8	75.2	75.2	75.2
Program Total	1,511.7	1,388.7	1,388.7	1,388.7
FTE Positions	15.1	14.9	14.9	14.9

◆ **Goal 1** To efficiently and effectively coordinate, facilitate and support accomplishment of department-wide and divisional goals and objectives.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of quarterly performance pay targets the ADOI met for performance evaluated during the fiscal year	100.0	N/A	N/A	N/A

Explanation: The measure was calculated as the number of quarterly agency-level performance pay targets met divided by the total number of quarterly agency-level performance pay targets. FY 2010 is the last year that data shall be collected for this measure.

◆ **Goal 2** To provide a satisfying work environment for agency employees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of employee separations to average filled FTE positions	5.2	5.0	5.0	5.0
Percentage of Insurance Department employees surveyed who responded they were "satisfied" with their jobs	86.0	80.0	80.0	80.0

◆ **Goal 3** To provide quality accounting, budgeting, personnel and procurement services to internal customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Business Services Section	90.6	85.0	85.0	85.0

◆ **Goal 4** To provide quality information technology support to internal customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Information Services Division	70.3	70.0	70.0	70.0

◆ **Goal 5** To promptly fulfill appropriate public records requests and subpoenas.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days to fulfill a public records request or respond to a subpoena from date received	2.8	5.0	5.0	5.0

IDA 2.0	Program Summary			
SOLVENCY REGULATION				
Gerrie L. Marks, Deputy Director				
Phone: (602) 364-3471				
A.R.S. §§ 20-101 et seq.				

Mission:

To oversee and promote the ability of authorized insurers to perform their financial obligations under insurance policies.

Description:

The program monitors the solvency of insurers doing business in Arizona through field examination and analysis of financial and transactional filings, administers the estates of Arizona insurer receiverships, and pays certain claims owed by insolvent insurers to Arizona residents.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	333.0	321.4	321.4	321.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	4,548.3	4,429.8	4,429.8	4,429.8
Program Total	4,881.3	4,751.2	4,751.2	4,751.2
FTE Positions	37.5	34.2	34.2	34.2

◆ **Goal 1** To provide quality services to examination customers.

◆ **Goal 2** To efficiently and effectively analyze financial filings of insurers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of priority domestic insurer annual financial reports analyzed by April 30	100.0	100.0	100.0	100.0
Percentage of priority domestic insurer supplemental filings analyzed within 45 days after receipt	92.3	95.0	95.0	95.0
Percentage of non-priority domestic insurer annual financial reports analyzed by June 30	99.1	95.0	95.0	95.0
Percentage of non-priority domestic insurer supplemental filings analyzed within 90 days after receipt	99.4	95.0	95.0	95.0

◆ **Goal 3** To timely, efficiently and effectively examine domestic insurers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of domestic insurers examined within statutory timeframes	100.0	100.0	100.0	100.0
Number of new domestic receiverships	2	N/A	N/A	N/A
Explanation:	No one can predict the number or timing of insurance company receiverships.			

◆ **Goal 4** To efficiently and effectively administer the Guaranty Funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage by which investment earnings of the Guaranty Funds exceeded the 90-day T-bill rate	0.1	0.1	0.2	0.2
Claims handling audit score for claims handled by the Guaranty Funds office (perfect score = 100)	N/A	95.0	95.0	95.0
Explanation:	Because of the low volume of claims, the small total of loss payments and the small total of loss adjustment expenses, the Agency determined it inefficient to have a claims audit performed in FY 2010.			

◆ **Goal 5** To maximize the ability of insolvent insurers to pay valid creditor claims.

IDA 3.0	Program Summary			
CONSUMER SUPPORT				
Gerrie L. Marks, Deputy Director				
Phone: (602) 364-3471				
A.R.S. Title 20, A.A.C. Title 20, Ch. 6				

Mission:

To inform, assist and protect Arizona insurance consumers.

Description:

This program provides information and assistance to the public on a broad range of insurance-related issues; administers health care appeals; and performs investigations, examinations, and market surveillance in furtherance of consumer interests.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,481.3	2,374.1	2,374.1	2,374.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,179.6	2,076.7	2,076.7	2,076.7
Program Total	4,660.9	4,450.8	4,450.8	4,450.8
FTE Positions	58.3	55.6	55.6	55.6

◆ **Goal 1** To efficiently and effectively evaluate, and secure corrective action to deficiencies in health care service organization network adequacy, plan management, member services, quality improvement systems, utilization management and timely pay and grievance law compliance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of managed care examination reports filed within one year after exit from company for reports filed during the year	66.7	100.0	100.0	100.0
Percentage of managed care examination draft reports sent to the company within 60 days after exit	100.0	100.0	100.0	100.0

◆ **Goal 2** To efficiently and effectively evaluate and secure corrective action to deficiencies in prepaid dental plan network adequacy, plan management, member services, and quality improvement systems.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of prepaid dental plan organization quarterly reports reviewed for compliance with laws and regulations	100.0	90.0	90.0	90.0

◆ **Goal 3** To efficiently and effectively analyze and examine insurers' marketing, claims, underwriting, and rating practices.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of market conduct examination reports filed within one year after exit from company for reports filed during the year	89.5	90.0	90.0	90.0
Amount of restitution recovered through market conduct examinations (in thousands of dollars)	65.4	50.0	50.0	50.0
Percentage of market conduct examination draft reports sent to the company within 60 days after exit	100.0	100.0	100.0	100.0

◆ **Goal 4** To efficiently and effectively monitor the competitiveness of the property and casualty insurance markets.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days to complete market analysis monitoring reports from the date market monitoring surveys are sent to insurers, for market monitoring reports completed during the fiscal year	87.0	135.0	135.0	135.0

◆ **Goal 5** To efficiently and effectively review Property and Casualty rate filings to determine compliance with Arizona law.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of targeted open-competition rate filings (Article 4.1) reviewed within 90 days from date filing received	100.0	95.0	95.0	95.0
Percentage of file-and-use rate filings (Article 4) reviewed by the effective date of the rates	99.5	95.0	95.0	95.0
Average days to complete substantive review of file-and-use rate filings	7.9	15.0	15.0	15.0
Percentage of Property and Casualty rate filings submitted electronically	92.9	90.0	90.0	90.0

◆ **Goal 6** To efficiently and effectively review policies, contracts and related form filings to verify they contain all provisions and coverages required by law and are not misleading or unfairly discriminatory.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Property and Casualty form filings for which review was completed within the prescribed substantive review period	100.0	95.0	95.0	95.0
Average calendar days to complete substantive review of Property and Casualty form filings	4.1	20.0	20.0	20.0
Percentage of Life and Health form filings for which review was completed within the prescribed substantive review period	96.4	90.0	90.0	90.0
Average days to complete substantive review of Life and Health form filings	17.7	20.0	20.0	20.0
Percentage of form filings submitted electronically	90.7	90.0	90.0	90.0

Explanation: Includes Life, Health, and Property and Casualty form filings.

◆ **Goal 7** To efficiently and effectively investigate apparent violations of the insurance code by insurers, professional service licensees and unauthorized parties, and to refer apparent violations for prosecution or administrative action.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days to complete an investigation after receipt of complaint warranting an investigation	59.7	75.0	100.0	125.0

Explanation: The measurement only includes complaints that were investigated and closed and excludes complaints that warrant investigation but cannot be investigated due to resource limitations.

◆ **Goal 8** To efficiently and effectively administer health insurance external appeals process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of health care appeals administered within statute-prescribed timeframes for health care appeal cases completed during the fiscal year	100.0	100.0	100.0	100.0

◆ **Goal 9** To efficiently and effectively render assistance to consumers and other constituents on insurance-related matters.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of success in locating liability coverage for difficult-to-place risks	99.5	99.0	99.0	99.0
Percent of survey respondents indicating satisfied or better with assistance rendered	70.8	65.0	60.0	60.0
Average days to resolve request for assistance	94.7	180.0	180.0	180.0

◆ **Goal 10** To efficiently and effectively make insurance-related information available to the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of insurance-related public education events conducted during	23	20	20	20

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
the fiscal year that had 10 or more attendees				

IDA 4.0 Program Summary
FRAUD INVESTIGATION AND DETERRENCE
Charles Gregory, Special Agent Supervisor Phone: (602) 364-2140 A.R.S. §§ 20-466 et. seq.

Mission:

To deter, investigate, and facilitate conviction for insurance fraud.

Description:

This program receives investigative referrals from insurers and other sources. It conducts criminal investigations of individuals, businesses and organizations alleged to be involved in submitting intentionally misleading claim-related information to insurers or alleged to be engaged in other forms of insurance fraud. The program also provides education and promotes awareness within the industry, law enforcement and the community concerning the deleterious effects of insurance fraud.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	513.7	658.1	658.1	658.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	513.7	658.1	658.1	658.1
FTE Positions	15.0	15.0	15.0	15.0

◆ **Goal 1** To efficiently and effectively investigate fraud referrals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations completed from referrals	89	20	20	20
Explanation:	Excludes proactive cases. Proactive cases are initiated by the Department. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of fraud referrals received from insurers	2,496	2,500	2,500	2,500
Number of insurer-referred cases submitted for prosecution (including citations in lieu of detention)	59	10	10	10
Explanation:	Excludes proactive cases. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of convictions from insurer-referred cases	36	5	5	5
Explanation:	Excludes cases previously submitted for prosecution and awaiting judicial procedure. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Average days to complete investigation of insurer-referred cases for cases completed during the year	135.0	350.0	350.0	350.0
Explanation:	Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of citation-in-lieu-of-detention cases submitted for prosecution	0	0	0	0
Explanation:	Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of citations in lieu of detention resulting in conviction or consent decree	0	0	0	0
Explanation:	Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Total restitution ordered from investigations of insurer-referred cases (in thousands of dollars)	292.0	20.0	20.0	20.0

◆ **Goal 2** To efficiently and effectively conduct targeted, proactive fraud investigations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of targeted, proactive investigations completed	54	2	2	2
Explanation:	Proactive cases are initiated by the Department. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of targeted, proactive cases submitted for prosecution	34	2	2	2
Explanation:	Proactive cases are initiated by the Department. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Number of convictions from targeted, proactive cases	24	2	2	2
Explanation:	Proactive cases are initiated by the Department. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			
Total restitution ordered from proactive investigations (in thousands of dollars)	31.0	10.0	10.0	10.0
Explanation:	Proactive cases are initiated by the Department. Estimates for current and future years assume the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.			

IDA 5.0		Program Summary	
LICENSING			
Scott B. Greenberg, Chief Operating Officer			
Phone: (602) 364-3764			
A.R.S. Title 20, A.A.C. Title 20, Ch. 6			

Mission:

To render efficient, effective and quality insurance licensing services and to restrict license issuance and renewal to qualified candidates.

Description:

This program analyzes applications for licensure by entities regulated under A.R.S. § 20 and grants licenses to those satisfying statutory prerequisites to provide insurance products and services in Arizona. The program also oversees the administration of related activities, such as producer continuing education and pre-license examinations.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	606.4	546.0	546.0	546.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	150.8	149.5	149.5	149.5
Program Total	757.2	695.5	695.5	695.5
FTE Positions	13.1	13.9	13.9	13.9

◆ **Goal 1** To efficiently and effectively process insurer license applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 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	18.1	30.0	30.0	30.0

Explanation: Licensing Time Frames days are the Overall Time Frame days, as defined in A.R.S. § 41-1072(2), minus the days that the Overall Time Frame is suspended in accordance with A.R.S. § 41-1074(B).

◆ **Goal 2** To provide quality service to professional service license customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of insurance professionals surveyed who reported they were "satisfied" or better with licensing services	96.5	95.0	95.0	95.0

◆ **Goal 3** To efficiently and effectively process professional service license applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average Licensing Time Frames Days required to render a decision on an insurance professional license application or renewal application from the date it was received	3.4	3.5	3.5	3.5

Explanation: Licensing Time Frame Days are the overall time frame days, as defined in A.R.S. § 41-1072(2), minus the days that the overall time frame is suspended in accordance with A.R.S. § 41-1074(B).

Producer license and renewal applications received	49,144	42,185	43,688	45,000
Total producers licensed at June 30	161,684	163,000	164,500	166,000
Percentage of new license applications and fee payments received electronically	73.5	75.0	75.0	75.0
Percentage of license renewal applications and fee payments received electronically	65.7	67.5	70.0	72.0

IDA 6.0		Program Summary	
PREMIUM TAX COLLECTIONS AND ANALYSIS			
Scott B. Greenberg, Chief Operating Officer			
Phone: (602) 364-3764			
A.R.S. §§ 20-224 et. seq.			

Mission:

To fully collect, efficiently deposit and accurately forecast insurance premium tax revenues.

Description:

This program develops and provides tax report forms and information to taxpayers, collects and deposits premium tax revenues, audits premium tax reports and communicates with taxpayers concerning discrepancies, assesses late payment penalties and interest, and forecasts premium tax revenues.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	221.5	255.7	255.7	255.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	221.5	255.7	255.7	255.7
FTE Positions	3.3	3.7	3.7	3.7

◆ **Goal 1** To fully collect the premium tax required by law.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of prior fiscal year premium tax returns audited	75.0	75.0	75.0	75.0
Amount of tax, interest and penalties recovered through audits (in millions of dollars)	0.7	0.8	0.8	0.8

◆ **Goal 2** To efficiently deposit premium tax revenues.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average work days from date tax payment received to deposit with State Treasurer	2.4	2.5	2.5	2.5
Percentage of premium tax (installment and annual) reports and payments received electronically	6.9	8.0	15.0	25.0

◆ **Goal 3** To accurately forecast premium tax revenues.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Difference (absolute value) between tax revenue forecast and actual fiscal-year tax revenues collected	0.7	1.5	1.5	1.5

◆ **Goal 4** To provide quality service to premium taxpayers.

IDA 7.0	Program Summary
CAPTIVE INSURER PROGRAM	
Stephanie Lefkowski, Specialty Insurer Examination Manager	
Phone: (602) 364-4490	
A.R.S. Title 20, A.A.C. Title 20, Ch. 6	

Mission:

To provide a regulatory environment that enables development of the domestic captive insurance industry, and to oversee the soundness of domestic captive insurers.

Description:

This program licenses Arizona captive insurers. Through analysis and examination as warranted, the program monitors each captive insurer's performance to confirm compliance with applicable laws, to detect potentially hazardous conditions and to appropriately intervene. The program also interacts with public and private stakeholders to foster an environment conducive to the development of a sound domestic captive insurance industry.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	151.1	120.4	120.4	120.4
Program Total	151.1	120.4	120.4	120.4
FTE Positions	4.0	4.0	4.0	4.0

◆ **Goal 1** To enable growth of the domestic captive insurance industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of new captive insurers licensed	11	10	10	10

◆ **Goal 2** To efficiently and effectively process captive insurer license applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of captive insurer license applications reviewed within 30 days of receiving an administratively complete application	90.9	100.0	100.0	100.0

◆ **Goal 3** To efficiently and effectively oversee the soundness of domestic captive insurers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of captive insurer annual reports analyzed within 120 calendar days of receipt	18.8	18.5	18.2	18.0

COU 0.0	Agency Summary
JUDICIAL SYSTEM	
Hon. Rebecca White Berch, 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 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADJUDICATION	4,550.3	4,529.3	4,554.0
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	7,982.9	9,634.5	9,634.5
➤ REGULATORY ACTIVITIES	3,674.6	3,210.6	3,210.6
➤ COURT ASSISTANCE	45,310.8	56,776.1	51,450.0
➤ FAMILY SERVICES	5,583.0	7,340.1	6,840.1
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	333.1	424.4	424.4
➤ COMMISSION ON JUDICIAL CONDUCT	415.9	514.0	514.0
➤ JUDICIAL COMPENSATION	16,298.7	7,586.5	7,772.7
➤ ADULT PROBATION SERVICES	29,721.1	31,291.8	31,291.8
➤ JUVENILE PROBATION SERVICES	44,031.2	54,148.8	54,148.8
➤ COURT OF APPEALS DIVISION I	9,738.8	10,256.2	10,293.3
➤ COURT OF APPEALS DIVISION II	4,319.2	4,456.5	4,549.0
➤ ADULT AND JUVENILE DRUG COURT	951.2	1,013.6	1,013.6
Agency Total:	172,910.8	191,182.4	185,696.8

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	115,163.9	113,886.5	114,227.0
Other Appropriated Funds	37,086.8	46,690.9	40,864.8
Other Non Appropriated Funds	20,660.1	30,605.0	30,605.0
Program Total	172,910.8	191,182.4	185,696.8
FTE Positions	596.5	502.7	502.7

Strategic Issues:

Issue 1 Strengthening the Administration of Justice

The Arizona Judiciary is committed to improving the administration of justice. Every person has the right to a prompt, fair, and impartial hearing. The pursuit of justice thus requires that cases be heard in a timely manner and processed efficiently. To accomplish this goal, the courts require effective case processing and efficient management of information and resources. In this era of dwindling resources, the Arizona judicial system must review and modernize operations and policies to ensure that public resources are used effectively, efficiently, and accountably.

Issue 2 Maintaining a Professional Workforce and Improving Operational Efficiencies

Maintaining a professional workforce and improving operational efficiencies are essential to achieving excellence. Judicial Branch leadership must continually examine and improve not only the systems, processes, and procedures used to deliver justice to Arizonans, but also the competency and professionalism of those who do the courts' work. The courts value and encourage diversity and treat all people with courtesy, respect, fairness, and dignity.

Issue 3 Improving Communications

Public confidence in the judicial system is fostered by understanding the work of the courts. In recent years, the Arizona Judiciary has increased its efforts to educate the public through seminars, outreach programs, and publications. As the public comes to rely on technology to conduct business and obtain information, the Judicial Branch must continue to adapt how it interacts and communicates with the public.

Although the method of delivery is important, the content of communications is more so. Court communications must convey timely, relevant, and meaningful information to court system employees and volunteers, members of the public attempting to access the courts, justice system partners working in collaboration with the courts, and funding entities allocating scarce resources. In every circumstance, success depends upon timely communication of clear, concise information.

Issue 4 Protecting Children, Families, and Communities

The removal of an abused or neglected child from the parents' home and the termination of parental rights involve significant government intrusions into the family and represent a significant use of the court's authority. For such cases, all parties must be assured prompt access to courts and due process. The judicial system must consider the rights of the parents and the safety and well being of the child or children.

On the other end of the age spectrum, the latest estimates from the U.S. Census Bureau indicate that nearly one-quarter of Arizona's population is at least 55 years of age. The ramifications of an aging population on the Judicial Branch include increased filings in the areas of guardianship, conservatorship, elder fraud, and physical abuse. Although significant strides have been made to ensure that fiduciaries are held accountable for the services they provide to their vulnerable clients, much remains to be done to protect our seniors and other vulnerable persons.

Holding those convicted of crimes accountable and reducing their likelihood of re-offending are central to protecting Arizona's communities. Evidence-based sentencing relies on a set of tools designed to offer judicial officials objective, scientific research about criminal behavior to assist them when making probation decisions. Coordinating objective data with the risk level of each probationer allows the judicial officer to tailor a term of probation and supervision that will achieve greater levels of success in rehabilitation

and preventing recidivism. In the criminal process, we must also help ensure that victims are afforded the full panoply of rights available to them.

Issue 5 Improving the Legal Profession

The Arizona Supreme Court regulates the practice of law, ensuring that Arizona attorneys meet the highest standards of professionalism and comply with rules designed to protect the public. During the past decade, the Arizona Supreme Court and the State Bar of Arizona have worked to improve the attorney discipline system. The Court wishes to maintain a fair and impartial discipline system, while decreasing the time and cost to process discipline cases, especially those that proceed to formal charges. Although progress has been made, more can be done to reduce processing times without compromising fairness.

The Court's authority to regulate the practice of law also includes establishing qualifications for admission to practice law in Arizona. New and amended rules of the Supreme Court have modernized Arizona's admission process by allowing "admission on motion" for lawyers who meet Arizona character and fitness standards and are licensed in other states that have substantially similar admission requirements.

Additionally, the Court, through its Committee on Examinations, is identifying opportunities to participate in a uniform bar examination. UBE scores will be portable to other states that give the UBE. The Court is also studying ways to streamline the character and fitness application and reference-check procedure for Arizona State Bar applicants. In addition, the Court is examining the feasibility of putting online the entire application process for admission to the Arizona State Bar.

COU 1.0	Program Summary
ADJUDICATION	
Kevin Kluge, Chief Financial Officer	
Phone: (602) 452-3395	
AZ Constitution, Article VI, Section 2; A.R.S. § 12-101	

Mission:

To dispense justice in a fair and equitable manner and to provide judicial and administrative supervision over the Arizona Judicial Department as mandated by Arizona law and the Constitution.

Description:

The Supreme Court may choose to review decisions of the intermediate appellate courts when a petition for review is filed; hears direct criminal appeals in cases with a death sentence imposed; hears direct appeals in election cases; may accept direct special actions brought in the Supreme Court against state officials; regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; adopts rules of procedures for all courts of the state; provides administrative supervision over all courts of the state; and chairs the Commissions on Appellate and Trial Court Appointments.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,550.3	4,529.3	4,554.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,550.3	4,529.3	4,554.0
FTE Positions	41.1	41.1	41.1

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 2008 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
All cases on file	1,355	1,400	1,400
All cases terminated	960	1,100	1,100
Cases pending	395	280	280
New case filings	1,086	1,100	1,100
State Bar matters on file	136	180	180
State Bar matters terminated	124	150	150
State Bar activity reports	1,650	1,500	1,500
All other cases on file	18	17	17
All other cases terminated	11	10	10

COU 2.0	Program Summary
ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	
Dave Byers, Administrative Director	
Phone: (602) 452-3307	
AZ Constitution, Article VI, Sections 3, 7	

Mission:

To assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and to support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.

Description:

Court Administration is responsible, through nine operating divisions and the Office of the Administrative Director, for providing administrative support to the Chief Justice and Supreme Court; for liaison activities with executive and legislative branch agencies and other judicial departments; for coordinating strategic projects that have potential to change the way courts do business; and, for providing internal and external administrative support for the judicial department. The divisions are Administrative Services; Adult Services; Certification and Licensing; Court Services; Dependent Children's Services; Education Services; Human Resources; Information Technology; and Juvenile Justice Services. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	7,796.8	9,634.5	9,634.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	186.1	0.0	0.0
Program Total	7,982.9	9,634.5	9,634.5
FTE Positions	48.0	41.9	41.9

- ◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Operational reviews completed	20	20	20
Average days to complete an operational review report	233	180	180
Average reviews per specialist	4	4	4

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Internal and external users connected to the Arizona Judicial Information Network	7,841	7,500	7,500
Infrastructure cost per user (dollars)	871	918	918
Explanation: Increased cost in FY07 and FY08 related to data center move.			
Uptime of network availability during normal operating hours (percentage)	99.71	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	97	97	97
% of users with AJIN access (percentage)	100	100	100

- ◆ **Goal 3** To provide accurate, prompt and professional responses to questions or problems concerning court operations, procedures and/or other technological issues received by the AOC Support Center.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Total Number of Questions/Issues Received	30,012	35,000	35,000
Number of Questions/Issues Received - Urgent Priority	67	150	150
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	91	85	85
Number of Questions/Issues Received - High Priority	358	400	400
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	94	85	85
Number of Questions/Issues Received - Medium Priority	28,410	32,500	32,500
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	92	85	85

COU 3.0	Program Summary
REGULATORY ACTIVITIES	
Nancy Swetnam, Division Director	
Phone: (602) 452-3362	
A.R.S. §§ 32-4001; 28-3391 to 28-3399; 14-5651; 8-134	

Mission:

To train, certify and monitor regulatory activities placed under the oversight of the Arizona Supreme Court.

Description:

The program is responsible for oversight of certification, testing, training, compliance and discipline of regulatory programs under the jurisdiction of the Arizona Supreme Court.

This Program Contains the following Subprograms:

- ▶ Court Reporters
- ▶ Confidential Intermediary
- ▶ Private Fiduciary
- ▶ Defensive Driving School Regulation

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	899.6	1,146.3	1,146.3
Other Non Appropriated Funds	2,775.0	2,064.3	2,064.3
Program Total	3,674.6	3,210.6	3,210.6
FTE Positions	32.6	36.0	36.0

COU 3.1	Subprogram Summary
COURT REPORTERS	
Linda Grau, Program Manager	
Phone: (602) 452-3888	
A.R.S. §§ 32-4001 et. seq.	

Mission:

To certify individuals in the state who engage in the stenographic or voice writing reporting of proceedings in any Court and who take depositions for use in any Arizona court.

Description:

A.R.S. Title 32, Chapter 40, requires individuals who engage in stenographic or voice writing reporting of proceedings for use in any court in this state be certified by the Board of Certified Reporters. The Board administers examinations for the certification of reporters and recommends to the Arizona Supreme Court rules to implement and enforce the provisions of the law. The Board also has authority to investigate alleged violations of certified reporters and to take appropriate disciplinary action. The program began during FY 2000; effective January 1, 2007, voice writer reporters must be certified, in addition to stenographic reporters.

*Funding includes Regulatory Activities from all non appropriated funds in addition to court reporter.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,775.0	2,064.3	2,064.3
Program Total	2,775.0	2,064.3	2,064.3
FTE Positions	18.9	22.3	22.3

- ◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Applications received (new and renewal)	470	15	470
Certifications granted	460	1	460
Certifications denied	0	0	0
Average number of days from receipt of application to decision regarding certification	60	60	60
Number of certified reporters (end of year)	456	480	480

- ◆ **Goal 2** To investigate and process complaints against certified court reporters to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Complaints received	14	10	10
Complaints closed	8	10	10
Disciplinary action	6	1	1
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	146	180	180
Complaint closure rate (percent)	57	98	98
Percent of cases closed within 22 month standard	100	98	98

COU 3.2	Subprogram Summary
CONFIDENTIAL INTERMEDIARY	
Linda Grau, Program Manager	
Phone: (602) 452-3888	
A.R.S. § 8-134	

Mission:

To train, certify and monitor Confidential Intermediaries to facilitate contact between adoptees or adoptive parents and birth parents and biological siblings while protecting court and agency records and anonymity of those who desire it.

Description:

The Board certifies Confidential Intermediaries (CIs), as specified by the court, to act as a liaison between an adoptive parent, guardian or an adoptee or a birth parent or birth sibling in establishing contact. The CI has statutory authority to access confidential court and agency adoption records to facilitate the search. The program facilitates voluntary contact, while protecting the confidentiality of those who desire their adoption records to remain sealed. The Arizona Supreme Court has adopted rules and procedures to implement and operate the program, and established fees, training, and standards of conduct for CIs with appropriate disciplinary action as necessary. Effective January 1, 2008, CIs will have the statutory authority to facilitate contact between siblings who have been separated as the result of dependency/foster care.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	74.0	190.0	190.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	74.0	190.0	190.0
FTE Positions	2.5	2.5	2.5

◆ **Goal 1** To promptly process and review applications for initial certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of applicants for certification	0	10	10
Average number of days from receipt of complete application requirements to decision regarding certification	NA	90	90
Explanation: No applications received			
Number of individuals granted certification	NA	10	0
Explanation: No applications received			
Number of individuals denied certification	NA	0	0
Explanation: No applications received			
CIs certified (end of year)	43	50	50

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of applications received	NA	40	NA
Number of individuals granted recertification	NA	40	NA
Number of individuals denied recertification	NA	0	NA
Number of days from submission of complete renewal application to decision regarding renewal	NA	55	NA

◆ **Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified CIs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of individuals receiving initial training	0	10	10
Explanation: No new certificate holders in FY10			

◆ **Goal 4** To assist CIs to provide high quality service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Cases closed	66	60	60
Explanation: As of 1/1/08, CI's no longer required to get permission to open a case			

◆ **Goal 5** To investigate and process complaints against certified confidential intermediaries to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Complaints received	0	1	1
Explanation: No complaints received in FY10			
Complaints closed	0	1	1
Explanation: No complaints received in FY10			
Disciplinary action	0	0	0
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	NA	120	120
Explanation: No complaints received in FY10			
Complaint case closure rate (percent)	NA	100	100
Explanation: No complaints received in FY10			
Percent of cases closed within standard of 22 months	NA	100	100
Explanation: No complaints received in FY10			

COU 3.3	Subprogram Summary
PRIVATE FIDUCIARY	
Katherine Boots, Program Manager	
Phone: (602) 452-3415	
A.R.S. § 14-5651	

Mission:

To certify, audit and discipline certified fiduciaries who are court appointed to serve as guardians for incapacitated persons, conservators for persons in need of protection and personal representatives for decedent estates.

Description:

A.R.S. § 14-5651 requires persons, who serve for a fee and are unrelated to a person or not nominated by will, and are appointed by the Superior Court, to be certified by the Arizona Supreme Court. The program certifies individuals who meet the statutory requirements and serve by court appointment as guardians, conservators, and personal representatives. The program develops and enforces the rules and policies necessary to implement A.R.S. § 14-5651. The program provides initial and renewal certification for fiduciaries. The program investigates alleged misconduct by fiduciaries and takes appropriate disciplinary action as necessary. The program conducts random compliance audits of certified fiduciaries.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	228.2	293.0	293.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	228.2	293.0	293.0
FTE Positions	3.6	3.6	3.6

◆ **Goal 1** To promptly process and review certification applications and reports for issuance or denial of initial certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of applications received	13	20	20
Number of individuals certified	22	19	19
Number of applications denied	1	1	1
Number of days from receipt of complete application requirements to decision regarding certification	60	60	60
Number of fiduciaries certified at end of year	278	320	320

◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

*Fiduciaries renew certification every other year, in the even numbered year. Therefore, there is no renewal in FY07 or FY09.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of applications received	273	n/a	300
Number of individuals granted recertification	106	n/a	100
Number of applications denied recertification	0	n/a	0
Number of days from submission of complete renewal application to decision regarding renewal	60	n/a	60

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of complaints received	12	23	23
Number of complaints closed	26	24	24

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of disciplinary actions	8	8	8
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	412	250	250
Complaint case closure rate (percent)	217	100	100
Percent of complaints resolved within 22 month standard	90	98	98

◆ **Goal 4** To conduct audits of certified fiduciaries and their businesses to insure compliance with statutes, administrative code sections and court orders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of notice of engagement letters	3	4	4
Fieldwork completed	4	4	4
Corrective Action Plans in Place	1	4	4
Number of final reports completed	6	4	4

COU 3.4	Subprogram Summary
DEFENSIVE DRIVING SCHOOL REGULATION	
Katherine Boots, Program Manager	
Phone: (602) 452-3415	
A.R.S. §§ 28-3391 to 28-3399	

Mission:

To train, certify and monitor the use of defensive driving schools and defensive driving instructors by the Arizona courts.

Description:

The program certifies and monitors defensive driving schools and instructors that may be used by the Arizona courts for diversion of traffic offenses and provides information to courts on the operation of the program. A statewide database is maintained to record defensive driving course completion and to verify eligibility for participation in the diversion program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	597.4	663.3	663.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	597.4	663.3	663.3
FTE Positions	7.6	7.6	7.6

◆ **Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Operational reviews of schools completed	2	5	5
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	95	95	95
Instructors monitored	103	130	130

◆ **Goal 2** To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average days to complete error change requests from schools	2	1	1
Percent of student completions reported by schools on time	98.64	95	95
Court information change requests processed	270	340	340

◆ **Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
New instructors completing training	29	40	40
Current instructors receiving ongoing training	148	215	215
Percent of instructors indicating training programs are responsive to their needs	98	98	98

◆ **Goal 4** To ensure reporting procedures are established and followed for courts and schools to verify accurate fee payment, reporting and processing of defensive driving program traffic dismissals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Complaints received	12	15	15
Complaints closed	11	15	15
Complaint case clearance rate (percent)	92	100	100
Disciplinary actions	5	2	2
Average number of days from receipt of complaint to closure	286	250	250
Percentage of complaint cases closed within 22 month standard	100	98	98

◆ **Goal 6** To promptly process and review applications for certification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Applications received	186	30	186
Certifications granted	181	35	181
Certifications denied	5	5	5
Average number of days from receipt of complete application to decision regarding certification (Instructors)	60	60	60
Number of certified schools (end of year)	29	29	29

COU 4.0	Program Summary
COURT ASSISTANCE	
Kevin Kluge, Chief Financial Officer	
Phone: (602) 452-3395	
See Individual Programs	

Mission:

To aid Arizona courts in protecting children, families, and communities while providing swift, fair access to justice.

Description:

Various divisions within the Administrative Office of the Courts provide support throughout the Arizona Judicial Department by administering and monitoring various statutorily created funds and Arizona Supreme Court established programs to assist in the improvement of Arizona court processes.

This Program Contains the following Subprograms:

- ▶ Judicial Education
- ▶ Domestic Relations
- ▶ State Grand Jury
- ▶ Post Conviction Relief
- ▶ Judicial Assistance
- ▶ State Aid to the Courts
- ▶ Judicial Collection Enhancement
- ▶ Defensive Driving
- ▶ Drug Enforcement
- ▶ Alternative Dispute Regulation
- ▶ Case Processing Assistance

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	883.1	1,005.3	1,005.3
Other Appropriated Funds	29,096.2	34,675.2	29,349.1
Other Non Appropriated Funds	15,331.5	21,095.6	21,095.6
Program Total	45,310.8	56,776.1	51,450.0
FTE Positions	48.4	58.6	58.6

COU 4.1	Subprogram Summary
JUDICIAL EDUCATION	
Jeffrey Schrade, Division Director	
Phone: (602) 452-3000	
ACJA 1-302, 1-108	

Mission:

To improve the service the judiciary provides to the public and internal customers by increasing the expertise, skills and abilities of all judicial personnel through a comprehensive, relevant, accessible and high-quality system of judicial education.

Description:

In support of the division's mission, staff have an obligation to provide mandated training for certain categories of court personnel. This includes orientation for new limited and general jurisdiction judges; a certification academy and testing component for new probation officers; and offerings in required programs for judicial staff, including programs on the court system, communication skills, dealing with the public and current issues in the court. In these and other programs, the division strives to involve individuals in the court system in the planning and implementation of programs for their respective positions; to fairly provide programs for all categories of judicial personnel; and to utilize a variety of delivery mechanisms to assure the availability of programs for individuals of all job categories and geographic locations.

This program supports and maintains a statewide system of judicial education and manages oversight of personnel compliance with judicial education standards; maintains, staffs and facilitates a comprehensive system of curriculum and program development committees; maintains a statewide system of local training coordinators to sponsor and monitor local training; conducts and/or facilitates curriculum, program and faculty development programs/processes for statewide judicial education; coordinates and produces conferences, workshops, seminars, videos and broadcasts for judges and non-judge staff; and implements directives of the Committee on Judicial Education and Training and its subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Judicial Staff Education Committee and the Court Leadership Institute of Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	168.0	169.3	169.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	168.0	169.3	169.3
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To provide continuing education to all members of the judiciary.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of sessions offered to judges (limited, general and appellate jurisdictions)	210	195	195
Number of sessions offered to probation, detention and surveillance officers	526	650	550
Number of sessions offered to judicial staff	177	125	130
Number of judges participating in Education Services Division sponsored programs	1,044	1,000	1,155

Explanation: These are duplicated counts of judges, probation staff and judicial staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	1,161	800	825
Explanation:	Probation participant numbers jumped significantly due to addition of Defensive Tactics, Firearms Training, Officer Safety Train the Trainer, and Faculty Skill Development for Officer Safety Instructors statewide.		
Number of judicial staff participating in Education Services Division sponsored programs	3,176	2,200	2,300

◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of educational hours offered to judges (limited general and appellate jurisdictions)	346	500	390
Number of educational hours offered to probation, detention and surveillance officers	1,229	1,400	1,300
Number of educational hours offered to judicial staff	322	300	360
Percent of judges in compliance with annual continuing education mandate	100	100	100
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	98	100	100
Percent of judicial staff in compliance with annual continuing education mandate	99.8	100	100

◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of faculty used to train judges	306	240	260
Number of faculty used to train probation, detention and surveillance officers	407	400	410
Number of faculty used to train judicial staff	225	150	185
Percent of total faculty used paid for services to train judges	0	10	10
Percent of total faculty used paid for services to train probation, detention and surveillance officers	0	20	12
Percent of total faculty used paid for services to train judicial staff	1	10	10
Cost per participant hours from total budget to train judges	10.33	20	30
Cost per participant hours from total budget to train probation, detention and surveillance officers	9.06	15	24
Cost per participant hours from total budget to train judicial staff	8.80	10	21

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total number of seminars/workshops	102	50	50
Total number of conferences	2	7	6
Total number of residential programs	24	40	24
Total number of broadcasts	7	5	10
Total number of computer based programs	314	250	250
Total number of publications	262	250	275
Total number of WENDELL website "hits"	50,166	50,000	50,000
Total number of materials checked out of resource library	141	500	500

COU 4.2	Subprogram Summary
DOMESTIC RELATIONS	
Theresa Barrett, Program Manager	
Phone: (602) 452-3364	
A.R.S. § 25-323.01	

Mission:

To provide leadership, coordination, and technical support for the development of domestic relations and child support enforcement programs and policies and to improve the administration of justice in Arizona communities on issues of domestic violence.

Description:

This program coordinates and supports the activities of the legislatively established Child Support Committee and Domestic Relations Committee. These committees address statewide strategic planning for child support and consolidation/revision of domestic relations statutes. In addition, this program provides staff support for the Committee on the Impact of Domestic Violence and the Courts, established by Administrative Order of the Supreme Court.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	527.2	648.1	648.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	527.2	648.1	648.1
FTE Positions	4.9	4.9	4.9

◆ **Goal 1** To provide timely, effective administrative and technical support to the legislative co-chairs and committee members.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of time minutes were provided in 10 days & at least 24 hours prior to meeting	100	100	100
Percent of annual committee reports completed on schedule	100	100	100

◆ **Goal 2** To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators, to review standards and evaluate statewide domestic relations education on children's issues programs in accordance with statute and Supreme Court administrative order.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of annual reports received and analyzed from prior fiscal year	100	100	100
Explanation:	New measure, starting in FY09		
Number of alternative format programs reviewed.	1	8	8

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of time minutes were provided in 20 days & notice 48 hours 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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
State and local contacts monitored and evaluated for proceedings and services following statutes and court	80	50	50

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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rules.

- ◆ **Goal 5** To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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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	NA
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	776	300	300

COU 4.3	Subprogram Summary
STATE GRAND JURY	
Kevin Kluge, Chief Financial Officer	
Phone: (602) 452-3395	
A.R.S. § 21-428(B)	

Mission:

To provide for reimbursement of grand jury expenses as required by law.

Description:

The program provides the mechanism for reimbursement of the direct costs incurred by a county for impaneling a grand jury and the related costs associated with the grand jury's function and duties. Expenses that are reimbursed include juror fees, lodging, meals and mileage, attorneys, interpreters, investigators and expert witnesses appointed to a particular case and transcript preparation.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	77.8	97.9	97.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	684.5	976.8	976.8
Program Total	762.3	1,074.7	1,074.7
FTE Positions	0.2	0.2	0.2

- ◆ **Goal 1** To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Claims processed	7	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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	110.1	90.0	90.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	110.1	90.0	90.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Claims processed	19	20	20

COU 4.5 Subprogram Summary

JUDICIAL ASSISTANCE

Kevin Kluge, Chief Financial Officer
 Phone: (602) 452-3395
 AZ Const., Art. VI, Section 19, 20, A.R.S. §§ 12-143, 38-813

Mission:

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

Description:

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

- ◆ **Goal 1** To provide reimbursement as required for judges pro tempore and retired judges called to serve in the superior and appellate courts of the state. <=Funding for this program has been eliminated through budget cuts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Reimbursement provided	0	0	0

COU 4.6 Subprogram Summary	
STATE AID TO THE COURTS	
Amy Wood, Program Manager	
Phone: (602) 452-3337	
A.R.S. § 12-102.02	

Mission:

To improve the processing of criminal cases in the Arizona Superior Court and Justice Courts.

Description:

The Arizona Supreme Court is required to administer the monies in the State Aid to Courts Fund. In addition to administering the fund, this program distributes monies to the Superior Court, including the Clerk of Court, and the Justices Courts in each county based on a composite index formula using Superior Court felony filings and county population.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,382.4	8,270.9	2,944.8
Other Non Appropriated Funds	10,342.1	16,693.9	16,693.9
Program Total	14,724.5	24,964.8	19,638.7
FTE Positions	20.8	31.0	31.0

◆ **Goal 1** To reduce felony case processing delays to improve public protection and to provide swift, fair justice for victims and those accused of crimes. (Target is to have 90% of all felony cases processed within 100 days.)

- Performance Measure 1 for FY09 reflects 10 of the 15 Arizona counties including the 2 largest counties, Maricopa and Pima. The 5 counties that were unable to report within the time allotted are undergoing a period of transition related to a new court case management system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of counties' criminal cases processed within the 100 day target	61	70	70
Percent of counties conducting criminal case processing improvement projects	80	100	100

COU 4.7 Subprogram Summary	
JUDICIAL COLLECTION ENHANCEMENT	
Janet Scheiderer, Director	
Phone: (602) 452-3334	
A.R.S. § 12-116	

Mission:

To improve, maintain, and enhance the ability of the courts to collect and manage monies assessed or received by the courts and to improve court automation projects likely to improve case processing or the administration of justice.

Description:

The Judicial Collection Enhancement Fund (JCEF) is used to improve, maintain and enhance the judiciary's ability to collect and manage monies, including child support, restitution, fines and civil penalties. Funds are used for automation of courts, projects to improve case processing and the administration of justice, and to educate courts about revenue enhancement techniques and technology.

*Total FTEs do not include Grant Funded or Field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	19,550.2	18,838.4	20,438.4
Other Non Appropriated Funds	704.5	710.0	710.0
Program Total	20,254.7	19,548.4	21,148.4
FTE Positions	13.9	13.9	13.9

◆ **Goal 1** To improve, maintain and enhance the ability of the courts to collect and manage monies assessed or received by the courts, pursuant to A.R.S. 12-116.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of annual increase in court revenue in prior fiscal year	7.4	7.0	7.0
Difference in percentage change from previous fiscal year in court revenue collections and case filings	9.8	3.0	3.0

◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of all of the courts that have automated case and cash management systems	100	100	100
Percent of annual increase in overall court dispositions at all court levels in prior fiscal year.	2.6	5.0	5.0
Clearance rate (dispositions/filings) for all cases at all court levels in prior fiscal year.	1.07	1.03	1.03

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Mean cycle days receipt of request to court notification of approval/denial	12.7	13	13
Grant management budget as percent of total budget	1	1	1

COU 4.8 Subprogram Summary
DEFENSIVE DRIVING
 Janet Scheiderer, Director
 Phone: (602) 452-3334
 A.R.S. § 28-493

COU 4.9 Subprogram Summary
DRUG ENFORCEMENT
 JL Doyle, Program Manager
 Phone: (602) 452-3465
 A.R.S. § 41-2402

Mission:

To assist courts in enhancing case processing.

Description:

This program oversees the funds in excess of those needed to administer the Defensive Driving Regulation program. These excess funds are placed into the Traffic Case Processing Fund to aid courts. This is done by establishing new and better automation systems that will improve case management, fine collections, paperwork processing and Motor Vehicle Division reporting, and will reduce traffic case backlogs.

*Total FTEs do not include Grant Funded or Field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,606.4	4,595.9	2,995.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,606.4	4,595.9	2,995.9
FTE Positions	3.0	3.0	3.0

- ◆ **Goal 1** To develop automation systems to process all court cases.

Note: Program proposes deleting this goal and corresponding measure.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of courts with a uniform statewide automation system	81	81	81

Mission:

To support the court and its components in furtherance of the federal and state war on drugs.

Description:

Monies from the Drug and Gang Enforcement Account are distributed by the Arizona Criminal Justice Commission to courts and probation departments for local efforts to deter, investigate, prosecute, adjudicate, and punish drug offenders and members of criminal street gangs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,442.2	2,262.5	2,262.5
Program Total	3,442.2	2,262.5	2,262.5
FTE Positions	0.4	0.4	0.4

- ◆ **Goal 1** To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average days drug case processing	136	135	135
Percent of quarterly financial and progress reports submitted according to schedule	100	100	100
Cases that are over 361 days to disposition	1,036	1,035	1,000

Subprogram Summary	
COU 4.10	ALTERNATIVE DISPUTE REGULATION
Amy Wood, Program Manager	
Phone: (602) 452-3337	
A.R.S. § 12-135	

Mission:

To promote the use of court-related alternative dispute resolution programs to increase access to the court system.

Description:

The Alternative Dispute Resolution (ADR) Fund is used for local, regional or statewide projects to create, improve, maintain or enhance alternative dispute resolution programs in the superior or justice courts. Alternative dispute resolution provides disputing parties alternatives to litigation. Examples of alternative dispute resolution methods include mediation and arbitration. Funds are used to develop educational programs (scholarships and conferences).

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	158.2	452.4	452.4
Program Total	158.2	452.4	452.4
FTE Positions	1.3	1.3	1.3

◆ **Goal 1** To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of volunteer mediators trained	167	180	180
Number of volunteer mediator training sessions held	11	15	15

Subprogram Summary	
COU 4.11	CASE PROCESSING ASSISTANCE
Amy Wood, Program Manager	
Phone: (602) 452-3337	
A.R.S. § 41-2401.(D)(8)	

Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and to process orders of protection. Monies are used to fund judges pro tempore and support staff, and to purchase necessary equipment and supplies that courts are unable to obtain through their local funding sources. CPAF also is used to fund innovative projects to improve criminal and delinquency case processing and processing orders of protection.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,557.2	2,970.0	2,970.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,557.2	2,970.0	2,970.0
FTE Positions	2.9	2.9	2.9

◆ **Goal 1** To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent growth in filings in prior fiscal year	-6.0	1.0	1.0
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	.94	1.0	1.0
Months for disposition of pending cases in prior fiscal year	5.3	14	14

◆ **Goal 2** To enhance the ability of the courts to process criminal cases.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent growth in filings in prior fiscal year	-3.0	3.0	3.0
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1.25	1.03	1.03
Months for disposition of pending cases in prior fiscal year	12	10	10

◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Mean cycle days receipt of request to court notification of approval/denial	6	10	10
Grant management budget as percent of total budget	1.3	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

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,977.1	3,910.4	3,910.4
Other Appropriated Funds	2,605.9	3,429.7	2,929.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,583.0	7,340.1	6,840.1
FTE Positions	39.7	39.5	39.5

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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,432.5	3,360.8	3,360.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,432.5	3,360.8	3,360.8
FTE Positions	34.2	34.0	34.0

- ◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Children eligible for review during the fiscal year	15,393	16,020	16,575
Number of child reviews held during the fiscal year	18,180	18,905	19,289
Total number of reviews conducted within the fiscal year	10,911	11,407	11,664
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	74	72	70

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

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
FTEs to support volunteers (Does not include Support Pool)	36.73	36.73	36.73
Number of active volunteers during the fiscal year	637	659	676
Average length of volunteer service during the fiscal year	4.80	4.62	4.78
Number of volunteers meeting or exceeding the yearly training requirement	333	414	425
Number of active Removal Review volunteers during the fiscal year	67	116	114

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Removal Review volunteers meeting or exceeding the yearly training requirement	36	40	40

◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Hotline Calls	976	1,000	1,000

◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Yellow Page referrals	52	50	60
Agency Referrals	84	90	100
Calls attributable to brochures (DES)	244	300	300
Calls attributable to other advertising	596	600	600

◆ **Goal 5** To ensure that each child who is removed from home receives a review of his or her removal

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total number of Removal Reviews facilitated during the fiscal year	1,864	1,701	1,771
Total number of children reviewed by Removal Review Team during the fiscal year	3,403	3,011	3,148
Number of removals in which the majority of the Removal Review team did not agree with the removal	0	1	0

COU 5.2	Subprogram Summary
COURT APPOINTED SPECIAL ADVOCATE	
Bonnie Marcus, Program Manager	
Phone: (602) 452-3583	
A.R.S. § 8-522	

Mission:

To administer and monitor a community-based volunteer advocacy program in the Juvenile Court System for abused and neglected children.

Description:

The Arizona CASA Program is comprised of the state office, county programs, and volunteers who serve abused and neglected children. The state office administers the program by monitoring county programs to ensure compliance with all relevant statutes, orders, policies and procedures, and funding agreements. In addition, the state office provides services, including recruiting tools, training opportunities, and technical assistance and support to county programs and volunteers. County programs educate communities in order to recruit, maintain, and supervise qualified volunteers to advocate for children involved in juvenile court proceedings as required by A.R.S. §§ 8-522 to 8-523, and Arizona Rules of Court, Rules 22 and 22.1.

CASA volunteers are specially trained citizens who are appointed to an individual dependency case by presiding juvenile judges and function as independent advocates for children who are wards of the court. Volunteers help ensure that a child's right to a safe, permanent home is actively pursued. The CASA volunteer has three main roles: 1) to conduct an independent assessment of the case and advocate for needed services for the child and family; 2) to provide written reports and testimony to the juvenile court judge to enable the judge to make the best decision possible; and 3) to be a consistent presence in the child's life, acting as an advocate throughout the court proceedings.

The Court Appointed Special Advocate Fund receives 30 percent of unclaimed state lottery prize money pursuant to A.R.S. § 5-518 and 8-524.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	102.0	102.0	102.0
Other Appropriated Funds	2,605.9	3,429.7	2,929.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,707.9	3,531.7	3,031.7
FTE Positions	5.5	5.5	5.5

◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Children eligible for CASA assignment during the year	15,393	16,020	16,575
Children with CASA assigned as of 6/30	1,250	1,277	1,301
Total Number of volunteers as of 6/30	764	779	794
Volunteers serving during the year	995	1,014	1,034
Number of Assigned CASAs as of 6/30	608	620	632
Number of volunteers during the year completing the required number of hours	504	529	555
Percent of number of volunteers serving during the year completing the required number of hours	51	52	54
Average number of in-service training hours volunteers received	17.60	17.60	17.60

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of volunteer files reviewed	194	198	205
Percent of required items reviewed and found to be in compliance	97	98	97
Total number of case files reviewed	192	195	200
Explanation: Increased FY07 number is due to Maricopa County operational review.			
Percent of required items reviewed and found to be in compliance	97	98	98

COU 5.3	Subprogram Summary
MODEL COURT - COURT IMPROVEMENT PROJECT	
Rob Shelley, Program Coordinator	
Phone: (602) 452-3416	
A.R.S. § 8-824	

Mission:

To evaluate and improve Arizona's dependency case management in order to reduce the amount of time children spend in out of home placement.

Description:

In 1998, based upon a federal dependency court improvement initiative and the Pima County Model Court pilot, new laws governing dependency case time lines and processing were passed. The Court Improvement Program oversees the implementation of this re-engineering of the dependency court process. Program responsibilities include providing technical assistance, training and funding to juvenile courts as they implement the new and revised statutes and improve their handling of dependency petitions. This also includes the implementation of dependency operational reviews and expanding dependency data collection through the use of the Arizona Juvenile On-Line Tracking System, JOLTS.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	442.6	447.6	447.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	442.6	447.6	447.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To reduce the time frame from removal to permanency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	76	80	85
Average number of days to adjudication	46	50	50
Percent of petitions for which a permanency hearing was completed within 12 months of removal	82	85	88

COU 6.0	Program Summary
JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	
Niki O'Keeffe, Division Director	
Phone: (602) 452-3306	
AZ Constitution, Article VI, Sections 36, 42	

Mission:

To nominate highly qualified individuals for appointment to the Supreme Court, the Court of Appeals, and the Superior Court in Maricopa and Pima counties and to evaluate the performance of all justices and judges who stand for retention and provide the results of those evaluations to the voters before each retention election.

Description:

Vacancies on the Supreme Court or the Court of Appeals are filled by appointment by the Governor from a list of not less than three nominees for each vacancy submitted by the 16-member Commission of Appellate Court appointments. Vacancies on the Superior Court for Maricopa and Pima Counties are filled by appointment by the Governor from a list of not less than three nominees for each vacancy as submitted by the 16-member Commission on Trial Court Appointments for Maricopa and Pima Counties. The three commissions operate under Rules of Procedure adopted by the Supreme Court.

Judicial Performance Review provides a mechanism for surveying attorneys, litigants/witnesses, jurors, peers, court staff, and administrative contacts about the performance of all merit retention justices and judges. The surveys are conducted twice during each term of office. The "pre-election" includes public hearings and the opportunity to comment on a specific judge in writing. Information is disseminated to the public before each general election as part of the Secretary of State's "Voter Information Guide." This program complies with the Americans with Disabilities Act and Federal Minority Rights Voting Act requirements. The information is also reviewed with the judge as a tool for professional growth and improvement. The Commission operates under Rules of Procedure adopted by the Supreme Court.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	333.1	424.4	424.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	333.1	424.4	424.4
FTE Positions	4.3	3.6	3.6

◆ **Goal 1** To ensure the nominating commissions candidate submissions meet the constitutional requirements on considering the diversity of the state's or county's population and nominee submission time line.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Applications received from minorities and women as a percent of all applications	42	45	50
Nominations of minorities and women as a percent of all nominations	50	50	50
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100

◆ **Goal 2** To efficiently meet their constitutional duties.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Cost per appellate court vacancy (dollars)	3,600	4,000	4,000
Cost per trial court vacancy (dollars)	910	1,000	1,000

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention

judge.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Survey forms distributed	61,700	7,000	62,000
Survey forms returned	16,300	2,500	17,000

◆ **Goal 4** To widely disseminate the results of the survey and review process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Pamphlets distributed (in thousands)	0	1,650	0
Explanation:	Pamphlets are not distributed in a non-election year.		
Telephone Contacts	35	200	50
Website Hits	40,400	2,000,000	42,000

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 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	415.9	514.0	514.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	415.9	514.0	514.0
FTE Positions	4.0	4.0	4.0

- ◆ **Goal 1** To investigate and resolve all complaints of judicial misconduct in accordance with Constitutional mandates. (These numbers are based on Fiscal-year data from July 1, 2007 through July 30, 2008)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Inquiries	760	750	750
Complaints processed	382	380	380
Formal and Informal Advisory Opinions	398	250	250
Preliminary investigations	348	220	220
Motions for reconsideration	46	48	48
Sanctions and other warnings	72	60	60

COU 8.0	Program Summary
JUDICIAL COMPENSATION	
Kevin Kluge, Chief Financial Officer	
Phone: (602) 452-3395	
AZ Constitution, Article VI, Section 9, A.R.S. § 12-120	

Mission:

To fund the state portion of the salary and employee related expenses of Superior Court judges.

Description:

The Arizona Superior Court, which has at least one judge in every county, is the state's only general jurisdiction court. Additional Superior Court judges may be authorized in each county having a census greater than 30,000 inhabitants and upon petition by the Board of Supervisors to the Governor. A Superior Court judge may be authorized for each 30,000 inhabitants or majority fraction thereof. Superior Court judges hear all types of cases except small claims, minor offenses or violations of city codes and ordinances. One-half of the Superior Court judges' salaries are provided by the state as required by A.R.S. § 12-128.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	16,186.4	7,413.4	7,599.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	112.3	173.1	173.1
Program Total	16,298.7	7,586.5	7,772.7
FTE Positions	175.3	82.0	82.0

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2004 activity level, which also is an estimate. Cases pending are as of 6/30.)

* The 2008 actual total reflects an estimated figure.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
All cases on file in prior fiscal year	452,907	436,000	436,000
All cases terminated in prior fiscal year	233,288	209,000	209,000
Cases pending in prior fiscal year	221,546	225,000	225,000
New filings (includes transfer in cases) in prior fiscal year	243,867	230,000	230,000
Other proceedings in prior fiscal year	49,765	50,000	50,000

COU 9.0	Program Summary
ADULT PROBATION SERVICES	
Kathy Waters, Division Director	
Phone: (602) 452-3468	
A.R.S. § 13-901	

Mission:

To foster the continued development and effective implementation of a balanced approach to Adult Community Corrections, including protection of the public through offender accountability and rehabilitation, and restoration of the community primarily through the collection of restitution and completion of community service.

Description:

Arizona's adult probation system is decentralized, with each of the fifteen county probation departments reporting directly to either the presiding judge of the Superior Court in their respective county or the Court Administrator. The Adult Services Division of the Administrative Office of the Courts administers and oversees nine major state programs/funds which help support the adult probation system: Intensive Probation Supervision (IPS); Adult Standard Probation; Community Punishment Program (CPP); Criminal Justice Enhancement Fund (CJEF); Drug Enforcement Account (DEA); Interstate Compact (ISC); the Drug Treatment and Education Fund (DTEF); Transferred Youth (TY); and the Judicial Collection Enhancement Fund (JCEF). The Division works with the county probation departments to ensure adequate resources are available for them to meet required operational standards based upon applicable statutes, administrative orders and funding requirements. The Division also coordinates approximately 300 state vehicles provided for adult and juvenile probation and surveillance officers, facilitates training events, conducts research and statistical compilation, and provides technical assistance on a variety of probation related matters.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Community Punishment
- ▶ Interstate Compact
- ▶ Drug Treatment and Education
- ▶ Global Positioning Systems (GPS)

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	24,596.2	24,937.4	24,937.4
Other Appropriated Funds	1,734.6	2,316.3	2,316.3
Other Non Appropriated Funds	3,390.3	4,038.1	4,038.1
Program Total	29,721.1	31,291.8	31,291.8
FTE Positions	28.7	27.7	27.7

COU 9.1	Subprogram Summary
STANDARD PROBATION	
Kathy Waters, Division Director	
Phone: (602) 452-3468	
A.R.S. § 12-261	

Mission:

To provide financial assistance to probation departments to promote public safety by the responsible supervision of probationers in the community.

Description:

The program provides funding in an effort to maintain the statutory caseload average of 60 adult probationers per probation officer (60:1) and creates the availability of state funding to supplement county funds in order to achieve or maintain that 60:1 ratio. The funding must be used primarily for the payment of probation officer salaries to attain the caseload average.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	13,382.9	13,543.3	13,543.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	13,382.9	13,543.3	13,543.3
FTE Positions	10.1	9.6	9.6

◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Operational reviews conducted	3	2	3
Percent of operational reviews completed within prescribed time frame	67	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100

◆ **Goal 2** To promote victim and community restoration and hold adult standard probationers accountable while providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of court-ordered restitution paid by active standard probationers	50	50	55
Explanation: FY 2010 Actual reflects data from 14 of 15 counties			
Percent of community service hours completed	61	60	65
Percent of probationers exiting standard probation and not committed to county jail or DOC	82	83	85

◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Certification Academies conducted	2	3	3
Regional training events	170	80	85
Percent of probation personnel in compliance with COJET requirements	99	100	100

◆ **Goal 4** To promote public safety by providing each county probation department with adequate resources to meet required

operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of probation departments in compliance with 65:1 mandate	49	100	100
Explanation:	65:1 mandate became effective in FY10; prior mandate was 60:1		
Percent of probation departments whose funding is primarily used for payment of probation officer salaries	100	100	100
Percent of probationers successfully completing probation	75	78	80
Average annual state cost per probation slot (in dollars) in prior fiscal year	1,261	1,376	1,376
Explanation:	FY08 actual cost reflected in FY09 Actual due to lag in obtaining data.		

COU 9.2	Subprogram Summary
INTENSIVE PROBATION	
Kathy Waters, Division Director	
Phone: (602) 452-3468	
A.R.S. § 13-913 et. seq.	

Mission:

To provide a highly structured and closely supervised probation alternative which emphasizes the payment of restitution.

Description:

The program provides intensive supervision, through the use of probation officer/surveillance officer teams, to offenders who would otherwise have been incarcerated in the Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. Pursuant to statute, supervision teams of one probation officer and one surveillance officer can supervise a maximum of 25 intensive probationers and a team consisting of one probation officer and two surveillance officers can supervise no more than 40 probationers. In small counties, one probation officer is authorized to supervise up to 15 intensive probationers. Intensive probationers are required to: maintain employment or full-time student status or perform community service at least six days per week; pay restitution and monthly probation fees; establish residency at a place approved by the probation team; remain at their place of residence except when attending approved activities; allow the administration of drug and alcohol tests; perform at least forty hours (with good cause the court can reduce to twenty hours) of community service work each month except for full-time students, who may be exempted or required to perform fewer hours; and meet any other conditions set by the court.

* Beginning with FY 2004, Maricopa County is not included in the statewide results. Beginning in FY 2007, Maricopa and Graham Counties not included.

* Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	10,579.4	10,752.3	10,752.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	10,579.4	10,752.3	10,752.3
FTE Positions	8.2	7.8	7.8

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of eligible IPS probationers participating in a treatment program	62	65	67
Percent of IPS probationers maintaining full-time employment	53	60	60
Percent of IPS probationers not testing positive for illegal drug use	68	80	80
Explanation:	14 of 15 counties reporting		
Percent of court-ordered restitution paid by active IPS probationers	69	60	70
Explanation:	14 of 15 counties reporting		
Percent of community service hours completed	74	80	85
Percent of probationers exiting IPS and not committed to county jail or DOC	55	60	60

◆ **Goal 2** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of probation departments in compliance with statutorily prescribed caseload	92	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100
Percent of probationers successfully completing probation	23	40	50
Average annual state cost per probation slot (in dollars) in prior fiscal year	7,371	7,803	7,803

Explanation: FY09 result is actual FY08 cost due to delay in getting data.

- ◆ **Goal 3** To provide an advanced training program (Arizona Institute for Intensive Probation) and technical assistance to IPS officers to ensure compliance with program direction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
IPS institutes conducted	2	2	2
Percent of IPS officers completing the institute	100	100	100

COU 9.3	Subprogram Summary
COMMUNITY PUNISHMENT	
Kathy Waters, Division Director	
Phone: (602) 452-3468	
A.R.S. § 12-299	

Mission:

To enhance both intensive and standard probation services in an effort to divert offenders from prison or jail and promote public safety through locally designed treatment and control-oriented programming.

Description:

The Community Punishment Program (CPP) provides funds which augment general probation conditions and community-based programs emphasizing supervision, surveillance, control, public protection, community work service, restitution, and victims' rights, as well as opportunities for rehabilitation and treatment.

* Beginning with FY 2004, Maricopa County is not included in the statewide results.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,734.6	2,316.3	2,316.3
Other Non Appropriated Funds	3.5	100.0	100.0
Program Total	1,738.1	2,416.3	2,416.3
FTE Positions	0.9	0.9	0.9

- ◆ **Goal 1** To promote victim and community restoration and hold accountable adult community punishment probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of active probationers who received CPP funded services	2,273	2,275	2,275

COU 9.4	Subprogram Summary
INTERSTATE COMPACT	
Dori Ege, Program Manager	
Phone: (602) 452-3324	
A.R.S. § 31-461	

Mission:

To provide supervision to probationers transferring to Arizona and monitor the supervision of probationers transferred to other states from Arizona.

Description:

The program provides for the supervision of probationers transferring to Arizona from other states, and probationers transferring from Arizona to other states. County probation departments investigate requests of probationers sentenced in other states who wish to transfer their probation supervision to Arizona. After investigation, these requests are either denied or accepted. If accepted, county probation departments provide supervision for transferred probationers. Arizona probation officers monitor compliance with probation conditions and initiate corrective action, if deemed necessary, through the state Compact Office. Arizona probation departments also maintain contact with probationers transferred from Arizona to other states and collect court-ordered monetary assessments, including restitution and fines.

* Beginning with FY04, Maricopa County is not included in the statewide result. Beginning in FY 2007, Maricopa and Graham Counties are not included

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	633.9	641.8	641.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	633.9	641.8	641.8
FTE Positions	4.9	4.8	4.8

◆ **Goal 1** To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of transfer investigation requests completed within forty-five days of receipt, as required	94	95	95
Percent of victim assistance fund payments collected	55	56	58
Average satisfaction rating by states participating in the interstate compact (Scale 1-8)	N/A	7.0	7.0

COU 9.5	Subprogram Summary
DRUG TREATMENT AND EDUCATION	
Cliff Ford, Treatment Manager	
Phone: (602) 452-3558	
A.R.S. § 13-901.02	

Mission:

To provide treatment and education services to substance abusing probationers.

Description:

The Drug Treatment and Education Fund provides funding to augment treatment and education services for substance abusing offenders convicted of personal possession or use of a controlled substance.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,386.8	3,938.1	3,938.1
Program Total	3,386.8	3,938.1	3,938.1
FTE Positions	4.6	4.6	4.6

◆ **Goal 1** 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 2010 Actual	FY 2011 Estimate	FY 2012 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	5,800	6,000	6,200
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	1,377	1,500	1,500

COU 9.6	Subprogram Summary
GLOBAL POSITIONING SYSTEMS (GPS)	
Kathy Waters, Division Director	
Phone: (602) 452-3468	
ARS 13-902(G)	

Mission:

To provide global positioning system monitoring for probationers sentenced under ARS 13-902(G).

Description:

A.R.S. §13-902(G) provides that beginning November 1, 2006 after conviction of a dangerous crime against children as defined in A.R.S. §13-604.01, if a term of probation is imposed, the court shall require global position system monitoring for the duration of the term of probation. Many probationers sentenced under A.R.S. §13-902(G) are placed on probation for long terms extending up to life-time probation supervision.

The GPS program offers the highest level of community-based supervision available for those probationers convicted of Dangerous Crimes Against Children. Further, the GPS program allows probationers to receive treatment while in the community or continuing their treatment once released from incarceration. This balanced approach results in short-term public safety through monitoring and potential long-term public safety by offering the probationer the opportunity to change their behavior through treatment.

- ◆ **Goal 1** To monitor all GPS offenders on probation as prescribed by statute

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of probationers on GPS	219	300	345

COU 10.0	Program Summary
JUVENILE PROBATION SERVICES	
Chad Campbell, Division Director	
Phone: (602) 452-3450	
A.R.S. § 8-201	

Mission:

To effectively oversee the statewide administration of local juvenile probation services and programs which promote community protection by requiring juvenile accountability and by providing treatment opportunities which result in law abiding behavior.

Description:

The Juvenile Justice Services Division is responsible for the effective administration of juvenile justice programs for delinquent and incorrigible youth in coordination with the juvenile courts. Division programs focus on treatment, rehabilitation and protection of community and youth. The Division administers and oversees seven major programs/funds: Juvenile Intensive Probation (JIPS); Juvenile Treatment Services Fund (JPSF); Family Counseling; Juvenile Standard Probation; Juvenile Crime Reduction Fund (JCRF); Progressively Increasing Consequences; and State Aid for Detention. Other services include providing direction and coordination for the Juvenile On-Line Tracking System (JOLTS); the statewide Literacy, Education and Resource Network (LEARN Labs); oversight of juvenile detention centers; and administration of probation department operational reviews.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Treatment Services
- ▶ Family Counseling
- ▶ Progressively Increasing Consequences (PIC-Act)
- ▶ Juvenile Crime Reduction

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	42,415.8	45,791.5	45,791.5
Other Appropriated Funds	2,750.5	5,123.4	5,123.4
Other Non Appropriated Funds	-1,135.1	3,233.9	3,233.9
Program Total	44,031.2	54,148.8	54,148.8
FTE Positions	34.5	33.5	33.5

COU 10.1	Subprogram Summary
STANDARD PROBATION	
Fred Santesteban, Program Manager	
Phone: (602) 452-3456	
A.R.S. § 8-203	

Mission:

To improve, maintain or expand juvenile probation services to ensure proper supervision of youth on probation.

Description:

The program provides funds for the salary and employee-related expenses of probation officers supervising juveniles on probation to the superior court. The fund has been utilized to assist the counties in achieving and maintaining a client/probation officer ratio of 35:1.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,780.6	4,606.0	4,606.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,611.9	1,339.4	1,339.4
Program Total	6,392.5	5,945.4	5,945.4
FTE Positions	5.1	5.1	5.1

◆ **Goal 1** To ensure proper supervision of youth on probation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of juvenile probation departments in compliance with mandated case load ratios of 35:1	87	100	100
Percent of youth who complete their term of probation without a referral, i.e. successful completion	84	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	1,428	1,483	1,500
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	84	85	85

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of budget modifications reviewed and approved within two weeks	100	100	100
Percent of juvenile courts (15) whose plans are reviewed and approved	100	100	100

◆ **Goal 3** To promote victim and community restoration by holding juvenile probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of juvenile probationers ordered to pay restitution, who pay	97	100	100
Percent of juveniles ordered to pay probation fees, who pay	65	70	70

COU 10.2	Subprogram Summary
INTENSIVE PROBATION	
Fred Santesteban, Program Manager	
Phone: (602) 452-3456	
A.R.S. § 8-351	

Mission:

To effect positive change in a high risk juvenile population through a highly structured community based probation program committed to the prevention of further juvenile offenses and the protection of the community.

Description:

The program provides probation teams that deliver intensive supervision, which emphasizes surveillance, treatment, work, education and home detention, to juvenile offenders. The program seeks to reduce commitments to the Arizona Department of Juvenile Corrections and other institutional or costly out-of-home placements, thus reserving space for more serious youth offenders. Probationers are required to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; if able, to pay required court-ordered fees; to remain at a place of residence, except as allowed and approved by the supervising probation officer; to allow administration of drug and alcohol tests; and to meet other conditions set by the court.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,894.4	9,177.5	9,177.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15.5	20.0	20.0
Program Total	8,909.9	9,197.5	9,197.5
FTE Positions	5.4	5.4	5.4

◆ **Goal 1** To ensure the proper level of intensive supervision of high risk probationers .

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of JIPS case load monthly reports reviewed	100	100	100
Percent of juvenile probation departments (15) visited	80	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	80	87	87
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	64	70	65
Average annual cost per probation slot (in dollars) in prior fiscal year	8,913	10,289	10,300

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of JIPS officers passing initial academy testing	100	100	100

◆ **Goal 3** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of budget modifications reviewed and processed within two weeks of receipt	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of juvenile courts (15) whose plans and budgets are reviewed and approved	100	100	100

- ◆ **Goal 4** To evaluate the statewide JIPS program aimed at reducing juvenile commitments to the Department of Juvenile Corrections or other institutional or costly out of home placements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of JIPS youth who complete JIPS without a referral, i.e., successful completion	64	66	66

- ◆ **Goal 5** To promote victim and community restoration by holding juvenile intensive probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of the juvenile intensive probationers ordered to pay restitution who are paying	91	95	95

COU 10.3 Subprogram Summary

TREATMENT SERVICES

Steve Tyrrell, Program Manager
 Phone: (620) 452-3451
 A.R.S. § 8-322

Mission:

To administer a comprehensive continuum of community based treatment services and diversion programs for delinquent and incorrigible youth placed on probation to reduce repetitive juvenile offenses.

Description:

The Juvenile Treatment Fund is the primary fund that provides intervention services for youth on probation. The Administrative Office of the Courts administers the procurement, contracting and monitoring of statewide contracts for services provided to youth on probation. The fund provides the resources to assist the probation officer in enforcing the terms of probation through a comprehensive continuum of services to ensure accountability, skill development, community safety and crime reduction.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	19,216.5	22,322.7	22,322.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-2,623.9	1,874.5	1,874.5
Program Total	16,592.6	24,197.2	24,197.2
FTE Positions	17.0	16.0	16.0

- ◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Service contractors audited for compliance with program standards	58	70	70
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	84	85	85
Average cost per contract to audit (dollars)	305	612	750
Average hours per contract to audit and write report	11	22	30

- ◆ **Goal 2** To provide a comprehensive array of services and interventions for youth on probation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Youth served	11,404	12,000	12,000
Youth provided out of home services	777	800	800
Youth provided day support services	178	400	400
Youth provided counseling intervention	4,086	4,750	4,750
Youth provided drug testing	9,047	11,000	11,000
Youth provided evaluations and other services	4,423	4,400	4,400
Youth provided educational and vocational services	848	1,000	1,000
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	54	50	50
Percent of youth with successful outcomes in functional family therapy	82	80	80
Percent of youth with successful outcomes in Family Preservation	67	70	70
Percent of youth with successful outcomes in high impact residential	85	87	87

COU 10.4	Subprogram Summary
FAMILY COUNSELING	
Steve Tyrrell, Program Manager	
Phone: (602) 452-3451	
A.R.S. §§ 8-261 et seq.	

Mission:

To oversee the development of programs for families in crisis which strengthen family relationships and reduce juvenile delinquency.

Description:

The program provides the basic crisis and supportive counseling services to children and their families. Funds are used to provide counseling not only to children who have already come to the attention of the court, but also to their families and siblings, in an effort to address family problems that may be contributing to unlawful behavior and to prevent escalation into more serious activity. For incorrigible children who would otherwise be unable to obtain counseling services, these funds provide the courts with the critical resources needed to improve the family's ability to deal with conflicts and exercise proper control.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	638.0	660.4	660.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	638.0	660.4	660.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure services are available through the local juvenile courts for families in crisis.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Juvenile courts assisted in the development of approved family plans in prior fiscal year	15	15	15
Families served in prior fiscal year	931	1,300	1,300
Average cost per family (dollars) in prior fiscal year	673	600	650
Average age of youth participating in program in prior fiscal year	16	16	16
Average sessions per family in prior fiscal year	10	9	9

COU 10.5	Subprogram Summary
PROGRESSIVELY INCREASING CONSEQUENCES (PIC-ACT)	
Steve Tyrrell, Program Manager	
Phone: (602) 452-3451	
A.R.S. § 8-321	

Mission:

To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.

Description:

The Progressively Increasing Consequences monies provide the opportunity for youth to be held accountable for specific offenses without the formal court process. Youth are required to attend programs which emphasize accountability, restitution, skill development, crime reduction and community safety such as Teen Court, community work service, life skill education classes and problem solving.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,886.3	9,024.9	9,024.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-138.6	0.0	0.0
Program Total	8,747.7	9,024.9	9,024.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	53	43	55

◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of diversion youth assessed restitution, who pay	100	93	95
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	88	99	90

◆ **Goal 3** To ensure consequences are successfully completed.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of Community Work Service case closures that were successfully completed	85	82	85
Percent of Counseling case closures that were successfully completed	88	83	90
Percent of Delinquency Prevention Education case closures that were successfully completed	87	87	90
Percent of Substance Abuse Education case closures that were successfully completed	89	91	90
Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	93	95	95
Percent of diversion programs showing a minimum of 15% positive change between pre and post test	82	85	85

COU 10.6	Subprogram Summary
JUVENILE CRIME REDUCTION	
Fred Santesteban, Program Manager	
Phone: (602) 452-3456	
A.R.S. § 41-2401D.5	

Mission:

To support the development and replication of specific initiatives and community-based prevention, early identification and intervention, and recidivism reduction strategies which promote crime free lifestyles for Arizona youth.

Description:

Funding is provided through the Criminal Justice Enhancement Fund. JCRF is used as seed monies for the development and initial implementation of community-based programs targeted at preventing a juvenile from becoming involved in illegal activity or providing an array of intervention services and sanctions to deter a juvenile from becoming further involved in the juvenile justice system. Grants may be administered by local courts, schools, local units of government, tribal agencies, state agencies, and the AOC. Program categories considered for funding are based on national research that supports promising strategies, such as academic achievement, after-school activities, mentoring, immediate consequences, and graduated sanctions. Programs are awarded funds through an annual application process; funding recommendations are submitted to the Chief Justice for final approval. Funds may also be used to implement legislative mandates and to support special projects and statewide strategic initiatives administered by the AOC, such as the Juvenile On-Line Tracking System (JOLTS), LEARN labs (Literacy, Education, and Resource Network computer-assisted learn centers), operational reviews of local probation departments, juvenile detention centers, and special projects.

JCRF is also used to provide technical assistance and to oversee the distribution of federal education dollars, which the division receives from the Department of Education and passes through to counties to provide educational services to detained youth. Twelve counties maintain juvenile detention centers; two counties share a regional facility and one county contracts with a neighboring county for detention services.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,750.5	5,123.4	5,123.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,750.5	5,123.4	5,123.4
FTE Positions	7.0	7.0	7.0

◆ **Goal 1** To manage and monitor the distribution of JCRF grant funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of on-site monitoring visits conducted (non-random sample)	80	80	80
Percent of programs in compliance with financial requirements	100	100	100
Percent of programs in compliance with program requirements	100	100	100

◆ **Goal 2** To promote the development of promising community-based programs for youth.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Local programs funded	33	30	30
Youth served in local programs	35,000	38,000	38,000
LEARN labs	25	25	25

◆ **Goal 3** To oversee the distribution of federal education monies to the counties for juvenile detention education services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Counties receiving funds	15	15	15
Juveniles served	13,500	15,000	15,000
Percent of on-site fiscal and program audits conducted	25	50	50
Percent of programs audited in compliance	100	100	100

◆ **Goal 4** To ensure that juvenile courts and probation departments are in compliance with statutes, administrative orders, funding agreements, rules, program plans, and policies and procedures.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Operational reviews conducted	2	3	3
Percent of departments reviewed that are in compliance	100	100	100

◆ **Goal 5** To support the administration and programs of the Arizona juvenile court system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Automation projects funded	2	2	2
Loss prevention issues addressed in detention centers	0	1	1
Community Advisory Board programs funded	0	0	0

COU 11.0 Program Summary	
COURT OF APPEALS DIVISION I	
Philip G. Urry, Clerk of the Court	
Phone: (602) 542-0264	
A.R.S. § 12-120 et. seq.	

Mission:

To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.

Description:

Division I of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division I convenes in Phoenix and encompasses the counties of Apache, Coconino, La Paz, Maricopa, Mohave, Navajo, Yavapai, and Yuma. In addition to appeals from these eight counties, and rate appeals from the Corporation Commission, Division I has the statewide responsibility for all Writs of Certiorari concerning awards by the Industrial Commission, appeals from the Arizona Department of Economic Security Appeals Board and all appeals from the Arizona Tax Court. Division I consists of a Chief Judge and five departments, with three judges each.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	9,738.8	10,256.2	10,293.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	9,738.8	10,256.2	10,293.3
FTE Positions	102.4	98.3	98.3

◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2000 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
All cases on file	5,458	5,460	5,500
All cases terminated	3,020	3,075	3,075
Cases pending	2,438	2,500	2,500
New case filings	2,970	3,050	3,050
Customer Satisfaction rating for settlement program	7.6	7.6	7.6
Cases decided in which a Supreme Court review was not sought	2,499	2,500	2,550
Explanation: New measure as of FY07			
Cases decided where Supreme Court review was denied	373	400	400
Explanation: New measure as of FY07			
Cases decided which Supreme Court review was granted and decision upheld	2	2	2
Explanation: New measure in FY07			

COU 12.0 Program Summary	
COURT OF APPEALS DIVISION II	
Jeff Handler, Clerk of the Court	
Phone: (520) 628-6954	
A.R.S. § 12-120 et. seq.	

Mission:

To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.

Description:

Division II of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division II convenes in Tucson and encompasses the counties of Cochise, Gila, Graham, Greenlee, Pima, Pinal, and Santa Cruz. Division II consists of a Chief Judge and two departments, with three judges each.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,319.2	4,456.5	4,549.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,319.2	4,456.5	4,549.0
FTE Positions	37.5	36.5	36.5

◆ **Goal 1** To provide fair and expeditious determination of cases. To provide fair and expeditious determination of cases. (Court activity is difficult to predict; estimates are based on FY 2000 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
All cases on file	1,621	1,800	1,850
All cases terminated	897	925	930
Cases pending	733	825	840
New case filings	906	950	975
Customer Satisfaction rating for settlement program (Scale 1-8)	7.8	7.8	7.8
Cases upheld upon review	879	905	910

COU 13.0	Program Summary
ADULT AND JUVENILE DRUG COURT	
Cliff Ford, Program Manager	
Phone: (602) 452-3558	
ARS §13-3422	

Mission:

To fund and manage a coordinated system of adult and juvenile drug courts that help reduce recidivism.

Description:

The Administrative Office of the Courts (AOC) provides funding and statewide oversight of Adult and Juvenile Drug Courts. Arizona's Drug Courts are special, problem-solving courts with the responsibility to intervene with medium to high-risk probationers at risk for failure on probation and in the community because of continued drug or alcohol use. Each drug court is comprised of a local Drug Court Team responsible for the effective implementation and operation of the drug court. All of Arizona's drug courts have judicial leadership combined with probation supervision and community-based treatment services. Each drug court incorporates best practices and is guided by a Certificate of Assurance.

The drug court program includes Memorandum of Understanding (MOU) between participating parties, judicial management, probation supervision, screening and assessment of participants, random and scheduled drug testing, individual, group and family counseling services, incentives and sanctions, community work service and parental/family involvement.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	951.2	1,013.6	1,013.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	951.2	1,013.6	1,013.6
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To measure the number of Adult participants screened, admitted and graduated from drug courts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Participants sentenced to drug court.	653	800	850
Number of Participants retained at 180 day point	1,148	1,200	1,200
Explanation:	Excludes Maricopa as they were unable to report on 180 day retention		
Number of Graduates from drug court	340	375	390

◆ **Goal 2** To measure the number of Juvenile participants screened, admitted and graduated from drug courts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Participants admitted to drug court	268	300	300
Number of Participants retained at 180 day period	344	300	325
Number of graduates from drug court	99	135	135

DJA 0.0	Agency Summary
DEPARTMENT OF JUVENILE CORRECTIONS	
Michael Branham, Director	
Phone: (602) 542-4302	
A.R.S. § 41-2802	

Mission:

To enhance public protection by changing the delinquent thinking and behavior of juvenile offenders committed to the Department.

Description:

The Department is responsible for juveniles adjudicated delinquent and committed by the juvenile courts. The Department is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and it provides services to juvenile offenders including rehabilitation, treatment and education.

Agency Summary: (\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ HOUSING	42,905.9	44,430.2	44,430.2
➤ REHABILITATION	19,503.9	11,043.3	11,043.3
➤ ADMINISTRATION	8,081.0	8,178.9	8,178.9
Agency Total:	70,490.8	63,652.4	63,652.4

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	64,200.3	57,008.1	57,008.1
Other Appropriated Funds	3,137.6	3,900.1	3,900.1
Other Non Appropriated Funds	3,152.9	2,744.2	2,744.2
Program Total	70,490.8	63,652.4	63,652.4
FTE Positions	1,075.7	1,001.7	1,001.7

Strategic Issues:

Issue 1 Transformation of Department

The Arizona Department of Juvenile Corrections (ADJC) began a new era in September, 2007 with the dismissal of United States of America v. State of Arizona. Having complied with all 140 provisions of its 2004 Memorandum of Agreement with the United States Department of Justice (USDOJ), ADJC emerged from federal monitoring. ADJC's success was recognized by USDOJ officials as extraordinary. Comprehensive reforms improved safety, security and treatment services for youth in the agency's jurisdiction.

ADJC's accomplishments were recently reaffirmed by the Arizona Auditor General in two reports released in 2009. After auditing the Department for two years for ADJC's decennial sunset review, the Auditor General concluded that ADJC has continued to make notable progress in the critical areas of programming and youth safety since federal monitoring terminated in 2007. During Fiscal Years (FY) 2009 and 2010, the historic economic crisis facing Arizona resulted in major new challenges for ADJC. While absorbing budget reductions that led to the closure of Eagle Point School, the administrative merger of Adobe Mountain School and Black Canyon School, and the reduction of its workforce by approximately 35%, ADJC continued to adjust its practices both to maintain progress made and to continue improving the provision of programs that enhance public safety by enabling youth to succeed.

ADJC provides a continuum of services that prepare a youth for a successful discharge from Department jurisdiction, beginning the day the youth enters a correctional facility. The classification, screening and assessment process enables youth in secure care to access services based on objective evaluations and individualized needs, as mandated by A.R.S. § 41-2815. A multidisciplinary team of secure care staff regularly monitors a youth's progress toward the individualized treatment and behavioral goals spelled

out in the plan it is determined that the youth is prepared for re-entry into the community.

When released from secure care, a youth remains subject to the individualized plan developed in secure care. The community-based portion of the plan includes researched-based model programs, such as Functional Family Therapy (FFT) and Multi-systemic Therapy (MST), which research has identified as best practices in assisting youth in becoming law abiding, productive community members. ADJC has also established a community outreach function that continues to identify new public and private partners and strengthen existing partnerships so that services can commence within the correctional facility prior to a youth's release.

The Department's focus on expanding cost-effective community programming for youth whose continued treatment and supervision in the community is appropriate and meets the statutory requirement that juveniles be provided treatment with a level of security necessary to protect the public. To that end, ADJC established three Day and Evening Support Centers to provide necessary programming charter schooling, and support services to juveniles on parole, rather than holding them in secure care.

These strategies were designed to solidify and improve upon the gains made since 2004 while developing budget-conscious programs. ADJC continues to strengthen and rely upon the Quality Assurance function established under the CRIPA agreement to review its many new programs and processes and continually improve them. At the same time, the Department is in the fifth year of an organized culture change initiative entitled "ADJC: Changing Attitudes and Behaviors (ACAB)." This strategic culture change initiative is directed at staff and youth alike, in order to create an environment that will prevent the Department from ever reverting to the practices that lead to federal intervention. Tested by so many agency-changing challenges, uncertainty, and the morale issues that resulted over the past year, the continued performance of agency staff is the best evidence that ADJC has indeed transformed its culture over the past eight years.

Issue 2 Recruitment, Retention & Recognition of Staff

ADJC historically suffers one of the highest turnover rates in Arizona state government. In FY 2009, ADJC's Department-wide turnover rate was 25%, a slight decrease compared to 2007. The annual staff turnover rate is primarily driven by ADJC's Youth Correctional Officer (YCO) staff. In FY 2009, YCO positions had a turnover rate of 50%. YCO positions represent about 47% of the Department's total positions. In spite of the state of the economy, YCO turnover was higher in 2009 than the previous year, though still lower than the 56% recorded in 2007.

In FY 2010, the Department separated 209 employees through RIF and layoff as the result of budget cuts. Numerous additional positions were frozen when vacated. These changes, uncertainty about the agency's future, and the impending loss of pay beginning in FY 11, resulted in substantial morale issues among staff. In the last four months of FY 10, after all of the budget-related employee terminations were effected, ADJC's turnover rate, extrapolated to a full year, was 17%, and YCO turnover was 36%. Given unprecedented and unpredictable circumstances facing the Department, it is nearly impossible to forecast turnover in the short term. However, the Department has reached the point where there are no former employees remaining to call back, and recruiting and the operation of the Pre-Service Academy have recommenced.

High turnover limits ADJC's effectiveness in providing committed youth with a safe environment and continuity in service delivery, which is crucial toward successful community reintegration. Changing the lives of troubled youth in Arizona's juvenile justice system requires a great deal of skill and knowledge. Those traits are gained and honed through training and on-the-job experience. ADJC's current turnover rate prevents most entry-level staff from developing the proficiency necessary to be highly effective with youth.

To mitigate high turnover, ADJC will continue to make purposeful efforts to improve the development, retention and recognition of staff. However, when the economy rebounds, and both correctional and private sector opportunities multiply, it will be in the Department's interest to avoid a corresponding surge in staff turnover.

The Department will continue to improve both the pre-service and in-service training it offers. Though also impacted by job loss, Staff Development has expanded and improved the offerings for existing employees. Specialized training continues to be developed, benefitting juveniles and staff alike. As their skills improve, employees will grow in confidence and position themselves for promotional opportunities. This is more important than ever during the current economic crisis.

The Pre-Service Academy (YCO/Cadet Training) now consists of 40 days, four of which are on-the-job training (OJT) days in the facilities. The OJT days follow specific training segments. This process has increased YCO knowledge of facility operations, their required duties, and the teams in which they will be working.

Furthermore, recent revisions to the ADJC confidential exit survey are being monitored for an improved response rate. It is believed that the collected responses will assist management in identifying recurring reasons for employee separations. Issues can then be systemically addressed to prevent future resignations.

The ADJC Annual Honors Ceremony continues to be redefined so that employees are recognized for outstanding contributions to the agency. Recognition has become more congruent with agency norms and strategic endeavors. Recognizing employees who excel is more important than ever during this extended period of economic uncertainty, reductions in force, and pay cuts ADJC is also exploring other opportunities to recognize high performing staff, along with additional measures to address staff morale and job satisfaction during this difficult time.

Issue 3 Youth with Increased Clinical Needs

The average length of stay is 7.0 months for newly committed juveniles and 4.5 months for parole violators in secure care. During this time ADJC is charged with providing treatment services to all juveniles and specifically for juveniles who have substance abuse, mental health issues, or who have been adjudicated as a sex offender. Of these juveniles, all are assessed using a variety of validated assessment tools and diagnoses are determined. Fully 38% percent are diagnosed with mental health issues, and 13% have displayed problematic sexualized behavior leading to adjudication, increases of 5% and 2%, respectively, since last year. Substance use disorders are by far the most pervasive within the ADJC population;--60% have related diagnoses. Chronic and severe chemical dependency issues have been identified in 36% of ADJC youth. Those populations overlap, as many ADJC juveniles present dual or multiple diagnoses, adding to the complexity of the treatment services they require.

Core treatment programming is provided to all juveniles using the New Freedom and Systems for Change Programs. New Freedom addresses dysfunctional thinking as it relates to problematic and delinquent behaviors. Systems for Change provide staff members with clear direction in terms of behavior management tools, treatment approaches, and educational expectations of adjudicated juveniles.

In addition to these core treatment programs, sex offenders are assigned to specialized housing units and participate in the Integrated Sex Offender Treatment Program, in which trained staff specifically address the etiology, thinking processes, and management of problematic sexual behaviors common to juveniles. The juveniles are reviewed at each stage of their treatment to ensure that they are receiving adequate treatment, and that they are gaining maximum benefit from the services provided.

Because a significant portion of our juveniles have current mental health issues, the Department maintains units especially geared to this population that are staffed by trained and licensed behavioral health providers. Licensed staff train and supervise additional unlicensed staff who assist in the delivery of services. These services consist of regular 1:1 counseling and psychotherapy by a licensed provider; group sessions that address several areas ranging from management of chronic mental health symptoms to substance abuse issues; milieu therapy to effectively manage current symptoms and stabilize the juvenile; and social skills/anger management training.

ADJC also operates three specialized chemical dependency treatment units, which match treatment intensity to the severity of need. These units utilize the Seven Challenges, an evidence-based program for juveniles, and Dialectic Behavior Therapy.

Juveniles who are not classified into specialized treatment units, but have treatment needs in those areas participate in specific "outpatient" treatment in secure care to address those issues. Behavioral health issues, substance abuse and gang intervention are also included in the New Freedom Program.

Transition planning for all juveniles begins by the 30th day after arrival at ADJC and includes the complete Multi-Disciplinary Team. The juvenile's progress and updates are discussed every month and all changes to transition planning are recorded. Readiness for release, therefore, is thoroughly planned and documented ensuring that juveniles are not released until there is sufficient decrease in risk to the community.

Issue 4 Education Programs that Reflect Student Needs

ADJC recognizes that the majority of committed youth have failed in traditional education settings. Most ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance problems in traditional public schools. The Department is required to provide services to youth with disabilities as mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761, and A.R.S. §15-765 through §15-767. These services include delivery of special education instruction, speech/language services, occupational and physical therapy, and evaluation services for special education eligibility.

Due to the dramatic over-representation (approximately 30%) of special education students within ADJC's school system, the Department requires more special education teachers and resources per student than other public schools within the state. A web-based Individual Education Plan was designed to better serve our students with special education needs. The program allows ADJC to concentrate on student transition goals and enables us to transfer confidential information to other school districts or to correctional institutions within a few days so that their continuum of services is not interrupted. As a result of improvements made in special education services, the Department was found for the first time to fully comply with state and federal special education services in FY 2010.

ADJC recognizes that students must be motivated to explore a variety of career paths. Therefore, the Department assessed students' needs and interests and implemented a curriculum that merges traditional classroom academics (reading and mathematics) with vocational studies (computer training, carpentry, plumbing, electrical, culinary art, etc.). The following provides a summary of currently expanded studies within the ADJC School System:

- Approximately 37 students took college coursework in ten different areas in FY 2010. This work was delivered on-line by Rio Salado College. Selected courses yield credit toward high school graduation as well as college credit.
- A Cosmetology program located on the Black Canyon Campus now provides students with the skills and transferable hours requisite to licensing in Arizona.
- ADJC schools, through associate membership in the Arizona Interscholastic Association, will be playing a fall volleyball and winter soccer schedule against private, charter and public schools in Arizona again during the 2010-2011 season.
- ADJC schools offer: VOC256 School-to-Work Transition. This course emphasizes pre-employment skills, employability skills, independent living, and allows students to revisit their vocational/career choices made in Reception, Assessment and Classification (RAC), the initial diagnostic process upon commitment to the Department. Components of the class include guest speakers, mock interviews, career interest inventories, workplace math and reading skills, community projects, building a portfolio, identifying barriers to employment, working with the transition coordinators

and preparing a transition plan.

- A program in Fire Science was implemented 2008 at Catalina Mountain School. Youth who complete the program earn wild land fire certification and are eligible for employment in that field.

- The Department recently added Interactive Television (ITV) to its teaching capabilities to extend the reach of its educators by providing direct classroom instruction and field based enrichment to selected classrooms.

The Department will continue to ensure that the educational infrastructure is adequate to support the needs of these students so that they can elevate their very basic skills to a level where they can be academically successful, and ultimately contributing citizens within the Arizona community.

DJA 1.0		Program Summary
		HOUSING
		Dr. Patrick Jeske, Assistant Director
		Phone: (602) 364-3957
		A.R.S. § 41-2802

Mission:

To enhance public protection by providing safe, secure, well maintained facilities and a healthy environment for committed juveniles.

Description:

The Housing Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

This Program Contains the following Subprograms:

- ▶ Facilities Management
- ▶ Security
- ▶ Health Care

Funding and FTE Summary: (Thousands)	FY 2010	FY 2011	FY 2012
	Actual	Estimate	Request
General Funds	36,681.5	37,890.7	37,890.7
Other Appropriated Funds	3,137.6	3,900.1	3,900.1
Other Non Appropriated Funds	3,086.8	2,639.4	2,639.4
Program Total	42,905.9	44,430.2	44,430.2
FTE Positions	545.5	491.5	491.5

DJA 1.1 Subprogram Summary	
FACILITIES MANAGEMENT	
Dr. Patrick Jeske, Assistant Director	
Phone: (602) 364-3957	
A.R.S. § 41-2802	

Mission:

To provide a safe, clean physical plant that supports positive behavioral programming.

Description:

The Facilities Subprogram provides a safe and clean physical plant by ensuring that maintenance activities are conducted in an appropriate and timely manner.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,818.4	3,563.5	3,563.5
Other Appropriated Funds	1,482.9	2,266.9	2,266.9
Other Non Appropriated Funds	1,262.2	1,150.6	1,150.6
Program Total	7,563.5	6,981.0	6,981.0
FTE Positions	125.0	90.0	90.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of fire and health inspection discrepancies corrected before the next inspection.	100	100	100

DJA 1.2 Subprogram Summary	
SECURITY	
Dr. Patrick Jeske, Assistant Director	
Phone: (602) 364-3957	
A.R.S. § 41-2802	

Mission:

To efficiently maintain a safe and secure environment for committed juveniles.

Description:

The Security Subprogram includes behavior management programming; perimeter security; the safe and secure transportation of juveniles to and from facilities, medical appointments, and other appointments both scheduled and emergency related; radio communications to ensure instant communications with all areas inside the facilities; the transportation of vehicles for the safety and security of juveniles, staff, and the general public; and all other programs and processes designed to maintain a safe and secure environment within ADJC's facilities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	24,637.3	27,639.6	27,639.6
Other Appropriated Funds	1,516.4	1,474.6	1,474.6
Other Non Appropriated Funds	1,756.1	1,488.5	1,488.5
Program Total	27,909.8	30,602.7	30,602.7
FTE Positions	354.0	335.0	335.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Assaults on youth per 100-youth days.	.14	.14	.14
Number of escapes	0	0	0
Percent of staff who feel safe at work	NA	75	80
Percent of youth who feel safe in their secure care	91	88	88

DJA 1.3 Subprogram Summary

HEALTH CARE

Dr. Patrick Jeske, Assistant Director
 Phone: (602) 364-3957
 A.R.S. § 41-2802

DJA 2.0 Program Summary

REHABILITATION

Dr. Patrick Jeske, Assistant Director
 Phone: (602) 364-3957
 A.R.S. § 41-2802

Mission:

To provide age and gender appropriate medically-necessary health services to juveniles in secure facilities.

Description:

The Health Services Subprogram provides a delivery system that utilizes on-site professional health care staff in the secure facilities and when deemed necessary, makes referrals to off-site hospitals and/or specialty health care providers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	7,225.8	6,687.6	6,687.6
Other Appropriated Funds	138.3	158.6	158.6
Other Non Appropriated Funds	68.5	0.3	0.3
Program Total	7,432.6	6,846.5	6,846.5
FTE Positions	66.5	66.5	66.5

Goal 1 To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Medical services average annual cost per youth	3,320	3,320	3,320
Explanation:	ADJC revised the variables used to calculate Medical Services per youth to provide a more accurate FY '08 actual and future estimates.		
Psychiatric services average annual cost per youth	384	384	384
Explanation:	Includes psychotropic medications; ADJC revised the variables used to calculate Psychiatric Services per youth to provide a more accurate FY '08 actual and future estimates.		
Percent of youth assessed with serious mental health needs.	33	33	33

Mission:

To enhance public protection by confronting delinquent thinking and behaviors; developing pro-social attitudes and skills; and preparing youth academically and vocationally for success.

Description:

The Rehabilitation Program provides secure care treatment, education, and community care treatment programs that focus on changing delinquent behavior patterns, and ensuring youth are successfully returned to the community.

This Program Contains the following Subprograms:

- ▶ Education
- ▶ Secure Care Treatment
- ▶ Community Care Treatment

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	19,503.9	11,043.3	11,043.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	19,503.9	11,043.3	11,043.3
FTE Positions	431.5	412.5	412.5

DJA 2.1	Subprogram Summary		
	EDUCATION		
	Patrick Jeske, Ph.D., Education Superintendent		
	Phone: (602) 542-4923		
	A.R.S. § 41-2831		

Mission:

To support the mission of the Arizona Department of Juvenile Corrections by providing all students educational opportunities to acquire academic/vocational skills as a pathway to responsible citizenship.

Description:

The Education Subprogram is a North Central Association accredited special function outcomes-based system that integrates reading, writing, listening, locating information, applied mathematics, applied technology, vocational training, observation, and teamwork into an individualized school-to-career curriculum. The Education subprogram is designed to meet the individual needs of each juvenile to assist in their successful transition to the community.

Funding and FTE

Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds		1,777.8	1,580.7	1,580.7
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		0.0	0.0	0.0
Program Total		1,777.8	1,580.7	1,580.7
FTE Positions		78.5	71.5	71.5

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of youth passing the GED test.	77	78	79
Percent of youth who increased their TABE (Test of Adult Basic Education) mathematic achievement.	77	84	86
Percent of youth who increased their TABE (Test of Adult Basic Education) reading achievement.	66	70	75

DJA 2.2	Subprogram Summary		
	SECURE CARE TREATMENT		
	Dr. Patrick Jeske, Assistant Director		
	Phone: (602) 364-3957		
	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.

Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds		12,236.5	4,431.6	4,431.6
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		0.0	0.0	0.0
Program Total		12,236.5	4,431.6	4,431.6
FTE Positions		286.0	274.0	274.0

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of youth showing progress in their primary treatment problem area	53	50	50
Percent of juveniles incarcerated within 12 months of release	34	34	34
Percent of juveniles incarcerated within 36 months of release	48	48	48
Percent of youth revoked with delinquent offenses.	18	18	18

- ◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of youth whose families or caregivers are participants as identified in the youth's secure care treatment plan	31	30	30
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	99	99	99
Percent of juveniles paying court-ordered restitution.	46	0	0

DJA 2.3 Subprogram Summary
COMMUNITY CARE TREATMENT
 Art Wilkerson, Program Administrator
 Phone: (602) 364-0938
 A.R.S. § 41-2817

Mission:

To enhance public protection by providing effective and efficient structure, intervention/supervision, surveillance, and enforcement that changes delinquent thinking and behaviors of committed juveniles on conditional liberty.

Description:

The Community Care Treatment Subprogram is responsible for the development and management of a system of community supervision, case management, and residential and non-residential interventions designed to reduce delinquent behavior. This includes the provision of parole supervision and case management for all juveniles on conditional liberty and the coordination, management, and monitoring of a diverse system of contract treatment providers in the community. These community-based services assist the juvenile and their family to develop skills necessary for the juvenile's success in the community.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,489.6	5,031.0	5,031.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,489.6	5,031.0	5,031.0
FTE Positions	67.0	67.0	67.0

◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of juveniles involved in an academic, vocational or employment programs while on conditional liberty	76	76	78

◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of victims who report satisfaction with restorative services received from ADJC	98	98	98
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	99	99	99

DJA 3.0 Program Summary
ADMINISTRATION
 Louis A. Goodman, Assistant Director
 Phone: (602) 364-3507
 A.R.S. § 41-2802

Mission:

To provide the Arizona Department of Juvenile Corrections with support and logistic services that facilitate the change of delinquent thinking and behaviors of juvenile offenders committed to the Department's care.

Description:

The Administration Program provides the Housing and Rehabilitation Programs with the support and services they require to change the lives of youth within the Department's care. These services include: Accounting, Budgeting, Communications, Detention Center Inspections, Due Process, Grant Management, Human Resources, Internal Affairs, Legal Support, Management Information Systems, Policy Development, Procurement, Research and Development, Staff Development, Quality Assurance, Victims Rights, Volunteer Coordination, and Youth Rights.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	8,014.9	8,074.1	8,074.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	66.1	104.8	104.8
Program Total	8,081.0	8,178.9	8,178.9
FTE Positions	98.7	97.7	97.7

◆ **Goal 1** to collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Administration as a percent of total cost	6.5	6.5	6.5
Average yearly cost per bed in secure care.	122,378	122,378	122,378
Average yearly cost per juvenile in secure care.	37,414	37,414	37,414

◆ **Goal 2** To create a competent and diverse workforce

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Annual staff turnover rate	20	40	50
Percent of staff indicating satisfaction with their jobs	NA	20	50
Explanation: FY2010 Survey was not conducted by ADOA			
Annual Youth Correctional Officer (YCO) turnover rate.	36	50	35

LDA 0.0	Agency Summary
STATE LAND DEPARTMENT	
Maria Baier, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. § 37-100	

Mission:

To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries, consistent with sound stewardship, conservation, and business management principles supporting socio-economic goals for citizens here today and generations yet to come. To manage and provide support for resource conservation programs for the well-being of the public and the State's natural environment.

Description:

The State Land Department was established in 1915 to manage the State Trust lands on behalf of the thirteen beneficiaries of that Trust, as established by the State Enabling Act and State Constitution. Each of the approximately 9.3 million acres of land is assigned to one of the beneficiaries, the largest of which is the state's common schools. The Department works to sustain the long-term value for the Trust's beneficiaries by administering, selling, and leasing the State's Trust lands and natural products. The Department also administers the State's Natural Resource Conservation District Program, which involves funding and technical assistance for 32 districts across the State. The Department provides navigability studies to the State's Navigable Streambed Adjudication Commission and staffs the Governor-appointed State Land Board of Appeals. The Commissioner serves as the State Cartographer and the Surveyor-General and the Department provides statewide geological information system services including development and sharing of data layers through the Arizona Land Resources Information System program.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ TRUST MANAGEMENT AND REVENUE GENERATION	22,596.8	14,637.9	15,547.1	15,547.1
➤ OUTSIDE ASSISTANCE AND GRANTS	1,289.8	1,271.1	1,271.1	1,271.1
Agency Total:	23,886.6	15,909.0	16,818.2	16,818.2

Funding and FTE Summary:

	(Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	13,627.3	3,212.3	1,248.5	1,248.5
Other Appropriated Funds	8,651.3	10,648.4	14,121.4	14,121.4
Other Non Appropriated Funds	1,608.0	2,048.3	1,448.3	1,448.3
Program Total	23,886.6	15,909.0	16,818.2	16,818.2
FTE Positions	153.9	153.2	153.2	153.2

Strategic Issues:

Issue 1 Real Estate Market Impact

The State continues to experience the effects of the real estate downturn and the national recession, and the Trust has been greatly impacted as a result. The dollar volume of land sales, after reaching a record high of \$544 million several years ago, declined to \$19 million during the past fiscal year. The Land Department has also seen a record number of defaults of purchase contracts and long term leases, and a number of properties have been returned to the trust. The impacts of the recession are expected to continue through the next two years.

Despite the decline in the market and returns to the Trust, the Department continues to experience some substantial successes. Over \$17 million in sales for open space were recorded during the past year, and more than \$52 million was received from the sales of rights-of-way.

During the downturn, the Department has been utilizing staff and other available resources to prepare for the market recovery. The methodology and format for a new 5-year Disposition Plan was recently completed, and extensive planning, engineering and due diligence work for planned sales and leases are underway. The planning and zoning for AZARA, a 6,300 acre planned community in North Phoenix, was recently completed. Planning for Superstition Vistas in the Southeast Valley continues as does the completion of zoning for Los Portales, a 7,100 acre project and gateway to 275 square miles of contiguous State land.

The Land Department continues to manage one of the largest and most valuable real estate portfolios in the nation. The continued planning and engineering of those projects mentioned above, as well as others in the 5-year Disposition Plan, will enable the Department to take full advantage when the market recovery begins. The Department will be able to capture tremendous values and revenues as a result of these ongoing efforts.

Issue 2 Navigable Streambed

As a result of a series of legislative enactments and judicial decisions, Arizona must determine if certain watercourses in the State, other than the Colorado River, were navigable at the time of Statehood (February 14, 1912); and therefore to determine whether there is any state ownership of lands located in or near many of Arizona's watercourses. The Land Department is responsible for consultation and coordination with federal and state agencies, public and private entities, and other interested persons in the gathering of evidence of navigability for the estimated 39,039 Arizona watercourses. The Arizona Navigable Stream Adjudication Commission (ANSAC) is charged with adjudicating all of these watercourses. ANSAC finalized hearings on the Upper Salt, Gila, and Verde Rivers in October/November 2005 and January 2006, and declared the rivers non-navigable on May 24, 2006. The Commission's reports containing their findings of non-navigability have been issued.

The State Land Commissioner has advocated for navigability of these rivers. The State Land Commissioner previously advocated for the navigability of the Lower Salt River. On September 21, 2005, ANSAC issued its written decision that the Lower Salt River was non-navigable. The Commissioner appealed ANSAC's determination. The parties briefed and argued the appeal before Maricopa County Superior Court. The Court issued its decision on August 7th, 2007, upholding ANSAC's non-navigability determination. The Maricopa County Superior Court ruling was appealed by the Commissioner, and on September 9th, 2008, the ruling was argued in the Arizona Court of Appeals. On April 27th, 2010 the Court of Appeals vacated the Superior Court's judgment upholding ANSAC's administrative determination that the Lower Salt River was non-navigable as of February 14, 1912. The Court remanded it back to ANSAC for further proceedings consistent with their decision. On May 10th, 2010 a Motion for Reconsideration was filed by ANSAC to the Court of Appeals, and on June 15th, 2010 the Court of Appeals denied the Motion for Reconsideration. A Petition for Review to the Arizona Supreme Court was filed by ANSAC on June 28th, 2010. A Response to the Petition for Review will be filed by the Arizona State Land Department by August 31st, 2010 to the Arizona Supreme Court. A brief and oral argument to the Arizona Supreme Court may be forthcoming.

Issue 3 Customer Service

The Department has a fiduciary responsibility to manage the Trust for the beneficiaries. As part of that responsibility the Department views its customers as critical stakeholders in this management and recognizes the important contributions the stakeholder customers make to the Trust. The Department has been tracking its customer service improvement program since 1998 by providing a Customer Service survey for customers to rate their level of satisfaction. The results of these surveys provide management with a tool to evaluate the effectiveness of specific Department programs and to monitor the service provided by Department staff. Both internal customers (staff) and external customers (the public) are affected by customer service. Improvements are made to promote the relationship between the agency and its customers; improve Department staff rapport and communication, and increase cooperation between agencies. Customer surveys consistently reflect a satisfactory rating in practically every category. The Department continues to receive many compliments for providing accurate, timely information in a courteous and respectful manner.

Issue 4 Land Conservation/Condemnation/Exchange

The mission of the Department has been to manage the Trust land and optimize its revenue for the beneficiaries. All uses of the land must benefit the Trust, a fact which distinguishes it from the way public land, such as parks or National Forests, may be used.

In 2000 and 2001, five national monuments were established in Arizona by Presidential Proclamation. Four of the five monuments collectively impact 95,300 acres of State Trust surface lands and 101,600 acres of State Trust mineral estate. While the State Trust lands are not designated as monument lands, the boundaries of each monument encompass the State Trust lands restricting their access and use. Compensation to the Trust for the "capture" of the State Trust lands was not considered in the Proclamations. The State estimates the surface value of the "captured" Trust lands to be in excess of \$360 million. The "capture" of these Trust lands adversely impacts the Trust's beneficiaries as well as the State's economy. Under the current situation, the State is losing potential economic opportunities on the "captured" lands resulting in the loss of revenues to the Trust and its beneficiaries.

Thousands of State Trust land acres, both surface and mineral estate, are "captured" within existing and proposed federal land management programs without compensation to the Trust. Some of these "captured" acres are included within federal wilderness areas (11,900 acres), recreational and conservation areas (685,373 acres), national monuments and parks (136,906 acres), military land withdrawals (10,415 acres) and Native American reservations (2,240 acres). Congressional authorization to condemn certain State Trust land has been authorized by Congress but to date, no action has been taken by the federal government.

Proposition 110 will go before the voters in November of 2010 and if passed it will prove promising for exchanges of State Trust land.

Issue 5 Water Rights Adjudications

The State is a party to several pending water right adjudications, which are court proceedings designed to resolve the rights of all water users to a particular stream or river system. These are "in rem" proceedings, meaning the court has jurisdiction over the asset at issue (the surface water stream system), and are somewhat akin to quiet title litigation. Parties, including State agencies, who claim the right to use water from such a stream will lose those rights unless they are recognized by the court. The adjudications are massive lawsuits. The State has filed claims for several thousand water rights that represent existing water uses on State Trust lands and future uses based on certain federal law doctrines. The monies from FY 2002 thru FY 2009 were utilized to design, initiate and complete the preliminary stages of multi-stage analysis of State Trust lands to support the State's claim for existing water uses and its Federal reserve water right claim. The FY 2010 funding was utilized to initiate a study to determine the qualification of available groundwater in a basin in western Arizona. The FY 2011 through FY 2013 funding will be used for water studies or activities to enhance the Trust's water portfolio. 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.

Issue 6 Department Funding

The Land Department has received its operating budget from the State's General Fund since its inception in 1915. This is contrary to most other states with Trust land that retain a portion of the revenue earned by the Trust for operating expenses. Through Laws 2009, Chapter 5 of the 49th Legislature, 3rd Special Session, Arizona joined these other states by retaining up to 10% of the proceeds from Trust land.

Major Provisions

- The Land Commissioner determines by September 1 of the preceding fiscal year the percentage, up to 10%, of proceeds to be diverted for operations.
- The diverted proceeds are deposited into the Trust Land Management Fund.
- The Trust Land Management Fund is appropriated by the Legislature.

•The Trust Land Management Fund can only be used for Trust related expenditures.

•Any fiscal year end balance above 200% of the following fiscal year's appropriation from the Trust Land Management Fund is distributed to the permanent funds based on that year's receipts.

The Department worked hard during the second regular session of the 49th Legislature to complete the transition to self-funding. The passage of Laws 2010, Chapter 243 allows the Commissioner to establish fees in rule and directs those proceeds to the Trust Land Management Fund instead of the State General Fund. This will allow all Trust activities to be paid with Trust related revenues. The Department is excited about being able to fund its own operations and anticipates being able to generate significantly more revenue for the beneficiaries.

LDA 1.0	Program Summary
TRUST MANAGEMENT AND REVENUE GENERATION	
Maria Baier, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. §§ 37-201 to 37-611	

Mission:

To manage State Trust lands and resources to enhance value, optimize economic return for the Trust beneficiaries.

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, less up to ten percent for management costs, are deposited in the Permanent Fund. Revenues earned from leasing Trust lands and interest on the certificate of purchase balance as well as the Permanent Fund's interest are deposited in the expendable account for use by the appropriate beneficiary.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	13,459.0	2,655.0	691.2	691.2
Other Appropriated Funds	8,088.2	10,388.4	13,861.4	13,861.4
Other Non Appropriated Funds	1,049.6	1,594.5	994.5	994.5
Program Total	22,596.8	14,637.9	15,547.1	15,547.1
FTE Positions	151.9	151.2	151.2	151.2

◆ **Goal 1** To administer Trust resources to optimize revenue over time.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total Trust revenue generated (in millions)	155.4	199.8	135.5	152.6
Explanation:	Assumes the Treasurer's distribution remains constant.			
Balance in Permanent Fund (in millions)	2,311.1	2,431.9	2,506.5	2,594.7
Total expendable receipts, excluding interest on permanent fund and school leases (millions)	49.9	62.3	49.8	50.0
Total annual revenue to permanent fund (millions)	94.5	120.8	74.6	88.2
Number of participation sales	0	1	1	1
Number of auctions where broker commission is paid	0	4	5	5
Percent increase in commercial leasing revenue	1	-2	5	4
Percent increase of sales value above appraised value	0	5	5	5
Percent of total leasing revenue from long-term leases	84	85	85	85
Net present value of long-term leases (in millions)	418.8	420	420	450

◆ **Goal 2** To implement a progressive asset management process to improve the quality and efficiency of the Department's decision making and meet the requirements of the Growing Smarter Act and Growing Smarter Plus.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cumulative percent of potential acres in Maricopa and Pima County under master plans (382,346 acres)	8.4	10.4	10.4	10.4
Percent of urban acres within municipal boundaries under conceptual plans (statewide 668,652 urban acres)	84	84	84	84
Cumulative total of conceptual plans completed under Growing Smarter (statewide, 47 communities have a minimum of 160 acres of trust land)	38	38	38	38

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of conceptual plans that have been integrated into community general plans (statewide 47 communities have a minimum of 160 acres of trust land)	13	21	23	23

◆ **Goal 3** To protect unique Trust resources and provide environmental protection to maintain the long-term value of the asset.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Acres reclassified as suitable for conservation purposes	2200	0	0	0
Number of acres sold or leased for open space conservation or parkland	760	1,500	0	0
Proposed land use and disposition actions reviewed for cultural resource considerations	305	600	400	400
Number of hazardous materials sites remediated	5	5	5	5
Number of nonhazardous materials sites remediated	43	40	40	40
Amount appropriated for adjudicating water rights	139,900	140,000	140,000	140,000

◆ **Goal 4** To improve the Department's efficiency in application or transaction processing by reducing processing time for sales and commercial leases by 10-20%, increase per acre earning by 10-20%.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average processing time for long-term leases (tracked by months)	0	0	0	0
New short-term lease processing time (in months)	16.6	12	12	12
Average processing time for sales applications (tracked by months)	32	36	36	36
In-house appraisal turnaround time (days from administrator request to receipt by section manager)	85	60	60	60
Contract appraisal turnaround time (days from administrator request to receipt by section manager)	117	120	120	120
Average trust land earnings per acre sold (in dollars)	20,853	50,000	100,000	15,0000
Average trust land earnings per acre on new long-term commercial leases	0	0	200,000	200,000

◆ **Goal 5** To provide efficient internal support and coordination to enable the Department to accomplish its mission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of findings during annual financial audit	0	0	0	0
Average score on employee satisfaction survey. (5 = very satisfied, 1 = unsatisfied)	3.4	3.5	3.6	3.6
Median number of minutes to resolve computer user problems	25	30	25	25
Percent of agency staff turnover	14.8	10	10	10
Administration as a percentage of total cost	6.6	6.6	6.6	6.6

◆ **Goal 6** To improve Department productivity and minimize costs through increased efficiency and risk reduction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of employees receiving basic computer training	57	75	45	60
Number of professional training hours for staff	600	800	800	800
Number of agency's administrative policies updated or added	4	4	3	4
Percent of employees completing agency required training	98	98	98	98

◆ **Goal 7** To develop and implement measures to improve external customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of customers giving the department a rating above 4. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	89	85	86	88
Number of settlement hearings vs. number of appeal hearings	3/3	2/3	4/3	3/2
Number of interactive applications available through the web site	5	6	7	7
Number of times interactive applications are accessed by the public	76,501	84,000	92,000	95,000
Number of times the web site is accessed	121,022	122,000	125,000	130,000
Number of formal public records requests vs. number of records (in thousands) pulled and researched for requests	25/150	30/100	27/120	25/100

◆ **Goal 8** To continue an effective program of land conservation of appropriate State lands while ensuring continued economic benefits to the trust.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cumulative number of acres petitioned to be reclassified for conservation	12032	0	0	0
Cumulative number of acres sold under Arizona Preserve Initiative	5,908	5,389	10,000	10,000
Number of Arizona Preserve Initiative land sale/leases	3/0	3/0	2/0	2/0
Cumulative number of acres reclassified as suitable for conservation purposes	42,511	0	0	0
State acres identified and/or researched for transfer under State/Federal land conservation and federal land management actions	681,761	300,000	40,000	40,000
Federal acres identified and/or researched for State acquisition under State/Federal Land conservation and land management actions	41,480	50,000	50,000	50,000

◆ **Goal 9** To improve the availability of actual information and increase analytical capabilities of the agency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Combined parcels (surface, minerals, special permits, etc.) accessible through PALMS	64,162	64,500	64,800	66,000
Number of data sets accessible through PALMS	745	750	755	760

◆ **Goal 10** To improve internal and external communication.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average score on employee satisfaction survey regarding staff recognition, staff's understanding of expectations, the agency's communication system to staff, and feedback. (Survey ratings 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	3.4	3.5	3.6	3.6
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.)	89	85	86	88
Average percentage of employees attending "All Employee" meetings	94	90	90	90
Number of agency-wide electronic notices distributed	1018	850	850	850

◆ **Goal 11** To respond within established time frames, to all applications and request for land use and title research from public and staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Acres researched involving title transactions, special projects, lease, or contract development. (in millions of acres)	2.0	3.0	3.0	5.0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of applications received requiring current land use or ownership research	1,062	1,200	1,200	1,400

LDA 2.0	Program Summary
OUTSIDE ASSISTANCE AND GRANTS	
Maria Baier, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. Title 37	

Mission:

To provide administrative direction, coordination, assistance and services to program areas legislatively assigned to the State Land Department.

Description:

The Department and the Commissioner have been assigned the statutory responsibility for providing administrative direction, coordination, assistance and services to the Arizona Center for Geographic Information and Arizona Geographic Information Council, the Natural Resource Conservation Districts, and special environmental projects. These responsibilities include providing staff support, budget assistance, appropriation pass through and accounting, election oversight, appointments, and information dissemination.

This Program Contains the following Subprograms:

- ▶ Arizona Center for Geographic Information, Coordination and Services
- ▶ Natural Resource Conservation Districts

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	168.3	557.3	557.3	557.3
Other Appropriated Funds	563.1	260.0	260.0	260.0
Other Non Appropriated Funds	558.4	453.8	453.8	453.8
Program Total	1,289.8	1,271.1	1,271.1	1,271.1
FTE Positions	2.0	2.0	2.0	2.0

LDA 2.1	Subprogram Summary
ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES	
Maria Baier, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. §§ 37-171 to 37-176	

Mission:

To provide assistance to public agencies in Arizona to effectively use the Geographic Information Systems (GIS) technology in the performance of their mandated duties and to foster the cooperative development, maintenance and use of geographic information resources among public agencies in Arizona in order to reduce the efforts and maximize investments in such resources.

Description:

ACGICS has the statutory responsibility to provide GIS development, analysis, and coordination in Arizona. ACGICS works in conjunction with the Arizona Geographic Information Council and the Government Information Technology Agency. In order to meet the program mission, ACGICS is comprised of two functional units: the Arizona Land Resources Information System (ALRIS) and the State Cartographer's Office (SCO). ALRIS works to develop, maintain and distribute commonly required spatial databases for use by public agencies and provides GIS training to assure such resources can be maximized. The SCO develops GIS standards and provides access and utilization of GIS databases.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	168.3	167.3	167.3	167.3
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	558.4	453.8	453.8	453.8
Program Total	726.7	621.1	621.1	621.1
FTE Positions	2.0	2.0	2.0	2.0

- ◆ **Goal 1** To design, develop, maintain and distribute digital geospatial datasets to public agencies in Arizona to reduce the costs of data creation and maintenance to the State's taxpayers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Datasets transferred	3,532	3,600	3,800	4,000
Geospatial datasets under development or revision	21	21	21	21
Datasets accessible through AGIC, ALRIS or SCO websites	147	150	170	180

- ◆ **Goal 2** To create and implement cost-effective and results-effective GIS training and information programs for Arizona public agencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Government employees trained	266	200	250	275
Percent of students rating training as satisfactory	94	95	95	95

- ◆ **Goal 3** To increase access and utility of GIS data by providing information on location, lineage, and availability of geospatial databases; promote development and implementation of GIS standards; and coordinate governmental inter-agency cooperative agreements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Users accessing AGIC, ALRIS or SCO websites for information or data	100,518	105,000	115,000	120,000
Participation in coordination activities with organizations which improve access and utilization of geographic datasets	37	35	35	35

LDA 2.2	Subprogram Summary
NATURAL RESOURCE CONSERVATION DISTRICTS	
Maria Baier, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. §§ 37-1001 to 37-1057	

Mission:

To promote, coordinate and carry out activities that conserve soil, water and other natural resources utilizing the expertise of the Natural Resource Conservation Service (NRCS) and numerous other local, county, state, and federal agencies.

Description:

Arizona's 32 Natural Resource Conservation Districts (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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	390.0	390.0	390.0
Other Appropriated Funds	563.1	260.0	260.0	260.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	563.1	650.0	650.0	650.0
FTE Positions	0.0	0.0	0.0	0.0

- ◆ **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.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
District meetings attended	58	75	75	75
Interagency meetings attended	53	75	75	75
Percent of NRCs rating Department assistance as satisfactory	100	100	100	100

LWA 0.0	Agency Summary
LAW ENFORCEMENT MERIT SYSTEM COUNCIL	
Major 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 is responsible for establishing a classification and compensation plan for all covered positions, a system of fair personnel policies, a system for performance appraisal, a system of procedures for hearings to handle employee grievances, and a plan for the conduct of hearings on appeal ordered by the DPS director.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	71.8	69.5	69.5	69.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	71.8	69.5	69.5	69.5
FTE Positions	1.0	1.0	1.0	1.0

Strategic Issues:

Issue 1 Securing Adequate Funding for FTE and Operating Costs

The biggest issue facing the Council is the need for adequate funding. Previous reductions have eliminated the Council's ability to fully fund the one FTE plus ERE. The Council also does not have funds for any discretionary spending, such as necessary office supplies and equipment maintenance. Additionally, an administrative error in budgeting and submission, made in 2007 has continued into FY 2010. Budget adjustment is imperative for functionality.

◆ **Goal 1** To establish and administer an equitable classification and compensation plan.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of classifications reviewed to determine proper job description and market value	0	2	3	3
Number of position audits conducted to determine proper classification	0	2	2	2
Number of job descriptions reviewed to determine suitability to classification	3	5	5	5

◆ **Goal 2** To provide guidelines for proper selection, retention and dismissal of covered employees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of test plans reviewed for selection and promotional processes	23	30	40	50
Number of covered employees dismissed	4	5	5	5

◆ **Goal 3** To provide covered employees with a fair, impartial and expeditious hearing process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of appeals/grievances filed	5	5	5	5
Number of appeal hearings conducted	3	5	4	4
Percent of employees receiving discipline who file an appeal	16	10	10	10
Average days from receipt of an appeal/grievance until the Council issues a final order	93	120	120	120

Explanation: Hearing remainder of FY2008 appeals in FY2009

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average cost of an appeal/grievance hearing (in dollars)	781	781	781	781
Number of rehearing requests filed	0	0	0	0

◆ **Goal 4** To provide guidelines to ensure promotional examinations are conducted properly in order to dispel challenges.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of civilian promotional examinations conducted	8	10	10	10
Number of sworn promotional examinations conducted	1	1	1	1
Number of civilian promotional examinations that result in challenges/appeals	1	0	0	0
Number of sworn promotional examinations that result in challenges/appeals	0	0	0	0
Number of challenges filed that result in some change to the examination or scoring of the examination	0	0	0	0

AUA 0.0	Agency Summary
OFFICE OF THE AUDITOR GENERAL	
Debbie Davenport, Auditor General	
Phone: (602) 553-0333	
A.R.S. § 41-1279	

Mission:

To improve state and local government operations and accountability by independently providing the Legislature, government decision-makers, and the public with timely, accurate, and impartial information; relevant recommendations; and technical assistance.

Description:

The Auditor General is appointed by the Joint Legislative Audit Committee and approved by a concurrent resolution of the Legislature. By law, the Auditor General is required to express an opinion on the financial statements of audited entities, and determine compliance with applicable federal and Arizona laws and conduct comprehensive performance evaluations of state agencies and the programs they administer. In addition, the Auditor General is required to conduct performance audits of school districts and monitor the percentage of dollars spent in the classroom. Beginning in fiscal year 2006-2007, the Legislature appropriated monies for the Auditor General to conduct performance and financial audits of English Language Learner programs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	14,333.8	16,447.2	16,447.2	16,447.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	2,949.5	750.1	750.1	750.1
Program Total	17,283.3	17,197.3	17,197.3	17,197.3
FTE Positions	230.4	224.4	224.4	224.4

HOA 0.0	Agency Summary
HOUSE OF REPRESENTATIVES	
Kirk Adams, Speaker	
Phone:	
Constitution Art. 4, Part 1, Section 1	

Mission:

To serve the public by enacting laws that protect the public safety and welfare, to provide information to the public and to assist members of the public who contact their legislative representatives with questions, problems, or concerns.

Description:

The House of Representatives consists of 60 members elected by the public. Two members are elected from each of the 30 legislative districts in biennial elections. Members of the Legislature participate in activities related to the review and adoption of a wide range of topics that affect the citizens of Arizona. Members serve on standing committees, participate in interim projects and handle constituent concerns.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	11,987.9	12,864.9	12,864.9	12,864.9
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	11,987.9	12,864.9	12,864.9	12,864.9
FTE Positions	0.0	0.0	0.0	0.0

JLA 0.0	Agency Summary
JOINT LEGISLATIVE BUDGET COMMITTEE	
Richard Stavneak, Staff Director	
Phone:	
A.R.S. § 41-1272	

Mission:

To provide the Arizona Legislature with sound research, analysis, forecasts, and recommendations on state government finances and public policies; to provide the members with high quality work that is factually-based and delivered in a timely and professional manner, so they can make informed public policy decisions that are in the best interests of the citizens of Arizona.

Description:

The Joint Legislative Budget Committee (JLBC) Staff is a statutory agency in the legislative branch of Arizona State Government. The Governing Board is the 16-member Joint Legislative Budget Committee who appoints a Legislative Budget Analyst [Director] who is responsible for hiring other staff as authorized through the appropriations process. The office was established pursuant to A.R.S. § 41-1272 in 1966.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,046.0	2,496.7	2,496.7	2,496.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,046.0	2,496.7	2,496.7	2,496.7
FTE Positions	0.0	0.0	0.0	0.0

LCA 0.0	Agency Summary
LEGISLATIVE COUNCIL	
Michael Braun, Executive Director	
Phone: (602) 926-4236	
A.R.S. §§ 41-1301 to 41-1307	

Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal research; and operating the legislative computer system.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,239.3	4,738.8	4,738.8	4,738.8
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	4,239.3	4,738.8	4,738.8	4,738.8
FTE Positions	49.9	44.8	44.8	44.8

SNA 0.0	Agency Summary
SENATE	
Robert Burns, President	
Phone:	
Constitution Art. 4, Part 1, Section 1	

Mission:

To serve the Arizona constituency through policy development and enactment of legislation in support of the public health, safety and welfare.

Description:

The Arizona Senate consists of 30 elected members, one from each legislative district. Members are appointed to serve on Senate standing committees, as well as statutory and interim committees. They consider a variety of issues for the purpose of enacting legislation deemed necessary for the public interest.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,523.7	8,097.6	8,097.6	8,097.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	7,523.7	8,097.6	8,097.6	8,097.6
FTE Positions	0.0	0.0	0.0	0.0

LLA 0.0	Agency Summary
DEPARTMENT OF LIQUOR LICENSES AND CONTROL	
Alan Everett, Director	
Phone: (602) 542-9020	
A.R.S. § 4-111 et seq.	

Mission:

To license the liquor industry and assure compliance of liquor laws in the State of Arizona using education, knowledge, communication, collaboration, adjudication and enforcement that result in better health, safety and welfare of Arizona's citizens and their community.

Description:

The Department of Liquor Licenses and Control regulates all businesses dealing with spirituous liquor. The Department processes complaints, police reports, and civil violations regarding licensees. The Department investigates all allegations against licensees, whether criminal or civil, and in collaboration with the Attorney General's Office prosecutes before civil and criminal courts within the State. Further, the Department interacts with the Governor's Office of Highway Safety and the Driving Under the Influence Abatement Council to educate underage youth and reduce underage drinking. The Department meets on a regular basis with the Arizona Licensed Beverage Association, Arizona Beer and Wine Association, Arizona Grocers Association, Arizona Hotel and Motel Association, 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
ADMINISTRATION	1,263.8	1,022.2	1,022.2	1,022.2
INVESTIGATIONS	1,832.4	1,776.7	1,776.7	1,776.7
LICENSING	377.9	740.3	740.3	740.3
Agency Total:	3,474.1	3,539.2	3,539.2	3,539.2

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2,419.8	2,667.2	2,667.2	2,667.2
Other Non Appropriated Funds	1,054.3	872.0	872.0	872.0
Program Total	3,474.1	3,539.2	3,539.2	3,539.2
FTE Positions	48.2	50.2	50.2	50.2

Strategic Issues:

Issue 1 Update the software program and information technology system of the Department.

An appropriation for funding was received enabling the Department to begin the acquisition and implementation of a new licensing software program. The new licensing software is in the final phase of development. It is scheduled to be implemented in November.

LLA 1.0	Program Summary
ADMINISTRATION	
Pearlette Ramos, Assistant Director	
Phone: (602) 542-9021	
A.R.S. Title 4	

Mission:

To ensure all Divisions in the Department of Liquor Licenses and Control operate in a cost-effective manner, all operational activities conform to statutory requirements and other guidelines, staffing is provided to the State Liquor Board, and alleged violations are resolved in a timely manner.

Description:

Daily departmental operations include budget preparation, personnel, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized non-reverting funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The program also provides personnel to staff the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries, responds to public inquiries, and constantly monitors all aspects of customer service.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,263.8	1,022.2	1,022.2	1,022.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,263.8	1,022.2	1,022.2	1,022.2
FTE Positions	13.0	9.0	9.0	9.0

Goal 1 To maintain accurate document history on license files.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of errors found in imaged documents	1	2	2	2

Goal 2 To process all compliance cases expeditiously.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of liquor law compliance cases processed in less than 90 calendar days	90	95	95	95

Goal 3 To ensure timely payment of invoices.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
To pay all invoices within 30 days of receiving invoice.	100	100	100	100

Goal 4 To set hearings before the State Liquor Board in a timely manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of hearings set within the statutory time frame	100	100	100	100

LLA 2.0	Program Summary
INVESTIGATIONS	
Joe Vernier, Deputy Director	
Phone: (602) 542-9076	
A.R.S. § 4-112, 4-113, 4-213	

Mission:

To foster a working relationship with both licensees and the law enforcement community to obtain maximum compliance with state statutes and rules.

Description:

The Investigations Division conducts random liquor inspections to ensure licensees are complying with A.R.S. Title 4 and all departmental rules and regulations; provides training and assistance to local law enforcement agencies thereby enhancing their ability to enforce liquor laws; investigates and processes all civil complaints received concerning liquor-related violations; provides criminal background checks of all individuals associated with liquor licenses in Arizona; liaisons with the Department of Public Safety, city and town police departments, sheriff's offices, and other local law enforcement agencies; conducts covert operations alone and in collaboration with police agencies investigating for hidden ownerships; maintains an investigative database which is accessible to police agencies; and meets with the United States Attorney's Office, Gaming, the FBI, and the Arizona Attorney General's Office. The Compliance Section receives actionable reports of violations and attempts to resolve them informally.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	778.1	904.7	904.7	904.7
Other Non Appropriated Funds	1,054.3	872.0	872.0	872.0
Program Total	1,832.4	1,776.7	1,776.7	1,776.7
FTE Positions	27.2	29.2	29.2	29.2

◆ **Goal 1** To conduct routine liquor inspections and investigations of as many licensed establishments as possible to ensure compliance with Arizona Liquor Laws, Rules and Regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations completed resulting in compliance actions	688	600	600	600
Number of random liquor inspections completed	2,712	3,500	3,500	3,500

◆ **Goal 2** To process investigative complaints quickly and efficiently.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days to complete an investigative complaint	25	35	35	35

◆ **Goal 3** To perform restaurant audits expeditiously.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of days to complete an audit	10	30	30	30

LLA 3.0	Program Summary
LICENSING	
Connie Wagner, Assistant Director	
Phone: (602) 542-9055	
A.R.S. Title 4	

Mission:

To serve applicants, licensees and the public by processing and maintaining all documents associated with the licensing process.

Description:

Licensing assists applicants and licensees in the preparation and submission of required documentation for the purpose of obtaining a liquor license; creates a data base capable of responding to public, corporate and law enforcement inquiries and routes filed documents to appropriate entities; maintains licensing records as required by law; analyzes and correlates corporate and individual materials to determine corporate structure, limited liability companies, partnerships, sole proprietorships, and the controlling individual of each; forwards the appropriate paperwork to the local governing boards (cities, towns, counties) on each new application which is proposing to be licensed.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	377.9	740.3	740.3	740.3
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	377.9	740.3	740.3	740.3
FTE Positions	8.0	12.0	12.0	12.0

◆ **Goal 1** To efficiently process documents received by licensing and to ensure quality customer service..

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of new licenses, transferred licenses, and renewals issued	12,707	12,500	12,500	12,500.
Percent of surveyed licensees reporting very good or excellent service	88	85	85	85

LOA 0.0	Agency Summary
LOTTERY	
Jeff Hatch-Miller, Executive Director	
Phone: (480) 921-4505	
A.R.S. § 5-501 et seq.	

Mission:

To support Arizona public programs by maximizing revenue in a responsible manner.

Description:

The Arizona Lottery was established to maximize revenue dedicated to various beneficiaries assigned through a statutory distribution formula. With an advisory commission and an Executive Director appointed by the Governor overseeing operations, the Lottery works with a retailer network to provide players with innovative, entertaining, and rewarding games.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	75,565.4	81,041.2	83,441.2	83,441.2
Other Non Appropriated Funds	231,775.1	801,441.0	801,441.0	801,441.0
Program Total	307,340.5	882,482.2	884,882.2	884,882.2
FTE Positions	104.0	104.0	104.0	104.0

Strategic Issues:

Issue 1 Increase Funding for Arizona Programs.

Increasing sales is a priority for the Lottery since funding for state programs is based on profits generated from Lottery game sales. Despite the state's economic downturn, overall sales for FY 2010 were \$551.5 million, a new record high for the Lottery and an increase of 13.8% over the prior year. Lottery profit distributions to beneficiaries also increased over FY 2010 by almost \$13 million.

While trends vary by game, on-line sales for FY 2010 reflected an overall increase of almost \$9 million. On-line sales are driven to a great extent by large jackpots, which were lacking for much of the last fiscal year for Powerball and The Pick. However, the addition of new on-line game initiatives (Cash 4 and 2 by 2) helped to generate incremental sales. Effective April 2010, the Lottery also began offering Mega Millions in addition to Powerball. This additional multi-state game gives players another opportunity to win large jackpots and will help increase sales going into FY 2011. The Lottery will continue to explore ways to encourage player interest and supplement existing products in an effort to return more to beneficiaries.

Instant ticket sales increased an extraordinary 20.8% over last year. This was largely due to the ability to dedicate more money to player prizes and to conduct targeted advertising campaigns as a result of recent legislative changes. The strategy for FY 2011 remains essentially the same as FY 2010; a continued and varied market presence for higher price point games (\$5, \$10 and \$20), and conducting player/product research that will help drive strategies to increase sales and beneficiary transfers.

Issue 2 Prize Payout and Product Mix Strategy

In a recent agency review, the Auditor General recommended the Lottery should better manage costs to ensure that increased sales lead to increased beneficiary distributions.

One key factor in maximizing funding for beneficiaries is to establish the ideal balance between prize payouts and corresponding sales revenue and transfers. Prize payout on games is what impacts the frequency of a "winning experience" for players. In order to offer higher prizes, especially top prizes, a greater share of ticket sales must be dedicated to prize payouts. This must be balanced by a lower transfer percentage, but with the expectation that overall sales will increase to compensate. Currently, the

Lottery's aggregate payout is 68%, as compared to 60% prior to legislative changes.

Although important, payout is not the only consideration; product mix is also a significant factor with respect to long-term beneficiary funding. In previous years, instant and on-line games contributed approximately 50-50 to total sales. More recently, this mix has shifted and instant ticket games now contribute closer to 60%. This impacts beneficiary transfers because instant games have a lower profit margin and now comprise a larger portion of total sales.

Prize payouts and product mix are both important with respect to state distributions and the Lottery's plan is to address both of these factors. The Lottery intends to reduce payouts on some instant games gradually in order to increase the amount available for transfer purposes. This must be done judiciously so the winning experience for players is not affected; otherwise, instant ticket sales could be adversely impacted. At the same time, the Lottery will explore opportunities to enhance and/or expand on-line game products since these games offer a higher profit margin.

The impact of the current economic environment must also be considered with respect to state transfers. The Lottery grew sales by 12% in calendar year 2009, as compared to an industry growth level of only 1%. It is highly likely the Lottery would have experienced a decline in both sales and transfers without the recent adjustments to prize payout levels.

Issue 3 Budget Reductions - Operational Impact

The Lottery has participated in efforts to address the budget deficit for the past several years, while attempting to minimize the impact to product lines. However, further budget reductions will likely come at the expense of revenue.

The Lottery's budget is already very lean. The operating appropriation alone cannot support the required cuts for FY 2011 without a major impact on personnel. This would significantly impact operations, especially since the Lottery already operates with a limited number of personnel – less than 100 employees statewide, supporting a network of 2,700 retailers. The majority of the Lottery's remaining appropriation is dedicated to product-related expenses, such as ticket printing, on-line game administration, retailer commissions, and advertising. Most of these budget areas are either contractual in nature or offer little opportunity to reduce costs without directly affecting revenue. In order to meet mandated reductions for FY 2010, the Lottery negotiated with its vendor to reduce the current contract rate for on-line game services. This allowed the agency to save approximately \$700,000 annually for five years without impacting the ability to generate revenue. However, this was a one-time opportunity; the Lottery will have to reduce advertising to meet the required funding cuts for FY 2011, even though the \$700,000 savings continue.

The ability to preserve agency budget resources is essential for continued growth in sales and beneficiary funding. This becomes an even greater concern now that \$450 million in revenue bonds have been issued against future Lottery revenues. The Lottery is responsible for meeting required bond debt service payments, and therefore must retain the resources necessary for this and other beneficiary obligations.

◆ **Goal 1** To increase revenue to the State.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Dollar amount of instant ticket sales (in millions)	336.9	347.0	352.0	352.0
Explanation:	FY11-13 includes estimates for charitable instant tab sales. FY11: \$7M, FY12-13: \$12M.			
Dollar amount of on-line sales (in millions)	214.6	240.8	240.8	240.8
Dollar amount of all game sales (in millions)	551.5	587.8	592.8	592.8
Increase/(decrease) in instant ticket sales from prior year (in millions)	58.0	10.1	5.0	0
Increase/(decrease) in on-line sales from prior year (in millions)	9.0	26.2	0	0
Explanation:	On-line sales are largely jackpot driven, impacting sales increases/decreases in any given year.			
Total dollar amount of ticket vending machine sales (in millions)	116.9	119.0	123.7	127.0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average dollar amount of sales per ticket vending machine.	156,100	160,000	165,000	167,000
Total Lottery dollars distributed to State programs (in millions)	141.9	148.5	148.5	148.5
Percent of lottery ticket sales distributed to state beneficiaries	25.7	25.3	25.1	25.1
Explanation:	Percentage for FY11-13 may decrease due to addition of instant tab games sold by charitable organizations. Although these games will contribute to sales, there are no associated state distributions.			
Total instant tab game commissions earned by charitable organizations (in millions)	0	1.4	2.4	2.4

◆ **Goal 2** To increase agency efficiency.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of hours on-line game system available for processing transactions (6,022.5 total hours)	6,016	6,016	6,016	6,016
Number of hours instant ticket validation system available for processing transactions (6,022.5 total hours)	6,016	6,016	6,016	6,016
Percent of Lottery program expenditures outsourced	90.1	88.0	88.2	88.2
Administration as a percentage of total cost	6.4	5.7	5.9	5.9
Average number of days required to pay vendors	5	6	6	6
Percent of vendor invoices paid within 30 days	99.0	99.0	99.0	99.0

◆ **Goal 3** To maintain an effective retailer compliance program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of active retailer accounts in good standing	99.9	99.3	99.4	99.5
Percent of routine retailer inspections in compliance with underage wagering requirements	99	99	99	99
Percent of routine retailer inspections resulting in discovery of a rule violation or criminal activity	15	16	15	15
Number of "at risk" retailers requiring immediate investigation (2700 total retailers)	268	300	300	300

◆ **Goal 4** To expand public awareness regarding the Lottery's image, beneficiaries, winners, and products.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of general public indicating the Lottery is run honestly and with integrity	76	76	77	78
Percent of general public indicating the Lottery is a good way to raise money for the state of Arizona	70	71	72	73
Average number of calls received per month on automated winning numbers line	331,800	340,000	350,000	360,000
Average number of total visitors per month to the Lottery website	821,000	840,000	850,000	860,000
Average number of website page views per visit per month	4.5	5.0	5.1	5.2
Average number of minutes spent on website per visit per month	2.27	2.33	2.50	2.67

◆ **Goal 5** To enhance retailer relationships.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of retailers achieving additional .5% commission incentive	29	30	30	31
Percent of retailers expressing overall satisfaction with Lottery services	97	92	93	94

◆ **Goal 6** To attract and retain high quality employees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency staff turnover	7	10	7	7
Explanation:	Several employees expected to retire in FY11			

ME A 0.0	Agency Summary
ARIZONA MEDICAL BOARD	
Lisa S. Wynn, B.S., Executive Director	
Phone: (480) 551-2791	
A.R.S. §32-1401 et.seq. and A.R.S. §32-2501 et.seq.	

Mission:

To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Description:

The Agency staff supports two Boards – the Arizona Medical Board which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the two Boards regulate over 22,000 licensees.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	4,938.9	5,771.1	5,917.2	5,917.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	4,938.9	5,771.1	5,917.2	5,917.2
FTE Positions	58.5	58.5	58.5	58.5

Strategic Issues:

Issue 1 Consolidation of essential agency functions focused on public protection through the examination of regulatory issues, ongoing education of staff and Board members, active dissemination of public information, and public outreach.

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. The Boards will focus on essential agency functions and concentrate on those matters that directly affect the health and well being of Arizona’s citizens. The Boards will continue their advances toward providing clear direction through policy and statutory initiatives, participating in ongoing educational opportunities in regulation and staying on the forefront of providing public information that affects healthcare decision making.

Issue 2 Stabilization of database infrastructure to support e-licensing, regulatory and information dissemination processes, as well as increased capacity for performance measurement, through improved information technology and other process improvements

Electronic licensing (e-licensing) has been on the forefront of the Boards’ strategic goals for many years. Last fiscal year, the agency underwent an entire database conversion to a new information system that makes e-licensing possible. The agency will continue to stabilize the system to ensure on-line security as applicants and licensees share confidential information with the Boards during the licensing and renewal process and as financial transactions take place. The database also tracks staff progress during the investigative and post adjudication processes allowing for statistical data analysis and identification of process improvement.

Issue 3 Protection of the public through the identification and rehabilitation of impaired physicians and physician assistants

The Arizona Medical Board’s Monitored Aftercare Program is a confidential program for the treatment and rehabilitation of doctors of medicine and physician assistants who are impaired by alcohol or drugs. The Board also has the statutory authority to create a confidential Physician Health

Program, similar to the Board’s existing Monitored Aftercare Program, for allopathic physicians and physician assistants who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee’s ability to practice safely. The Board intends to explore different methods of creating a Physician Health Program, including the possibilities of integrating the Physician Health and Monitored Aftercare Programs into one program and collaborating with other healthcare professional licensing boards to create a common program that could be used by all boards that monitor licensees with health and/or substance abuse problems. In conjunction with this effort, the Board plans to further refine its ability to collect and analyze statistics pertinent to this licensee population.

- ◆ **Goal 1** To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	0	2	2	2
Number of staff members who attended one or more Board-funded trainings, seminars, or conferences	29	20	20	20
Number of newsletters published, press releases, health advisories, public awareness activities, and other notifications published on the Board website or transmitted to licensees via e-mail blasts	29	40	40	40
Explanation:	Three measurements were combined into one. The FY 2010 actual reflects the sum of all three measurements. Combining the three measurements allows the agency more flexibility in accomplishing the goal to utilize the best method of disseminating information to licensees, stakeholders, and the general public.			

- ◆ **Goal 2** To improve efficiency of licensing, regulatory, and information dissemination processes

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average time to approve an MD license from receipt of application	24	30	30	30
Average time to approve a PA license from receipt of application	11	17	17	17
Average number of days to process an initial medical doctor license upon receipt of completed application	2	2	2	2
Average number of days to process a medical doctor renewal upon receipt of completed application	2	2	2	2
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.8	7.5	7.5	7.5
Average number of days to complete an medical doctor investigation	114	140	140	140
Average number of days to complete an physician assistant investigation	106	130	130	130
Average number of days to resolve a medical doctor case	148	180	180	180
Average number of days to resolve a physician assistant case	142	180	180	180
Medical doctor cases referred to formal hearing	14	20	20	20
Explanation:	Efficient regulation requires that the Office of Administrative Hearings be utilized only when statutorily mandated or when all other options have been exhausted. The Board can maintain its level of disciplinary actions through consent agreements without referring cases to formal hearing.			
Average number of days to respond to e-mails received through Questions@azmd.gov or Questions@azpa.gov	1	0	0	0
Explanation:	The Questions function is currently unavailable on our website and measured only for the period of July 1, 2009 through March 1, 2010. Customers may contact the office for any matters requiring their immediate response. Questions e-mail received are still being monitored and responded to, but not measured. This measurement will be canceled in FY 2011 - 2013.			

- ◆ **Goal 3** To increase protection of the public by promoting rehabilitation of licensees who are impaired by alcohol or drugs, or who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee’s ability to practice safely

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of MAP participants who completed the program successfully	10	15	15	15
Number of participants in the MAP as of June 30	108	100	100	100
Number of licensees being monitored for medical, psychiatric, psychological, or behavioral health issues as of June 30, excluding MAP participants	9	10	10	10

Explanation: This number dropped as the agency refocused the PHP program solely on physicians whose health problems may impact their ability to safely practice medicine.

BOARD OF MEDICAL STUDENT LOANS

Carol Q. Galper, Ed.D., Chairperson

Phone: (520) 626-2696

A.R.S. §§ 15-1721 to 15-1725

Mission:

The Board recruits physicians to provide service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona, with the goal of increasing the number of physicians practicing in these areas by providing educational loans to students at colleges of medicine in Arizona.

Description:

The Board of Medical Student Loans provides financial assistance to medical students in Arizona, including tuition and a living allowance, through the Arizona Medical Student Loan Program. Participating schools include Midwestern University's AZ College of Osteopathic Medicine (AZCOM), the University of Arizona (UA) College of Medicine, and A. T. Still University's School of Osteopathic Medicine in Arizona (SOMA). The Board consists of eight members who review student applications and make decisions necessary for the operation of the program.

The Medical Student Loan Program gives preference to medical students who have financial need and who demonstrate a commitment to practice medicine in Arizona in an eligible service area. Students must be Arizona residents and sign contracts to provide primary care in eligible service areas. The Board, however, may approve service in other specialties of recognized need in Arizona. Primary care includes Family Practice, general Pediatrics, Obstetrics and Gynecology; general Internal Medicine, and combined Medicine and Pediatrics. For each year of funding received, recipients must provide one year of service in a designated area, with a minimum two-year service commitment and a maximum of 5 years of funding.

For 31 years, UA has provided staff at no charge to the Board to arrange Board meetings, prepare Board reports, collect repayments, coordinate service placement with the Arizona Department of Health Services (ADHS) and the Board, and prepare state budget requests. Since the program was opened to private colleges of medicine in 1999, Midwestern and in 2007, A. T. Still University, participate in the program. The UA College of Medicine and the two private schools provide services at no cost to publicize and coordinate the student application and interview process, coordinate the funding process, and track the participants.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	801.9	402.9	402.9	402.9
Other Appropriated Funds	25.6	29.0	20.2	3.8
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	827.5	431.9	423.1	406.7
FTE Positions	0.0	0.0	0.0	0.0

Strategic Issues:**Issue 1** *Successfully recruit and retain students to participate in the Arizona Medical Student Loan Program.*

In these difficult economic times, the program has been reduced from 2 million dollars with 40 medical students participating in FY 2008 to \$431,900 for 8 medical students in FY 2011. The good news is that the State has honored the life-changing commitments the students have made when signing contracts with the State of Arizona for service, and thus far has continued to appropriate funds for these students while they are seeking their degrees from their medical colleges.

It is crucial that the appropriated funding be both substantial and reliable for the student participants. To clarify the life-changing commitment that

students make when they sign a contract, they are just beginning their education in a medical career and have much to learn about the specialty fields and the implications of choosing to provide medical care in eligible service areas. It is important that the decision to sign a contract with the State be a win-win situation for both the State and the student, and needs to be considered carefully by both the student and the Board of Medical Student Loans. The Board seeks students who have demonstrated a personal concern and understanding of the needs of medically underserved people. Some students have come from rural areas and want to serve their home communities after completing their medical education. Students are concerned about the financial burden of paying for a medical education, particularly when they come from families that are unable to help them with the costs associated with obtaining an M.D. or D.O. degree. 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. The Board is requesting funds to continue to provide tuition and a living allowance to these students until they graduate. Support services are provided by the University of Arizona College of Medicine, Midwestern University, A. T. Still University, and the Arizona Department of Health Services. The Board of Medical Student Loans serves with no compensation. All appropriated funds are used to assist medical students and there are no funds used for the administration of the program.

Issue 2 *Increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.*

In the Fall 2009, the Board of Medical Student Loans conducted a survey of community health clinics and hospitals in eligible service areas. Responses were received from 101 sites and indicated that 92 physicians were being sought in Family Practice, Internal Medicine, Pediatrics, Obstetrics/Gynecology, Emergency Medicine, Surgery, and Psychiatry, as well as 17 physicians in other specialties. Primary care remains the highest priority in these areas in Arizona.

In FY 2008, there were 40 students in the program. Thirty-four (34) of those students have graduated with M.D. or D.O. degrees. Medical graduates must complete advanced training in medical residency programs before they can become licensed physicians, and depending upon their specialty field, generally will be ready to practice in eligible service areas between three to five years after graduation. This residency training is required for the graduates to be licensed and Board eligible, a requirement at virtually all hospitals and community health centers. The result will be an increase in the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

Currently there are 8 students continuing in medical school who have signed contracts with the State of Arizona.

Our research shows that 92% of the physicians who signed contracts since October 1992 have provided service. In FY 2010, there were 16 physicians fulfilling their commitments to the Arizona Medical Student Loan Program by serving in eligible service sites. In past years, the program has provided 77 physicians who have practiced in designated areas approved by the Board. We are pleased to report that 36 of those physicians whose commitments have been completed were working in eligible service areas in FY 2010.

We are finding that many of the physicians who have served their commitments continue to practice in these areas and are acting as preceptors to current medical students participating in the University of Arizona College of Medicine's Rural Health Professions Program.

- ◆ **Goal 1** To successfully recruit and retain students to participate in the program by providing substantial funding of educational costs to medical students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Loan provided to each public medical school student (in thousands of dollars)	42.4	45.6	47.4	49.3

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Explanation:	Loan amount covers tuition and \$20,000 living allowance which assists in covering fees, books, supplies, medical equipment, licensing exams, transportation costs to hospitals and clinics, rent, utilities, food, health insurance, clothing, and miscellaneous expenses.			
Loan as a percent of average annual cost of public medical education	94	94	94	94
Explanation:	Loan amount compared to the average Federal Financial Aid Cost of Attendance for a single student living off-campus and attending the UA College of Medicine.			
Loan provided to each private medical school student (in thousands of dollars)	65.5	67.7	70.1	72.6
Explanation:	Loan amounts for students attending the AZ College of Osteopathic Medicine at Midwestern University. Amount covers tuition and \$20,000 living allowance which assists in covering fees, books, supplies, medical equipment, licensing exams, transportation costs to hospitals and clinics, rent, utilities, food, health insurance, clothing, and miscellaneous expenses.			
Loan as a percent of average annual cost of private medical school education	86	84	84	84
Explanation:	Loan amount compared to the average Federal Financial Aid Cost of Attendance for a single student living off-campus and attending the AZ College of Osteopathic Medicine at Midwestern.			
Administration as a per cent of total cost	0.0	0.0	0.0	0.0
Explanation:	All appropriated funds are used to assist medical students; no funds are used for the administration of the program. The UA College of Medicine, Midwestern University, and A.T. Still University provide support services at no cost to the Board. Vital to the success of the program is the cooperation and assistance provided by the Arizona Department of Health Services. Board members serve with no compensation.			

◆ **Goal 2** To provide physicians to rural and other medically underserved areas, medically underserved populations, and Indian reservations located in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Students funded per year	18	8	7	7
Explanation:	Medical students sign contracts with the State of Arizona to serve as physicians in eligible service areas. The decrease in available funding will lead to fewer students in the program. The number of students funded will depend upon State appropriations and the number of public and private medical school students included. Due to the tuition differential, the loan amounts at private schools will fund fewer students.			
Student participants achieving MD or DO degree	11	5	2	1
Explanation:	Fewer students are being funded due to lack of revenue.			

◆ **Goal 3** To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Physicians in service	16	14	17	25
Explanation:	Number of physicians serving their commitments during a given year.			
Physicians practicing in eligible service areas after service requirement is met	36	37	39	41
Explanation:	Number of physicians who have completed their commitments practicing in eligible service areas during a given year.			
Percent of physicians who have provided service in eligible sites	92	93	91	92
Explanation:	Percent of physicians who have signed contracts since October 1992 who have or are expected to provide service in eligible service areas.			

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 statewide elected constitutional officer and the director of the Office of the State Mine Inspector. This office enforces statutes, rules and regulations applicable to mine safety, health, explosives and land reclamation. The Office inspects the health and safety conditions and practices at active mining operations; investigates mine accidents, employee and public complaints; and conducts federally-certified miner and instructor safety training. In 2007 the Office administered \$14.5 million in reclamation financial assurance and enforces the Mined Land Reclamation laws, rules and regulations for the restoration of disturbed lands to a safe and stable environmental condition. The Office promotes public safety regarding abandoned mines by "Stay Out Stay Alive" promotions, presentations and publications; complaint investigations; mine owner compliance notifications; and identification, hazard assessment, prioritization, posting and securing of safety hazards. The office 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ MINING SAFETY ENFORCEMENT	983.9	945.6	1,133.1	1,084.7
➤ ABANDONED MINES	205.2	397.7	397.7	397.7
➤ EDUCATION AND TRAINING - FEDERAL GRANT	284.8			
➤ MINED LAND RECLAMATION	96.9	111.5	111.5	111.5
Agency Total:	1,570.8	1,788.7	1,976.2	1,927.8

Funding and FTE Summary:

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,133.3	1,127.6	1,315.1	1,266.7
Other Appropriated Funds	96.9	111.5	111.5	111.5
Other Non Appropriated Funds	340.5	549.6	549.6	549.6
Program Total	1,570.8	1,788.7	1,976.2	1,927.8
FTE Positions	19.0	18.0	19.0	19.0

Strategic Issues:

Issue 1 Inspections Program: manpower; vehicle; inspections training, continued education and certifications;

Manpower:
The Arizona State Mine Inspector's office is a constitutional office that has been charged with the Health and Safety of the Miner, it is a Life Safety Agency with legally mandated requirements. The Arizona State Mine Inspector (ASMI) is required to inspect at least once a year every mine in the state for compliance to the Arizona Revised Statutes and the Rules and Regulations. In A.R.S. § 27-124 the inspector is further required to inspect the mining operation for conditions, safety appliances, machinery, equipment, sanitation and ventilation, the means of ingress and egress, the means taken to protect the lives, health and safety of the miners. Arizona Revised Statute 27-309, ASMI must investigate the cause of fatal accidents

resulting in a death occurring at the mine and file written report. Arizona Revised Statute 27-308, ASMI is required to investigate written safety complaints and will accept verbal complaints that are reasonably likely to be fatal.

Inspections has been reduced by one Inspector, this is a 20% decrease in our abilities. During the late 1990's and the early 2000's ASMI had to defend itself against liability lawsuits in which a lack of required inspections and the quality of the Health & Safety Inspection were a factor. ASMI paid large settlements in several cases. With a reduction of inspectors, the remaining inspectors are pressed to do more with less resulting in less time and quality performing the actual required Health and Safety inspection at each mine in an attempt to keep up. In some cases, no Health & Safety Inspection is performed of the mine resulting in the potential exposure to legal action.

Arizona Revised Statute 27-303 requires the operator to notify ASMI when a mine will be temporarily or permanently closed. In the case of temporary suspension of operations excluding labor disputes, exceeding six months or in the case of permanent termination of mining operations, the operator shall notify the inspector, in writing, before the suspension or termination date. All shafts, portals, adits or other openings shall be secured to prevent unauthorized entry and to protect public health and safety pursuant to ARS 27-318. With a reduction of inspectors, mines that have closed do not get inspected for compliance resulting in potential exposure to legal action.

The Arizona State Mine Inspector's office in order to comply with A.R.S. § 27-318 after receiving notification of A.R.S. § 27-303 inspects the closed, abandoned or inactive mining shafts, portals, pits or other excavations which are dangerous to persons legally on the premises. ASMI inspects and issues notices of violations to mine operators who fail to cover, fence, fill or otherwise secure the mine hazards and post warning signs. A reduction in inspections would result in non compliance to A.R.S. § 27-318 and promote abandoned mine hazards at a later time when the mine operator can not be found or is no longer in business, leaving the problem for the land owner and the State of Arizona with potential exposure to legal action.

Vehicles:

One inspection vehicle if not replaced in FY 2011 will certainly have to be replaced in FY 2012 & FY 2013 budgets.

Inspections Training, Continuing Education and Certifications:

To reduce legal liability and stay current in inspections, codes and equipment, continuing education for FY 2012 & FY 2013 budgets would include:

- Elevators
- MSHA Conferences & Inspections Training in Beckley WV.
- Hoist & Lifting Gear
- Electrical Basics & Safety
- Boilers & Pressure Vessels
- NFPA Codes
- Fire Sprinklers, Fire Alarms & Off Road Suppression Systems
- Industrial Hygiene & Radon/Certifications

ASMI commitment to continuing education of the Deputy Inspector's reduces potential ASMI legal negligence.

Maintenance of current Certified Mine Safety Professionals' (CMSP) To provide non-certified Deputy Mine Inspectors the opportunity to take the CMSP Course from the International Society of Mine Safety Professionals or the Registered Safety Professional (RSP) Course from International Board of Environmental Health & Safety.

Uniforms and Inspectors Personal Protective Equipment:

Four inspectors' uniform requirements, hard hats, respirators, gloves, glasses, miners' belt & fall protection, safety leather & rubber boots, coveralls, safety vests and hearing protection.

Inspections Software, Hardware, Reference Standards and Code Replacements:

Computer software such as Adobe Professional and Microsoft Office is outdated, currently using patches or conversion software.

Computer hardware such as the portable printers will have been in use in excess of five years, all in one printers and the light duty Dell Vostra laptops may need to be replaced.

Approved Standards and Code replacements for:

- MSHA CFR
- OSHA CFR
- UBC & UFC
- ANSI Standards

Inspections Health & Safety Monitoring:

- Noise Monitoring Program = Manpower to comply with R11-1- 475, this will compete and be concurrent with regular inspections.
- A.R.S. § 27- 411 Dust Monitoring Program = Manpower to comply with 27-411, this will compete and be concurrent with regular inspections. Annual maintenance for testing and sampling supplies needed.
- A.R.S. § 27-411 & R11-1- 405 Smelter & SXEW Monitoring Program = Manpower to comply with A.R.S. § 27-411 & R11-1-405 this will compete and be concurrent with regular inspections. Annual maintenance for testing and sampling supplies needed.
- A.R.S. § 27-371 & R11-1- 471 Radon Monitoring Program = Approximate cost for one radon monitor with a quick read out.

Industry is required to Monitor and make records available but ASMI must have a means of verifying industries results and to verify to reduce potential legal negligence exposure to ASMI.

Issue 2 *Abandoned mines pose a serious threat to public health and safety and to the environment. Failure to timely and properly act to close mines posing serious hazards may cause liability problems for the state.*

Abandoned mines can pose a serious, even fatal, hazard to curiosity seekers or amateur prospectors. Potential dangers include cave-ins from loose rock and rotten timber, deep water, poisonous gases, and discarded, but active, explosives. With hazard and liability abatement in mind, the Arizona State Mine Inspectors office continues diligently to secure abandoned mines on State Land, and any other lands thereafter, properties so as to protect the public and wildlife. The Arizona State Mine Inspector has developed an inventory that contains information on over 9,902 abandoned mines and has evaluated 3,537 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.

The number of abandoned mines secured in FY 2010 significantly decreased by 75% due to the FY 2010 budget reductions and the loss of 2 (FTE) Abandoned Mine staff in 2009. The FY 2011 changes in appropriations have limited the states' ability to execute timely and cost-effective programs to abate serious AML problems. In FY 2011 ASMI forecasts a continued decrease in the number of abandoned mines to be secured due to further budget reductions in FY 2011, FY 2012 & FY 2013.

Challenges faced in reducing or preventing further fatalities and serious accidents at mines sites include limited available funds, lack of administrative and field staff and replacement vehicles. As documented in ASMIs FY 2009, FY 2010 and FY 2011 budget submittals, at least 2 more positions are needed to operate an effective abandoned mines inventory and closure program. Two abandoned mines supervisors 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. Additional duties are: visit abandoned mine sites to locate and survey, inventory, classify and eliminate public safety hazards and participate in the actual implementation of the closure.

Current Fleet Vehicles:

Pursuant to A.R.S. § 27-129; Subject to legislative appropriation, the state mine inspector shall establish a program to locate, inventory, classify and eliminate public safety hazards at abandoned mines as defined in A.R.S. §

27-301. ASMIs Abandoned Mines Program currently has two assigned abandoned mines vehicles of which both will surpass 125,000 odometer miles by the end of FY 2011. One vehicle currently has 80,978 and is expected to reach 110,978 by the end of fiscal year 2011; the other vehicle currently has 50,255 miles and is expected to reach 110,255 miles by fiscal year 2013. One replacement vehicle will be a necessity for FY 2012 and one vehicle for FY 2013. Due to the environmental terrain extremes and nature of the inventory, evaluation and securing of mine sites the supervisor's must have safe and reliable vehicles.

ASMI is requesting the state appropriate at least \$ 378,122.00 to address these already recognized and planned needs for FY 2012 and FY 2013. 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. Equipment, travel and other associated funds would be necessary to support these positions.

Issue 3 *Education & Training Program; vehicles; training coordinator; training instructor; training equipment and materials*

The Arizona State Mine Inspector's Education and Training (ASMI, E&T) program provides the Arizona mining community with the federal mandatory safety and health training. The mandatory federal training regulations and standards fall under: CFR Title 30 Part 48 - Subparts A & B the Training and Retraining of Miners in Underground and Surface Metal and Non-metal mines and Surface Coal mines. CFR Part 46 the Training and Retraining of Miners in Engaged in Shell Dredging or Employed at Sand, Gravel, Surface Stone, Surface Clay, Colloidal Phosphate or Surface Limestone mines (Aggregates).

The ASMI instructors travel throughout the state and conduct safety classes for mine operators, mine employees, contractors, vendors and individuals seeking work at mine operations and are committed to conducting quality, updated and professional training sessions. The inability to provide this crucial training to the Arizona mining community could greatly impact the mining industry and the safety of miners.

Vehicles:

Of the four assigned training vehicles, three will surpass 125,000 odometer miles by the end of FY 2011. One vehicle currently has 135,000 miles. Replacement vehicles will be a necessity for FY 2012 and FY 2013. To work and travel safely the ASMI E&T instructors need safe and reliable vehicles.

Training Coordinator:

The training coordinator maintains an order of professionalism and communication between the training staff and administration and contacts with mining companies, contractors and others who request training and information concerning all departments of the agency. The training coordinator conducts timely tasks and duties, such class scheduling, processing phone and web site class registration requests, class fee and policy processes and entries, roster and data input. In fiscal year 2010 ASMI E&T department began charging training fees. This program has greatly increased the amount of time it takes to register individuals and companies for classes. Fees and credit card information must be processed, validated, tracked and receipts mailed to customers. The increase of training requests and added training sessions will continue to put more demands and responsibilities on the training coordinator position.

The training coordinator also sets up training facilities and contacts, obtains and relays clear class locations and directions to instructors, companies and class registrants. Also develops mandated data reports to federal MSHA and the yearly ASMI legislative reports and oversees the ordering and restocking of training books, manuals, supplies and researches vendor listings and contacts. Develops and issues training manuals, pamphlets and handouts and assists in implementation of the agencies out-reach training, abandoned mines awareness and other safety programs. The training coordinator position will definitely help in the training instructor's ability to provide for the steady increase of requested safety training classes and could possibly affect overall safety and health of miners.

Training Instructor:

One additional trainer position is needed. Currently the ASMI education &

training instructors conduct the following MSHA class sessions. Annual Refresher – 1 day - 8 hour class, New Miner Inexperienced - 2 day - 16 hour class and First Aid / CPR - 6 hour class. Co-operative class sessions in Arizona are held in Phoenix, Tucson, Flagstaff, Safford, Chino Valley and Williams. These co-operative class sessions gather a multitude of different individuals seeking MSHA training. From engineers, consultants, metal, coal, sand and gravel, flagstone, cinder and other aggregates mines. Also a great number and variety business and construction contractors entering the different mine properties also are required to have MSHA training. Non working individuals with past mining experience or no mining experience, some who are desperately seeking jobs. Many private class sessions are booked and held through-out the State. From Kingman to Yuma and Kayenta to Bisbee, these private classes are conducted for mine companies, contractors, county, city and various state and other agencies such as ADEQ. Many county and city workers who enter aggregate mine quarries schedule private training. With an improving economy these mining job openings are going to be beneficial to our mining industry and state.

In the fall of calendar year 2010 ASMI will begin to conduct New Miner Inexperienced – Three day - 24 hour class sessions and conduct five day - 40 hour Train the Trainer sessions. These three and five day class sessions will significantly increase program costs which include but not limited to: travel costs, vehicle maintenance, fuel costs, and hotel and per diem. ASMIs nominal class fees give the companies and individuals the opportunity to receive the training at an affordable cost.

Training Equipment and Materials:

To provide professional and quality training instructors must have reliable equipment and updated materials. These include: computers, projectors, speakers and various audio visual equipment and tools. ASMI should update DVD safety movies and power point presentations, training manuals and books including: Federal Guide to Miners' Rights and Responsibilities, Code of Federal Regulations, Mining Code of the State of Arizona, Training Reviews and Test manuals and current First Aid / CPR materials annually.

Issue 4 Employee retirements, health pensions and benefit payouts.

ASMI anticipates at least one FTE transitioning to retirement in FY 2011 and more to come in FY 2012. Due to the significant budget reductions in FY 2009 & FY 2010 there is no funding available for payouts with regards to retirement, health pensions and benefits payments. Staff who transition out of the agency will significantly affect ASMIs budgets in FY 2011 and FY 2012. These topics must also be considered.

Issue 5 Insufficient General Fund appropriation to subsidize A.R.S. § 27-1201: Title 27, Chapter 6, Aggregate Mine Land Reclamation.

The initial intensive reclamation planning and implementation effort was supposed to have been concluded by June 30, 2008. The fees paid by the mines during 2008, 2009 and 2010 were to cover the initial costs of plan administration and technical compliance reviews overseen by the Inspector. Due to incomplete plans being filed and the subsequent need to obtain more information from the mines to perform the required reviews, the time to complete processing and giving final approval of some reclamation plans has extended beyond each fiscal year. As such, the administrative and technical review costs for paying consultants and for notifying adjacent property owners have will extend beyond the end of FY 2011.

As of October 2010, 250 reclamation plans for aggregate mines have been submitted - 10 plans are still awaiting administrative approval, and 25 plans are awaiting technical approval as of June 30, 2010.

-Approximately 35 plans will need to go through the public notifications process in FY 2011.

The legislature has not foreseen the needed resources and costs or manpower necessary to manage a division for the annual plan review process and/or field verification compliance.

-All of these sites will continue to submit annual reports along with financial assurance mechanisms for review and approval (bonding etc).

Program compliance site inspections will need to begin fiscal year ending FY 2011 as well as onsite program assistance and enforcement program for violations of non-compliance of the statutes.

Retention of public files and continual updates are needed to maintain the library and files.

Reclamation rules need to be proposed again by year ending FY 2011, finalized by year ending FY 2012.

A reconverted or new tracking database may have to be developed for tracking of changes of file data (i.e. ownerships and operators of all mines, financial assurance tracking, and retention of data for sustainable reasons).

Continued tracking of mine site facility transfers and financial assurance is vital, especially in state of Arizona's current economic environment. If the reclamation bonds and tracking of mining sites do not continue, it will be impossible to track mining companies currently responsible for disturbances and any safety or environmental damages caused should the properties be abandoned and left in disrepair.

The state and municipality may then be responsible for a remedial or rehabilitation of the property for safety and surface reclamation damages.

There is insufficient General Fund appropriation to subsidize the reclamation program without adversely affecting abandoned mines closures to protect public safety or mine inspections to prevent accidents and deaths among mine workers and/or visitors. In FY 2011 the State Mine Inspector will request an extension of the deadline so funds can be used to pay for the costs of the reclamation review process for fiscal years 2012 & 2013.

Issue 6 Insufficient General Fund appropriation to subsidize A.R.S. § 27-901: Title 27, Chapter 5, Mined Land Reclamation.

Senate Bill 1380 (signed 5/01/1996) created the need of the Reclamation Division within the Arizona State Mine Inspector Agency (ASMI), and created the Act per SB1365 which became effective 10/01/1996 for any mining disturbances created by an operation after January 1, 1986. In 1994 the Act and the rules were already in the works and previously identified ADEQ as the agency for the Act, but were later changed by the Senate Bill 1380 to transfer this duty to ASMI.

Beginning July 1, 1996, and the adoption of any rules, any new mining operation creating a mining or exploration disturbance of more than five (5) acres must create a reclamation plan per the Act and supply a financial assurance mechanism to the Reclamation Division at ASMI.

The sum of \$100,000 was appropriated from the state General Fund to the State Mine Inspector for fiscal year 1996-1997 to establish and implement a program for review, processing and evaluation of mined land reclamation plans, or to contract for consultant services under A.R.S. § 27-935. The appropriation made by this section is exempt from the provisions of A.R.S. § 35-190 relating to the lapsing of appropriations.

A.R.S. § Title 27, Chapter 5 was scheduled to be repealed from and after December 31, 2000, if no other dedicated funding source was created by the legislature, or by a self funding program.

The original costs to develop the program and the Reclamation Division at ASMI, was estimated to be 2.5 FTE at \$101,000 per year in 1997 and 1998. All costs to develop this Division were estimated at \$189,550 in FY 1997 and \$155,365 for FY 1998. The costs were predicted for plan review and managing the plans for approximately 17 regular hard rock mines. The plans were predicted to provide approximately \$191,330 in revenue for plan review fees, as a low end prediction, and approximately \$861,876 on the high end. This wide range was determined by the amount of disturbances identified by the 17 mining sites currently conducting operations at that time. It was difficult to determine the exact amount of surface disturbances which would be affected by the new statute.

Senate Bill 1286 (signed 4/27/1999), of the first regular session of the 44th legislature cancelled any repeal of the program identified in the original SB 1380. The Senate then appropriated monies of \$98,000 for FY 1999-2000,

and \$49,200 for FY 2000-2001, and an additional \$49,200 for the second half of the fiscal year FY 2000-2001 per SB1359.

The program still maintains these reclamation plans for the industry, and corresponds for future expansion plans without any funding. The program also is now within the review phase for over 245 plans for the aggregate mining industry, as well as all financial managing of Financial Mechanisms and annual reporting requirements for both Hard rock and Aggregate mining sites. No major updates to the rules or the statutes for hard rock have occurred since the beginning of the Act, which is currently managed by one FTE, on very limited resources.

There is no appropriation to conduct and monitor the reclamation program in FY 2011, FY 2012 & FY 2013. Funds need to be appropriated to be used for administrative costs.

MIA 1.0		Program Summary
MINING SAFETY ENFORCEMENT		
Tim Evans, Assistant State Mine Inspector		
Phone: (602) 542-5971		
A.R.S. § 27-124		

Mission:

To enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of the employees in Arizona's active mining operations.

Description:

The Mine Safety Enforcement Program performs quarterly and annual health and safety inspections at active underground and surface mines and related facilities; conducts investigations of mine accidents, employee and citizen complaints; and provides certification classes in mine rescue and first aid. The program issues violations, cessation orders, mine elevator operating, electrical connection permits and underground diesel equipment operating permits as tools to promote safe and healthful work conditions. Operations under this program's jurisdiction include asphalt hot plants, concrete batch plants, aggregate pits, quarries and processing plants; underground and open pit mines, quarries, mills, SX-EW Plants, smelters, refineries, and rod plants. Jurisdiction also covers contractor employees working at mine sites and the administration of Sand and Gravel Districts. Deputy Mine Inspectors also perform complaint investigations and land owner compliance inspections at abandoned mines to support the Abandoned Mines Program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	983.9	945.6	1,133.1	1,084.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	983.9	945.6	1,133.1	1,084.7
FTE Positions	13.0	12.0	13.0	13.0

- ◆ **Goal 1** To eliminate fatal accidents and to reduce the number and severity of lost time accidents at Arizona mines, through health and safety inspections and enforcement of the mining code.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent mandated inspections completed	89	71	70	70
Number of reportable (lost time) mine accidents	191	191	191	191
Explanation:	The number of reportable (lost time) mine accident reflects " only" what is reported to the Arizona State Mine Inspector.			
Employee and Public Complaints Investigated	15	15	15	15
Number of safety inspections completed	788	627	627	627
Customer satisfaction rating for Mines (scale 1-8)	0	6	6	6
Explanation:	Survey results will be recorded on or before October 1, 2010			

MIA 2.0	Program Summary
ABANDONED MINES	
Laurie Swartzbaugh, Deputy Director	
Phone: (602) 542-5971	
A.R.S. § 27-318	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of prior abandoned mine closures reviewed	37	40	40	40
Explanation:	On State Trust Land			

Mission:

To promote public safety by field identification, hazard assessment, mine owner compliance notification and administration of the securing of dangerous abandoned mines in compliance with the endangered species and plant acts, historical acts and environmental acts.

Description:

The Abandoned Mines program's efforts fall into two categories: the inventory of abandoned mine sites and the administration of the securing, remediation and closure of abandoned mines. Field surveys are prioritized to primarily locate mines on State lands, secondly on other public lands, and then thirdly on private lands within the 73 million acres that comprise the State of Arizona. The survey records the exact location of abandoned mines using a global positioning satellite system. The inventory's objective is to produce an accurate count of abandoned mines and describe the significant safety hazards and potential environmental hazards occurring with them. The database of surveyed abandoned mines is used to prioritize the significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the Office to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on State owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designated as necessary for abandoned mine closures on State lands. The cost of field construction work to secure these mines is provided by the Abandoned Mine Safety Fund through mining industry donations, private citizen donations and a matching appropriation from the Legislature. The program performs regular monitoring to assure mine closures remain in good condition. The program coordinates the identification and securing of abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff's Search and Rescue Group, the Maricopa County Sheriff's Office Mountain Search and Rescue Group, Arizona Department of Mines and Mineral Resources, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	149.5	182.0	182.0	182.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	55.7	215.7	215.7	215.7
Program Total	205.2	397.7	397.7	397.7
FTE Positions	2.0	2.0	2.0	2.0

- ◆ **Goal 1** To promote public health and safety by identifying and assessing abandoned mines, and securing those found to be a threat to the public and the environment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of abandoned mine openings secured	73	70	70	70
Explanation:	Secured on State Lands			
Number of abandoned mine complaints handled.	8	10	10	10

MIA 3.0	Program Summary
EDUCATION AND TRAINING - FEDERAL GRANT	
Frank Rabago, Education & Training Program Manager	
Phone: (602) 542-5971	
A.R.S. § 27-124, Title 30 CFR	

Mission:

To educate and train inexperienced and experienced mine employees in safe work practices and compliance with state and federal mine safety regulations.

Description:

The Mandatory Safety and Health Standards for all mines in the United States are subject to the Federal Mine Safety and Health Act of 1977. The purpose of these standards is the protection of life, the promotion of health and safety, and the prevention of accidents.

The Office of the Arizona State Mine Inspector holds true to the same concerns, values and goals of protecting current and future miners and the public. The Arizona State Mine Inspector and staff regulate and follow the Mining Code of the State of Arizona which contains the guidelines of the Arizona Revised Statutes and Rules and Regulations. Our goal is the protection of miners and the public through regulation, enforcement rules, education and training.

Mine safety and health education and training is very important to Arizona's mine operators, their employees, contractors and the public. The Education and Training department provides the mandatory federal mine safety training classes to the Arizona mining community. Requests for safety training from Arizona's mine operators, contractors and workers is in great demand.

The Education and Training Program certifies instructors, develops lesson plans, conducts classes and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, A.R.S. § Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees, all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

Funding and FTE Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds		0.0			
Other Appropriated Funds		0.0	0.0	0.0	0.0
Other Non Appropriated Funds		284.8	333.9	333.9	333.9
Program Total		284.8			
FTE Positions		4.0	4.0	4.0	4.0

◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Arizona miners and contractors trained	4,565	5,500	5,500	5,500
Average course content rating.	4.6	4.6	4.6	4.6
Average instructor rating	4.7	4.7	4.7	4.7

MIA 4.0	Program Summary
MINED LAND RECLAMATION	
Garrett Fleming, Reclamation Manager	
Phone: (602) 542-5971	
A.R.S. § 27-921	

Mission:

To promote the restoration of lands disturbed by mining to a safe and stable environmental condition through enforcement of the Mined Land Reclamation laws, rules and regulations as applicable to new mineral exploration, new mines and the expansion or closure of existing active mines.

Description:

The Mined Land Reclamation Program, working in cooperation with mining companies, consultants and other state and federal governmental agencies, approves or rejects mine reclamation plans and financial assurance mechanisms submitted by all metalliferous mining units and exploration operations with surface disturbances greater than five acres. Annual reviews of financial assurances and on-site inspections for on-going reclamation projects and of the regulated mines are parts of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

Funding and FTE Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds		0.0	0.0	0.0	0.0
Other Appropriated Funds		96.9	111.5	111.5	111.5
Other Non Appropriated Funds		0.0	0.0	0.0	0.0
Program Total		96.9	111.5	111.5	111.5
FTE Positions		0.0	0.0	0.0	0.0

◆ **Goal 1** To promote the restoration of lands disturbed by mining to a safe and stable environmental condition. The Arizona Revised Statutes Title 27, Chapter 1, Article 2 identifies the need for a State Mine Inspector Agency. Chapter 5 & 6 were established for Mined Land Reclamation and Aggregate Mined Land Reclamation, and provides for a Division within the State Mine Inspector Agency, to administer the reclamation plans within the state.

Tracking of the percentage of mined acreage disturbed and reclaimed;

Tracking of mandated required financial assurance from an aggregate mining operation to ensure funds are available to reclaim the land;

Tracking of industry reclamation plan goals, which are tracked by release of financial assurance mechanisms;

Complete administrative and technical reviews of reclamation plans; and

Adequate management to enhance public benefit, responsible development and economic value.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of annual mined land reclamation compliance reviews	250	260	270	260

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 and advocate the responsible development of mineral resources, in accordance with accepted principles of sustainable development, and provide pertinent data and support to those seeking to explore and develop mineral resources in the State of Arizona.

Description:

The Department of Mines and Mineral Resources (DMMR) promotes and advocates 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. It monitors current mining and exploration activities and serves as a source of information for mineral information.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	858.2	226.1	320.2	320.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	444.8	347.4	65.3	5.3
Program Total	1,303.0	573.5	385.5	325.5
FTE Positions	14.5	4.5	7.5	7.5

Strategic Issues:

Issue 1 Lack of personnel

The Department of Mines and Mineral Resources (DMMR) now has only 3 FTEs that are funded by the General Fund. At one time there were 14 FTEs. The statutory requirements for DMMR have not been changed; resulting in a severe shortage of personnel. Although no new personnel have been requested at this time, because of the budget crisis in the State, addition of staff should be seriously considered in the near future.

Issue 2 Lack of resources for data storage.

The Department has irreplaceable information in the form of texts, original reports, maps, periodicals, and mine files. Currently these are stored as "hard copy" as they were received from the original source, and can only be used by clients if they come to the DMMR offices. These include several donations of materials from private parties. These are invaluable to clients coming in search of data on properties to which these pertain. The Department is in the process of converting these to digital format so as to make them more readily accessible to clients as well as serve as a backup. However, DMMR is entirely dependent on volunteers to perform this work; although it has recently obtained a small contract for some such work. Contracts require that only the information desired by the funding organization be digitized. Volunteer work is dependent on the availability of personnel with the requisite expertise. Thus progress is slow and unpredictable. The Department needs personnel to be able to perform this work on a regular basis and in a professional manner. Further, the hard copy material needs to be stored in a location so as "to protect and preserve information from danger or destruction" as required by A.R.S. 27-102 (5). This implies storing in a fireproof and climate-controlled vault. No funding for this type of facility is available at the present time.

Goal 1 To promote and advocate for the exploration and development of mineral resources in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Publications	14	7	7	7
Explanation:	Two Special Reports and two Open File Reports were published in FY 2010			

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Advocacy Statements	8	6	6	6
Explanation:	The Department issues advocacy statements for selected projects that are in the best interest of the state.			
Information Sources Used by Public at the office site	539	200	200	200
Explanation:	The public comes to the Department to get information; this is supplied to them from its archived materials.			
Website Hits (thousands)	112.6	90	90	90
Explanation:	An increased amount of information is placed on the Department website which makes it more readily available to a wider range of users, especially international users.			
Number of customers provided with mining and mineral information	410	150	150	150
Number of files to be organized and updated	10	5	5	5
Explanation:	With reduced personnel DMMR will not be able to organize and update files.			
Percentage of files organized and updated during year	6	3	3	3
Explanation:	With skelton staff the percentage of files that can be organized and updated will be markedly reduced.			
Number of new files acquired during year (in thousands)	0.2	0.1	0.1	0.1
Explanation:	Reduction in staff will impact this activity drastically.			
Percentage incorporated into existing Department files	50	20	20	20
Explanation:	The number is lower than 100% because we are dependent on volunteers for this work			
Explanation:	At the present level DMMR does not even have the staff to supervise the volunteers for this work			

Goal 2 To acquire, improve, process and disseminate mining and mineral information

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Give 4 presentations per year	0	4	4	4
Explanation:	Give 4 presentations per year			
Number of students visiting agency.	21.5	0	0	0
Number of total requests.	50.4	0	0	0
Teacher Kits Distributed	585	0	0	0
Explanation:	Estimates for future years are lower because many teachers have already been given teacher kits and may not need new ones.			
Explanation:	This will no longer be applicable since the museum has been transferred to the Historical Society			
Department customer satisfaction survey rating (on a scale of 1 to 5 with five being the highest)	0	4.9	0	0
Number of new exhibits created for display outside the Museum	0	5	0	0
Explanation:	This will no longer apply since the museum is no longer part of DMMR			

NBA 0.0 Agency Summary
NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS
 Dr. Craig Runbeck, Executive Director
 Phone: (602) 542-8242
 A.R.S. §§ 32-1501 and 32-4201

Mission:

To protect the health, safety and welfare of the public by regulating the practice of naturopathic medicine and massage therapy.

Description:

The agency regulates both naturopathic physicians and massage therapists, each overseen by a Governor-appointed board. The Naturopathic Physicians Medical Board regulates the naturopathic field of medicine, which uses various methods to treat patients including nutritional supplements, herbal medicine, homeopathy, pharmaceuticals, and lifestyle counseling. The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice. Further, the Board certifies graduates and medical students to engage in internship, preceptorship, and postdoctoral training programs and certifies medical assistants and approves clinical training programs for medical students. Finally, the Naturopathic Board certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices and conducts investigations and hearings into allegations of medical incompetence and unprofessional conduct.

The Board of Massage Therapy regulates and licenses massage therapists by recognizing a national examination, establishing rules, and conducting investigations and hearings into allegations of incompetence and unprofessional conduct.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	602.8	595.1	595.1	595.1
Agency Total:	<u>602.8</u>	<u>595.1</u>	<u>595.1</u>	<u>595.1</u>

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	602.8	595.1	595.1	595.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	<u>602.8</u>	<u>595.1</u>	<u>595.1</u>	<u>595.1</u>
FTE Positions	7.0	7.0	7.0	7.0

Strategic Issues:

Issue 1 *The agency has an ongoing need to answer complaints and concerns about the naturopathic profession and the massage profession and educate the public about the role of the boards in protecting the public from unsafe practitioners.*

The agency has two websites that allow the public to contact us with complaints about individuals regulated by either board. The agency reports violations of the practice act to the National Practitioners Data Bank. The agency has an active outreach program to law enforcement agencies in Arizona and shares a database with them in regards to the regulation of massage therapists. Every complaint that is received by this agency regarding a naturopathic or massage licensee is fully investigated. If the Naturopathic Board receives a complaint against a doctor not licensed by the board, it is referred to the appropriate agency. If the Massage Board receives a complaint about an unlicensed massage therapist, the agency investigates it and/or refers it to local law enforcement.

Issue 2 *The agency has an obligation to inform licensees and the public about the requirements of the naturopathic statutes*

and the massage statutes.

The agency constantly updates the websites for both boards and refers people to it as a matter of policy. The websites have copies of the laws, current rules, directories of licensees, notices to the public, links to related sites, etc. The agency requires all doctors, medical assistants, and medical students regulated by the Naturopathic Board to pass a jurisprudence examination dealing with the requirements of the Naturopathic Medical Practice Act and other related requirements of law.

Issue 3 *The Naturopathic Board staff also serves the Massage Board.*

Staff processed and licensed 4,940 massage therapists in FY 2009. This includes new and renewal applications. We have approximately 9,000 therapists currently licensed. We anticipate this number will remain static or may decline slightly due to economic pressures in the foreseeable future.

Issue 4 *The Massage Board has an ongoing need to educate the public, the massage profession, and other government agencies about Massage Therapy Law.*

There is a website dedicated to massage therapy. The agency is networking with local and national groups in an effort to coordinate and standardize the regulatory process for massage therapy. The agency is actively engaging with law enforcement agencies and educating them about the law and the resources that we can provide to them. The agency has developed a database for direct access by law enforcement. Administrative rules have been developed and others are being developed.

Issue 5 *The agency is planning to convert to a paperless system of record keeping, complaint processing, and licensing.*

The Board is establishing an online complaint system for massage therapy. Online licensing can now be instated, subject to adequate funding, due to changes in legal requirements to verify immigration status. Licensing and complaint files for both boards will be, subject to adequate funding, transitioned to electronic format. Naturopathic online renewal will also be reinstated.

Program Summary	
NBA 1.0	NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS
Dr. Craig Runbeck, Executive Director	
Phone: (602) 542-8242	
A.R.S. § 32-1501	

Mission:

To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine.

Description:

The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in internship, preceptorship, and postdoctoral training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves clinical training programs, internships, preceptorships, and postdoctoral training programs in naturopathic medicine; certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetence and unprofessional conduct.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	602.8	595.1	595.1	595.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	602.8	595.1	595.1	595.1
FTE Positions	7.0	7.0	7.0	7.0

◆ **Goal 1** To process license and certificate applications efficiently.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total Applications Received for Licensure and Certificates	1,255	1,275	1,300	1,325
Total Licenses and Certificates issued	1,255	1,275	1,300	1,325
Average number of days to process licensing applications	25	25	25	25
Active physician licenses	637	675	700	725
Dispensing Certificates and Renewals Issued	479	500	500	500
Students engaged in Clinical Training	166	180	180	180

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received against licensed or certified persons	20	25	25	25
Complaints resolved in same fiscal year	12	15	15	15
Average number of days to resolve complaints - same fiscal year	105	120	120	120
Complaints received against unlicensed individuals	3	3	3	3

◆ **Goal 3** To audit naturopathic physicians compliance with the annual continuing medical education requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of physicians in compliance with continuing medical education requirement	97	95	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 health, safety, and welfare of the public by regulating the practice of massage therapy.

Description:

The Board regulates individuals who engage in the practice of massage therapy and conducts investigations and hearings on complaints relating to incompetency and unprofessional conduct.

◆ **Goal 1** To efficiently process license applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Massage therapy applications received for initial licensure and biennial renewal.	4,940	4,500	4,500	4,500
Explanation: Licensing began in FY05				
Average number of days to process an application	28	30	30	30

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received against massage therapists	19	20	22	24
Complaints resolved in the same fiscal year	11	12	14	16
Average number of days to resolve a massage therapy complaint	128	180	180	180

NSA 0.0	Agency Summary
NAVIGABLE STREAM ADJUDICATION COMMISSION	
George Mehnert, Director	
Phone: (602) 542-9214	
A.R.S. § 37-1101 to 37-1156	

Mission:

To determine which of Arizona's 39,039 rivers and streams were and were not navigable at the time of statehood, February 14, 1912 and to determine the public trust values of those rivers and streams that were navigable. In addition, the Commission must defend appeals and other legal actions that are filed in State Court, and complete Commission reports to be recorded in each appropriate county following appeals processes.

Description:

Arizona did not determine ownership of any of the 39,039 rivers and streams at the time of statehood and as a result, as many as 100,000 property titles remain clouded. Before ownership can be determined, it must be established if any of Arizona's waterways are navigable. This is because the portion of a streambed that is navigable is owned only by the State. 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. Barring court mandates for further action, the Commission's work is presently scheduled to be completed by June 30, 2012.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	113.6	133.5	133.5	133.5
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	113.6	133.5	133.5	133.5
FTE Positions	2.0	2.0	2.0	2.0

Strategic Issues:

Issue 1 Extend ANSAC Sunset Date to June 30, 2015

While everyone, the Commissioners and staff, have no interest other than getting the work done to extend its Sunset date, the Sunset Date does need to be extended from June 30, 2012 to June 30, 2015. The Commission has only asked for Sunset Date extensions when absolutely necessary. Due to the six cases pending in court, additional cases which may be filed, time involved in appeals and appeals times for Commission reports and for additional work ordered by the courts the Commission is requesting the Sunset Date be changed from June 30, 2012, to June 30, 2015. The Arizona Court of Appeals has, for example, instructed the Commission to perform certain additional work regarding the Lower Salt River and while this is presently a matter filed in a Petition for Review with the Arizona Supreme Court, if the Commission does this additional work it will very likely require additional Commission hearings, perhaps additional Commission travel, and certainly additional Commission reports. If this occurs then the Commission may well have to perform additional work regarding some, but not all, of the other matters on appeal.

Issue 2 Appeals and other legal actions.

While the Commission has no way of knowing for certain how many appeals of its determinations will be filed, or how long each appeal will take, six (6) appeals have been filed in court. The Lower Salt River appeal that has for the past two years been in the Arizona Court of Appeals (and was initially filed in Superior Court June 2006) is awaiting consideration by the Arizona Supreme Court on the petition for review that has been filed with that court. The Santa Cruz River and San Pedro River appeals are presently in Pima County Superior Court on hold pending the results of the Lower Salt River appeal. The Upper Salt River, the Verde River, and the Gila River are in Maricopa County Superior Court on hold pending the results of the Lower Salt River appeal. As of this time no other legal actions than appeals involving the Commission are pending; however, it is anticipated that two or

three additional appeals may be filed during FY2011-FY2012.

Issue 3 Cost of Appeals.

The first appeal of a Commission determination was in reference to the Lower Salt River and was filed June 30, 2006. The actual cost of appeals is not known because this is the very first appeal in the ANSAC process. More than \$65,000.00 has been expended on this case which is presently awaiting consideration by the Arizona Supreme Court. Five other appeals are pending that will likely be impacted by the outcome of the Lower Salt River case and those are the Santa Cruz River and the San Pedro River in Pima County Superior Court and the Verde River, Upper Salt River and Gila River in Maricopa County Superior Court.

It is estimated the Commission may need additional resources to defend five appeals presently in court.

Issue 4 Completing appeals

Six appeals are presently in various courts in Arizona with 2 or 3 others anticipated out of a total of 39,039 watercourses and 53 evidentiary navigability hearings that were held on 3 separate occasions. Matters presently on appeal are in Pima County Superior Court, Maricopa County Superior Court and in a request by Petition for Review with the Arizona Supreme Court.

Issue 5 Time for completing reports that precede appeal times and appeals.

The Commission has completed all fifty-three (53) watercourse navigability evidentiary hearings (for the third time because of changes in the statutes and lawsuits filed against the state). There are no legal challenges pending of the type that resulted in statutory changes and the legal actions that are currently pending are appeals of individual Commission determinations. There are presently (6) cases on appeal, (5) in Arizona Superior Courts and one as a Petition for Review with the Arizona Supreme Court. The results of this matter may well impact the work on other cases. There are presently (8) Commission reports pending and (4) of these are almost completed while (4) others have not been started because of lack of funding to cover the attorney portion cost of these reports. The Commission is also considering additional instructions by the Arizona Court of Appeals to require the Commission to do additional research work which will require additional Commission hearings, reports and appeal times.

Issue 6 Cost of Completion of Reports

The Commission will very likely need an additional supplemental amount during FY2012 and FY2013 to complete the remaining reports including work which has been mandated by the Arizona Court of Appeals. Assuming the Commission must do the additional work as instructed by the Court of Appeals then additional hearings and reports will be necessary as well as additional work on cases that may not be included in the Court of Appeals instructions but that may be impacted in a similar manner.

Issue 7 Extending Commissioner terms to comport with new Sunset Date.

The Commission Sunset date is June 30, 2012 which is also the expiration date of the terms of the Commissioners. If the Sunset date is extended to June 30, 2015, as has been requested, the Commissioner terms should likewise be extended to that new Sunset Date.

Issue 8 Responding to or acting on court mandates, including Public Trust Value Proceedings.

The appeals process is presently considering six watercourses, the Lower Salt River in the Arizona Court of Appeals/Arizona Supreme Court, the Verde River, Upper Salt River and Gila River in Maricopa County Superior Court, and the Santa Cruz River and San Pedro River in Pima County Superior Court. It is anticipated the two or three additional appeals will be filed and the Commission will need both time and funding to act on any court mandates.

The Commission has received instructions from the Arizona Court of Appeals to perform additional work that will require additional hearings; however, this matter has been presented to the Arizona Supreme Court in a Petition for Review challenging the Court of Appeals Decision.

- ◆ **Goal 1** To extend Sunset Date by 3 years to June 30, 2015 because of the number and status of court cases still pending. The cases in court are requiring considerable additional work

regarding the cases specifically but related to the cases and future cases concerning Commission reports plus any information the courts instruct the Commission to perform. The Arizona Court of Appeals has instructed the Commission to do additional work and this instruction is presently filed by the Commission as a Petition for Review filed in the Arizona Supreme Court.

Arizona Supreme Court. The five matters in Superior Court are on hold pending the results of the matter in the Court of Appeals following which all five matters will likely move very rapidly.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Arizona rivers and streams adjudicated, including the necessity to alter and ratify remaining reports that comport with information requested by courts.	0	8	8	8
Explanation: Number of Arizona rivers and streams adjudicated, includes necessity to alter and ratify remaining reports to comport with information requested by the Courts.				
Number of hearings under 2001/current statutes	0	0	0	0
Cost per hearing to study watercourses (in thousands of dollars)	0	20	20	20
Customer satisfaction rating for hearing attendees (scale 1-8)	0	7.5	8	8
Number of final reports approved by Commission	0	12	8	2
Administration as a percent of total cost	0	4.0	4.0	4.0
Monitor and act on court cases and related reports that may require change pursuant to court instructions. As of June 30, 2010 there were six matters in State Court, two in Pima County Superior Court, three in Maricopa County Superior Court, and one between the Arizona Court of Appeals and the Arizona Supreme Court - a Petition for Review by the Supreme Court is currently pending. Perform additional hearings as mandated by the court and to record final reports in the appropriate counties.	0	6	6	6
Continued legal work and report writing based on court cases and related reports that may require change pursuant to court instructions. As of June 30, 2010 there were six matters in State Court, two in Pima County Superior Court, three in Maricopa County Superior Court, and one between the Arizona Court of Appeals and the Arizona Supreme Court - a Petition for Review by the Supreme Court is currently pending. Perform additional hearings as mandated by the court and to record final reports in the appropriate counties.	6	6	6	6

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
To defend existing 6 appeals and others that are filed; as many as 2 more anticipated.	6	6	6	6

◆ **Goal 5** To defend all other legal actions filed against the Commission. Presently there are none.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
No legal actions other than appeals are presently pending.	0	0.0	0.0	0.0
Explanation: There are no numbers included as there are no actions pending other than actual appeals and legal actions related to those.				

◆ **Goal 6** To record each Commission report in the appropriate county seat either following expiration of appeal times or completion of Court mandated work and completion of all completion of appeals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Recording Commission reports in the appropriate county seat.	0	8	0	0

◆ **Goal 2** To determine the public trust values of navigable watercourses as mandated by the Courts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Five appeals are presently pending with two or three more likely. If any of the Commission determinations are reversed by the court then the Commission will need to hold proceedings to determine public trust values. The Commission presumes a maximum of 8 total appeals regarding all 53 hearings and 39,039 Arizona watercourses.	0	0	0	0

◆ **Goal 3** To complete and ratify all Commission final reports, including changes to comport with Court instructions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complete and ratify Commission final reports.	0	0	0	0

◆ **Goal 4** To defend in State Court all Appeals of Commission determinations. At present there are 6 matters on appeal, two in Pima County Superior Court, three in Maricopa Superior Court and one in the Arizona Court of Appeals for which there has been a Petition for Review filed in the

BNA 0.0	Agency Summary
BOARD OF NURSING	
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 771-7801	
A.R.S. §§ 32-1601 to 32-1668	

Mission:

To protect the public health, safety, and welfare through the safe and competent practice of nurses and nursing assistants.

Description:

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for nurses and nursing assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ LICENSING AND REGULATION - RN/LPN	3,972.1	4,074.4	4,074.4	4,074.4
➤ NURSING ASSISTANT	534.3	414.6	414.6	414.6
Agency Total:	4,506.4	4,489.0	4,489.0	4,489.0

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,972.1	4,074.4	4,074.4	4,074.4
Other Non Appropriated Funds	534.3	414.6	414.6	414.6
Program Total	4,506.4	4,489.0	4,489.0	4,489.0
FTE Positions	52.1	52.1	52.1	52.1

Strategic Issues:

Issue 1 Cycle time to complete investigations

It currently takes 7.4 months from the time a complaint is received until it is presented to the Board. It is the agency's intent to reduce this time to 6 months.

BNA 1.0	Program Summary
LICENSING AND REGULATION - RN/LPN	
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 771-7801	
A.R.S. §§ 32-1601 to 32-1668	

Mission:

To establish standards and requirements for initial licensure of new nursing graduates and nurses moving into the State; to protect the public by investigating complaints against licensees ensuring that due process is upheld; to assist nurses with problems of chemical dependency to obtain treatment; to monitor such activity, all with the intent to protect the public from nurses who are unsafe to practice.

Description:

The Board of Nursing (ASBN) licenses all nurses practicing in the State except those practicing in federal facilities. In order to license nurses, the Board administers NCLEX to new graduates and verifies licensure status in other states for nurses moving into Arizona. The Board investigates licensees who have been reported for possible violations of the Nurse Practice Act. Through a comprehensive investigation process, the agency ensures the public safety from incompetent, unsafe, or unprofessional nurses. The Chemically Addicted Nurses Diversion Option (CANDO) Program of the Board consists of three year contracts with licensees which include and are monitored for: initial intensive treatment, aftercare, participation in Alcoholics Anonymous or Narcotics Anonymous, random biological-fluid screens, nurses support groups and quarterly employer evaluations. Licensees are also monitored when the Board determines probational discipline is needed to ensure that public risk is reduced. The Hearing Department schedules hearings for licensees/certificate holders who have been denied licensure/certificates and for those who request their disciplinary procedure be heard by an Administrative Law Judge whose recommendation is forwarded to the Board for approval of the final order.

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	3,972.1	4,074.4	4,074.4	4,074.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	3,972.1	4,074.4	4,074.4	4,074.4
FTE Positions	41.2	41.2	41.2	41.2

- ◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average score on customer service survey (Scale of 1 - 8)	6.7	7.0	7.0	7.0
Average days from application received to RN/LPN renewal license issued	18.3	18	17	17
Explanation: Increased days due to new statutory requirements for lawful presence in the United States.				
RN/LPN renewals issued (4-year cycle)	15,109	15,000	15,000	15,000
Total licensees Registered Nurses and Licensed Practical Nurses	82,385	82,000	82,000	82,000

- ◆ **Goal 2** To reduce the cycle time needed to investigate complaints, complete hearings and increase compliance with consent agreements and Board orders.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total complaints received	978	980	980	980
Percent of licensees with disciplinary action	.8	.7	.7	.7
Average hours per investigation needed to complete a case	17.4	17.4	17.4	17.4
Average months needed to complete investigations and present cases to the Board	7.8	6.5	6.5	6.5

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days from receipt of complaint to resolution	240	230	220	220
Average calendar days per investigation from start to final adjudication	240	230	220	220
Percent of investigations resulting in disciplinary enforcement action	53	72	72	72

◆ **Goal 3** To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Licenses in CANDO program	204	180	180	180
Licenses completing CANDO program (%)	48	45	45	45

◆ **Goal 4** To provide an effective educational program monitoring process for schools of Nursing that promotes a high percentage of RN/LPN examinees passing NCLEX.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Nursing programs monitored for non-compliance	4	4	4	4
Examinees from program successfully passing NCLEX	3,074	3,100	3,200	3,200

Program Summary	
BNA 2.0	NURSING ASSISTANT
Jo Elizabeth Ridenour, Executive Director	
Phone: (602) 771-7801	
A.R.S. § 32-1645	

Mission:

To protect the public health, safety, and welfare through the provision of competent Certified Nursing Assistant care.

Description:

This program administers the certification examinations for Nursing Assistant candidates, surveys and approves Nursing Assistant training programs, and maintains a register of Certified Nursing Assistants (CNAs). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNAs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	534.3	414.6	414.6	414.6
Program Total	534.3	414.6	414.6	414.6
FTE Positions	10.9	10.9	10.9	10.9

◆ **Goal 1** To operate the program efficiently and effectively.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of applicants or certificate holders reporting very good or excellent service	6.67	7.0	7.0	7.0
Explanation:	Effective January 2008 new statutory requirements went into effect regarding lawful presence in the United States.			
Average calendar days from receipt of completed application to denial of certification	477	460	460	460
Total individuals certified as nursing assistants	24,589	24,500	24,500	24,500
Total complaints received	658	700	700	700
Average calendar days from receipt of complaint to resolution	288	280	280	280
Percent of CNA's with disciplinary action	1.6	1.6	1.7	1.7
Total investigations conducted - status closed	738	740	740	740
Percent of investigations resulting in disciplinary enforcement action	52	55	55	55
Average calendar days per investigation from start to final adjudication	269	265	265	265

NCA 0.0	Agency Summary
BOARD OF EXAMINERS OF NURSING CARE INSTITUTION ADMINISTRATORS AND ADULT CARE HOME MANAGERS	
Allen Imig, Executive Director Phone: (602) 542-8156	
A.R.S. § 36-446.02	

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use the services of nursing care institution administrators and assisted living facility managers.

Description:

The Board evaluates applications from individuals seeking nursing home administrator licenses and assisted living facility manager certificates. The Board investigates the credentials and backgrounds of applicants, conducts examinations, and processes the applications. The Board also evaluates and processes applications for renewal of administrator licenses and manager certificates. Both administrators and managers are required by law to meet continuing education requirements. The Board approves continuing education programs and ensures that the requirements are met. The Board investigates complaints against administrators and managers received from citizens or the Department of Health Services. The Board imposes appropriate disciplinary action and enforces compliance with such discipline. The Board provides information to the public concerning applicants, licensees and certificate holders, and regulatory actions taken. All of these Board functions are accomplished through a fee-financed program of examination, licensure, and regulation.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	326.9	373.2	373.2	373.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	326.9	373.2	373.2	373.2
FTE Positions	5.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 *To improve the quality of services provided by the Board to the public and its licensees.*

The Board investigates, reviews, and takes appropriate action on all complaints against nursing care institution administrators and assisted living facility managers. These complaints are received from the public or the Department of Health Services. The Board provides information to the public regarding disciplinary and other regulatory actions. The Board also processes, issues, and renews licenses and certificates to administrators and managers.

◆ **Goal 1** To ensure consistent and timely investigations of complaints and enforcement action in accordance with statutes and rules.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints opened	124	130	135	140
Disciplinary actions	60	65	65	70
Fiscal year complaints resolved	105	110	110	115
Average number of days from open to close of complaint, within fiscal year	94	120	120	120
Number of complaint and application investigations conducted	112	115	118	120

◆ **Goal 2** To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of existing licenses and certificates	2,634	3,000	2,800	3,100
Number of new applications filed	430	450	470	500

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of new licenses issued	362	380	400	410
Number of new and existing licenses	2,996	3,380	3,200	3,510
Number of renewal applications processed	557	1900	600	1,950
Average calendar days to renew a license	3	4	3	4

◆ **Goal 3** To ensure that agency operations are effective and efficient.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction (scale of 1-8)	7.8	7.5	7.5	7.5
Explanation:	In FY 2006, a survey of customer satisfaction was not conducted.			
Administration as percent of total cost	4.3	4.2	4.3	4.4

◆ **Goal 4** To ensure quality continuing education is approved

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of CE sponsor applications	525	550	550	560
Average number of days to process CE sponsor applications	3	4	4	5

◆ **Goal 5** To ensure public information requests and license verifications are completed timely.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days to process a public records request	4	4	4	4
Explanation:	Implemented starting FY07			
Average number of days to process a license verification	2	3	3	3
Explanation:	Implemented starting FY07			

OTA 0.0	Agency Summary
BOARD OF OCCUPATIONAL THERAPY EXAMINERS	
J.Randy Frost, Executive Director	
Phone: (602) 589-8353	
A.R.S. §§ 32-3401 to 32-3445	

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide occupational therapy services or athletic training.

Description:

The Board of Occupational Therapy Examiners is a regulatory board that issues and renews approximately 1,800 licenses for occupational therapy professionals. The Board of Athletic Training is a regulatory board that issues and renews approximately 530 licenses for athletic training professionals. By law, the Boards require that each applicant meet minimum standards of education, experience, and competency. The boards also receive and investigate complaints, take appropriate disciplinary action, and respond to inquiries from consumers as to the license status of occupational therapy and athletic training professionals.

Agency Summary: (\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	144.2	160.0	58.3	58.3
➤ BOARD OF ATHLETIC TRAINING	98.0	101.7	203.4	203.4
Agency Total:	<u>242.2</u>	<u>261.7</u>	<u>261.7</u>	<u>261.7</u>

Funding and FTE Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	242.2	261.7	261.7	261.7
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	<u>242.2</u>	<u>261.7</u>	<u>261.7</u>	<u>261.7</u>
FTE Positions	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>

Strategic Issues:

Issue 1 *Revise administrative rules to reflect recent law changes.*

The Boards recently hired a new Executive Director who inherited administrative rules in need of revision as a result of statute changes. The Boards will seek an exemption to the rules moratorium from the Governors Office and work with GRRC to establish new rules.

OTA 1.0	Program Summary
BOARD OF OCCUPATIONAL THERAPY EXAMINERS	
J. Randy Frost, Executive Director	
Phone: (602) 589-8353	
A.R.S. §§ 32-3401 to 32-3445	

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide occupational therapy services.

Description:

The Board of Occupational Therapy Examiners is a regulatory board which issues and renews bi-annually approximately 1,800 active licenses for the occupational therapy profession and monitors 1,469 closed licenses. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquiries from consumers as to the license status of individual occupational therapy professionals.

Funding and FTE Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	144.2	160.0	58.3	58.3
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	<u>144.2</u>	<u>160.0</u>	<u>58.3</u>	<u>58.3</u>
FTE Positions	<u>1.5</u>	<u>1.5</u>	<u>0.0</u>	<u>0.0</u>

◆ **Goal 1** To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of occupational therapy complaints received	34	24	20	17
Number of complaints resulting in disciplinary action	24	20	15	10
Complaints resolved within 120 days	34	24	20	17
Percent of complaints resolved within 120 days	100	100	100	100

◆ **Goal 2** To ensure that licenses and renewals are issued in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of License Renewal applications received and renewed. OTs and OTAs	1,194	1,090	1,000	950
Number of Licensees (OTs and OTAs)	2,353	2,400	2,410	2,420
Number of initial license applications received (OTs and OTAs)	286	275	275	275
Number of Initial Licenses Issued (OTs and OTAs)	285	275	275	275
Average calendar days to process a renewal application	15	15	15	15
Average calendar days to issue an initial license	35	35	35	35

◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of licenses issued within 10 days of approval	100	100	100	100
Number of individuals licensed as occupational therapists	1,781	2,000	2,000	2,000
Customer Satisfaction rating (scale 1-8)	7.8	7.8	7.8	7.8

OTA 2.0	Program Summary
BOARD OF ATHLETIC TRAINING	
J. Randy Frost, Executive Director	
Phone: (602) 589-8352	
A.R.S. § 32-4101 to 32-4161	

Mission:

To protect the health, safety, and welfare of the public by licensing and regulating individuals who provide athletic training services.

Description:

The Board of Athletic Training is a regulatory board, which issues and annually renews approximately 530 licenses for the athletic training profession and monitors 337 closed licenses. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action and responds to inquiries from consumers as to the license status of individual athletic training professionals.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	98.0	101.7	203.4	203.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	98.0	101.7	203.4	203.4
FTE Positions	1.5	1.5	3.0	3.0

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of athletic training licenses issued	63	100	120	130
Number of licensees	530	600	600	600
Number of License Renewals received	515	525	535	545
Average calendar days to renew a license	15	15	15	15
Average calendar days to issue a license	35	35	35	35

◆ **Goal 2** To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received	14	7	6	5
disciplinary actions taken	14	7	6	5
Complaints resolved within 120 days	14	7	6	5

◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of athletic training complaints received	14	7	6	5
Percent of licenses issued within 10 days of approval	100	100	100	100
Complaints resolved within 120 days	14	7	6	5
Customer Satisfaction rating (scale 1-8)	7.8	7.8	7.8	7.8

DOA 0.0	Agency Summary
BOARD OF DISPENSING OPTICIANS	
Lori D. Scott, Executive Director	
Phone: (602) 542-8158	
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.

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 Board is confident that the fund will continue to be fiscally sound while enabling the Board to better serve the public.

Issue 2 Establishment Inspections

The Board has implemented inspections of establishments and of the opticians working in the licensed establishments. As a result of these inspections, consumer complaints have been reduced significantly. By having a Board presence in the field opticians are better informed of Board requirements and the availability of staff to answer questions aids the licensees.

◆ **Goal 1** To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examination, establishment, and optician license applications and administration of the State Board Practical Examination.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Optician applications received	95	100	100	100
Explanation:	includes applications to sit for practical examination, comity and Reinstatement			
Optician licenses issued	55	60	60	65
Optician renewal applications processed	717	730	740	750
Establishment applications received	23	25	20	20
Establishment renewal applications processed	333	350	365	370
Explanation:	establishments are renewed June 30 so total carries over to next fiscal year			
Average number of days from receipt of application to sit for exam and approval	17	20	20	20
Average number of days from receipt of application for establishment license to granting of license	12	15	15	15
Percentage of renewals within 3 days	98	98	98	98
Customer satisfaction rating (Scale 1-8)	8	8	8	8
Number of licensees (new and existing)	1093	1150	1160	1170

◆ **Goal 2** To investigate and resolve consumer and Board initiated complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints about licensees received and investigated	0	5	5	5
Complaints resolved	0	5	5	5
Disciplinary action	0	5	5	5
Number of days from receipt of complaint until completion	0	80	80	80
Explanation:	number of days is average of all complaints			
Establishment Inspections	193	333	365	365

◆ **Goal 3** To better protect the public through the administration of a continuing education requirement in order to upgrade the profession of opticianry in accordance with the Board's mandate.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of licensees fulfilling continuing education requirement	100	100	100	100
Number of licensees fulfilling requirement	421	120	149	472

OBA 0.0	Agency Summary
BOARD OF OPTOMETRY	
Margaret Whelan, Executive Director	
Phone: (602) 542-8155	
A.R.S. § 32-1701	

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating and achieving the highest standards in the optometry profession.

Description:

The Arizona State Board of Optometry examines, licenses, and regulates the profession of Optometric Doctors (O.D.). In addition, the Board registers out-of-state replacement contact lens dispensers. The Board investigates complaints alleging violations of the Optometric Practice Act and takes administrative regulatory action when required.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	193.8	199.2	199.2	199.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	193.8	199.2	199.2	199.2
FTE Positions	2.0	2.0	2.0	2.0

Strategic Issues:

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

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

Issue 2 *Continue registration and compliance with Arizona Revised Statutes pertaining to nonresident replacement contact lenses dispensers. Monitor any legislation pertaining to consumer protection concerning replacement contact lenses.*

Pursuant to A.R.S. § 32-1773 and 32-1774, the Arizona State Board of Optometry is responsible for the registration of nonresident dispensers of replacement soft contact lenses. These companies provide prescription contact lenses to Arizona citizens via mail-order, telephone, and internet. The law requires these entities to register with the Board and dispense only to those customers holding a valid prescription for contacts.

Issue 3 *To effectively investigate and adjudicate complaints pursuant to statutes and rules*

To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Issue 4 *To ensure agency policies and procedures, including testing, renewal, initial licensing, and customer satisfaction, are effective and efficient.*

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

Issue 5 *To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.*

To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.

◆ **Goal 1** To ensure that licenses are granted or renewed to qualified optometrists.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New licenses issued	53	55	55	55
License applications received	66	65	65	65
Active licensees	1,043	1,050	1,060	1,070
Average time to process an initial license application (in days)	24	35	35	35
Average calendar days to renew a license	2	2	2	2

◆ **Goal 2** To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of complaints received	20	45	45	45
Total number of complaints resolved	13	40	40	40
Average number of days from receipt of complaint to resolution	67	80	80	80
Total number of disciplinary actions	0	3	3	3

◆ **Goal 3** To provide accurate information and programs to stakeholders, including but not limited to: citizens, licensees, health care organizations, and other governmental bodies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of written public information requests	223	230	250	250

◆ **Goal 4** To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and certificates of special qualification)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Prompt response to renewal applications with deficiencies (percent)	100	100	100	100
Administration as % of total cost	4	7	7	7

IBA 0.0	Agency Summary
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION REVIEW (OSHA) BOARD	
Laura McGrory, Director	
Phone: (602) 542-4411	
A.R.S. § 23-422	

Mission:

To be an independent body that adjudicates appeals of administrative law judge decisions regarding citations issued by the Arizona Division of Occupational Safety and Health, a division of the Industrial Commission.

Description:

The review board is an independent body and not directly a part of the Industrial Commission. The board consists of five members appointed by the Governor. One member shall be a representative of management, one member shall be a representative of labor and three members shall be representatives of the general public. The Industrial Commission is responsible for all budgetary actions, including providing administrative support.

Per A.R.S. § 23-423, the review board hears and rules on appeals regarding administrative law judge decisions of contested Occupational Safety and Health inspections. All ADOSH cases start with an informal conference with the Industrial Commission's OSHA division director. If a case is not resolved, the cited employer can request a hearing before an Industrial Commission administrative law judge. If either the director of OSHA or the cited employer disagrees with the outcome of that ruling, that ruling can be appealed before the review board. The decisions of the review board can be appealed to the Court of Appeals.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	19.2	0.0	15.0	15.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	19.2	0.0	15.0	15.0
FTE Positions	0.0	0.0	0.0	0.0

◆ **Goal 1** To hear and rule on OSHA appeal cases.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cases ruled heard and ruled upon	3	2	2	2

OSA 0.0	Agency Summary
BOARD OF OSTEOPATHIC EXAMINERS	
Elaine LeTarte, Executive Director	
Phone: (480) 657-7703	
ARS 32-1800 et seq	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administration as percent of total cost	16	20	20	20
Customer satisfaction rating (1-8)	7.1	7.0	7.0	7.0

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. The Board is responsible for the licensure and regulation of osteopathic physicians and residents, the enforcement of standards of practice, and the review and adjudication of complaints.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	658.3	702.7	702.7	702.7
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	658.3	702.7	702.7	702.7
FTE Positions	6.7	6.7	6.7	6.7

Strategic Issues:

Issue 1 Complaint/Investigation Process

The Agency intends to continue its strategy to reduce its backlog while preventing the undue aging of more recently received complaints. Agency staff will continue to review the procedures that constitute the investigation and review process, to ensure that protection of the public, due process, and administrative efficiency are maximized.

Issue 2 Licensure/Registration/Renewal Process

The Agency continues to expedite pending applications and works with the applicant to provide excellent customer service. The Agency will explore use of trusted secondary, rather than primary source verifications of credentials. The Agency will encourage use of on-line applications to maintain more complete information, eliminate paper applications, and speed up processing time.

- ◆ **Goal 1** To issue and renew licenses promptly and in an effective manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of new and existing licenses	2,426	2,500	2,600	2,700
Number of applications for new license received	167	165	165	165
Number of new license applications issued	186	185	185	185
Average days to issue new license	68	70	70	70
Percentage of renewals done on-line vs. paper / manually	58	65	75	85

- ◆ **Goal 2** To investigate and resolve complaints in a timely manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received	181	185	185	185
Complaints investigated	158	165	165	165
Licenses who had Disciplinary Action taken	4	5	4	4
Average calendar days to resolve a complaint	378	360	360	360
Average calendar days to investigate a complaint	158	180	170	160
Number of complaints closed / resolved.	181	200	200	200

- ◆ **Goal 3** To administer the agency efficiently and provide customer service to the public

PCA 0.0	Agency Summary
PARENTS COMMISSION ON DRUG EDUCATION AND PREVENTION	
Barbara Broderick, Chairwoman	
Phone:	
ARS 41-1604.17	

Mission:

To fund programs that increase and enhance parental involvement, and increase education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances.

Description:

The Arizona Parents Commission on Drug Education and Prevention, also known as the Parents Commission, was created by voter initiative in 1996 and established by A.R.S. §41-1604.17. The Parents Commission is comprised of nine members appointed to the Commission by the Governor to serve two-year terms. Membership consists of five parents of children currently enrolled in Arizona schools and one representative each from the education, county probation, prevention and treatment, and law enforcement professions.

The Arizona Parents Commission on Drug Education and Prevention receives fifty percent of the monies deposited in the Drug Treatment and Education Fund to provide funding for programs that will increase and enhance parental involvement and will increase education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances. The Drug Treatment and Education Fund, established by A.R.S. §13-901.02, receives seven percent of tax revenue collected on spirituous liquors and eighteen percent of tax revenue collected on vinous and malt liquor.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	899.3	6,799.0	4,151.2	3,799.0
Program Total	899.3	6,799.0	4,151.2	3,799.0
FTE Positions	2.2	2.0	2.0	2.0

Strategic Issues:

Issue 1 *The Parents Commission will increase public awareness through outreach and effective partnerships*

- ◆ **Goal 1** To fund programs that increase and enhance parental involvement, and increase education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of individuals impacted directly and indirectly by programs and/or efforts funded by the Parents Commission, evidenced by program reports.	72,057	70,000	75,000	75,000

- ◆ **Goal 2** To increase public awareness through outreach and effective partnerships.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of public education and awareness events sponsored by the Parents Commission.	76	25	25	25

PRA 0.0	Agency Summary
STATE PARKS BOARD	
Renee Bahl, Executive Director	
Phone: (602) 542-7102	
A.R.S. §§ 41-511 et. 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:

The State Parks Board develops and manages 27 State parks and natural areas that have traditionally experienced over two million visitors per year. The Department also administers local grant programs and operates the State Historic Preservation Office.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ PARK DEVELOPMENT AND OPERATION	18,402.2	19,451.2	21,777.8	21,777.8
➤ PARTNERSHIPS AND GRANTS	37,384.1	96,149.8	96,149.8	96,149.8
➤ ADMINISTRATION	3,651.4	3,852.4	3,852.4	3,852.4
Agency Total:	<u>59,437.7</u>	<u>119,453.4</u>	<u>121,780.0</u>	<u>121,780.0</u>

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	20,000.0	20,000.0	20,000.0	20,000.0
Other Appropriated Funds	7,453.0	9,106.1	11,432.7	11,432.7
Other Non Appropriated Funds	31,984.7	90,347.3	90,347.3	90,347.3
Program Total	<u>59,437.7</u>	<u>119,453.4</u>	<u>121,780.0</u>	<u>121,780.0</u>
FTE Positions	<u>359.3</u>	<u>204.2</u>	<u>203.2</u>	<u>203.2</u>

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.*

Arizona State Parks' vision is that the agency "is indispensable to the Economies, Communities and Environments of Arizona"; however, funding has been reduced during the FY 2009 through FY 2011 by amounts unprecedented in the agency's history. The agency is now earning an ever higher percent of its operating revenues, but appropriated fund reductions and fund sweeps, \$71.5 million over this 3 year period, have reduced or eliminated traditional agency operations, capital spending, and programs. Three areas were identified as having the most promise in helping achieve our new vision.

The effort to create a Geographic Information System database to help manage agency assets has been put on hold indefinitely. In partnership with the Arizona Department of Administration, we are 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 for 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.*

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.

Issue 3 *A new Strategic Plan will provide a systematic approach to move the agency toward the vision.*

Too often, strategic plans only document what an entity already does. Arizona State Parks' Strategic Plan directs us to where we want to be, not where we currently are, particularly in the severe circumstances of the current economic recession. A new Strategic Plan is being prepared for the Executive Director and the Arizona State Parks Board. Strategic issues will all have goals and objectives separate from the Strategic Plan completed in FY 2008. These issues, goals and objectives will be evaluated by the Arizona State Parks Board annually. Once approved by the Board, this new Strategic Plan will be submitted as a major modification to the current AZIPS template for FY 2012.

PRA 1.0 Program Summary
PARK DEVELOPMENT AND OPERATION
Jay Ream, Assistant Director Phone: (602) 542-7103 A.R.S. §§ 41-511 et. seq.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Collection in management system.	65	65	65	65
Percentage of exhibits created/updated.	0	60	0	0

Mission:

To acquire, develop, manage and conserve Arizona State Parks' natural, cultural, educational and recreational opportunities.

Description:

The Operations, Development, and Resources Management Sections are responsible for acquiring, planning, developing, managing, and maintaining natural, cultural, educational 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.

In FY 2010, significant agency budget reductions and fund sweeps, particularly to the Enhancement Fund which receives park fees and concession revenues, resulted in the reduction of parks field staff, the temporary closure of parks, and the transfer of several parks to local area governments and non-profit organizations. The financial support of local governments and other partners was a significant factor in keeping several parks open or the resumption of their operations in FY 2010.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	7,016.0	8,606.1	10,932.7	10,932.7
Other Non Appropriated Funds	11,386.2	10,845.1	10,845.1	10,845.1
Program Total	18,402.2	19,451.2	21,777.8	21,777.8
FTE Positions	283.8	155.2	155.2	155.2

◆ **Goal 1** To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annual park attendance (in thousands)	2,212	2,200	2,200	2,100
Explanation: Revised Annual Attendance Forecast				
Percent of park visitors that are satisfied	95	95	95	95
Number of new acres of open space and parkland space purchased by State Parks or facilitated through its grant programs	0.0	0.0	0.0	0.0
Average cost per state park visitor (in dollars)	.15	.25	.25	.25
Ranger-led interpretive program participants (in thousands)	194.5	160	160	175
Explanation: Revision to Ranger Led Interpretive Programs				

◆ **Goal 2** To Improve Arizona State Park's effectiveness at conserving and protecting Arizona's natural and cultural resources (all are contingent on receiving sufficient funding)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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PRA 2.0	Program Summary
PARTNERSHIPS AND GRANTS	
Jay Ziemann, Assistant Director	
Phone: (602) 542-7104	
A.R.S. §§ 41-511 et. seq.	

Mission:

To enhance, preserve and conserve Arizona's significant natural, cultural, and recreational resources for the public benefit.

Description:

Arizona State Parks is not just responsible for managing a system of thirty State Parks, but also for enhancing a statewide system of parks and cultural and recreational opportunities. The Partnerships Division is the component of the Agency that oversees numerous programs of a statewide nature, such as historic preservation, grants and research and marketing, that goes beyond our own system of parks, relying on strong partnerships with other entities to accomplish State Parks' goals.

The State Historic Preservation Office (SHPO) is responsible for the identification, evaluation and protection of Arizona's prehistoric and historic heritage resources and compliance with federal and state laws. The SHPO also oversees many educational and stewardship programs and events that engage it with the general public concerned about historic resources. The Grants Section is responsible for managing the grant programs administered by the Arizona State Parks Board. More than \$21 million (previously \$40 million) is available annually. Programs include grant funds for Land and Water Conservation, Boating Law Enforcement and Safety, Trails, Off-Highway Vehicles, and Open Space conservation. The External Affairs section develops and pursues legislation, provides policy analysis and research to support all programs, and coordinates marketing and public information for the Agency.

The Partnerships Division is served by seven standing advisory committees who work with staff and advise the Parks Board on a number of matters. Members of the Arizona Outdoor Recreation Coordinating Commission, 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 coordinates with these advisory committees and other partners to plan, inventory, enhance, preserve, manage and interpret Arizona's significant natural, cultural and recreational resources for the education and enjoyment of the public.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	20,000.0	20,000.0	20,000.0	20,000.0
Other Appropriated Funds	0.0	500.0	500.0	500.0
Other Non Appropriated Funds	17,384.1	75,649.8	75,649.8	75,649.8
Program Total	37,384.1	96,149.8	96,149.8	96,149.8
FTE Positions	35.0	24.0	23.0	23.0

- ◆ **Goal 1** To effectively provide the appropriate services, information and grants for land and water-based recreation and open space opportunities by involving our customers and partners in our programs, parks and planning efforts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Trails grant projects funded as high priority	0	0	0	0
Percent of OHV grant projects funded as high priority	50	50	0	0
Percent of LRSP grant projects funded as high priority	0	0	0	0
Percent of SLIF grant projects funded as high priority	0	0	0	0
Percent of Historic Preservation grant projects funded as high priority	0	0	0	0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of satisfactory compliance findings of grant audits	85	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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of SHPO paper records converted	78	80	80	80
Percent of pass-through funds obligated to CLGs	100	100	0	0

- ◆ **Goal 3** To increase awareness of, visitation to and support for Arizona State Parks.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annual Park Attendance (in thousands)	0	2,500	0	0
Park Visitor Satisfaction rating	97	95	95	95
Historic Park Visitor Satisfaction rating	97	95	95	95

PRA 3.0	Program Summary
ADMINISTRATION	
Kent Ennis, Assistant Director	
Phone: (602) 542-6920	
A.R.S. §§ 41-511 et. seq.	

Mission:

To provide leadership, advice and guidance in managing the business, financial, technological and human resources of the agency.

Description:

Administration is accomplished through the Director's Office and the Administrative Services Division. The Director's Office manages the three programs of the agency, oversees implementation of the Strategic Plan and monitors progress toward meeting the Agency's goals. The Administrative Services Division provides support to all activities, responsibilities and programs and assures that the Agency has the necessary authority, financial resources, human resources, management information and technical capability to accomplish their mission.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	437.0	0.0	0.0	0.0
Other Non Appropriated Funds	3,214.4	3,852.4	3,852.4	3,852.4
Program Total	3,651.4	3,852.4	3,852.4	3,852.4
FTE Positions	40.5	25.0	25.0	25.0

◆ **Goal 1** To maximize agency resources and enhance information sharing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of invoices paid within 30 days of receipt	96.7	95	95	95
Amount of concession revenue collected	395,000	350,000	350,000	350,000
Administration as a percentage of total cost	3.1	1.8	1.8	1.8

◆ **Goal 2** To create a positive environment that encourages professional development and employee retention.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of employee turnover	36	15	15	15
Percent of park rangers trained - CPR	95	85	85	85
Percent of park rangers trained - First Aid	95	50	50	50
Number of Officers meeting AZPOST training requirement.	51	55	55	55
Percent of park rangers trained - Wild Land Fire Fighting	35	35	35	35
Percent of park rangers trained - EMT	5	5	5	5
Number of park rangers trained - Interpretation	50	50	50	50

PBA 0.0	Agency Summary
STATE PERSONNEL BOARD	
Judy Henkel, Executive Director	
Phone: (602) 542-3888	
A.R.S. §§ 41-781, 41-782, 41-785 and 38-531 et seq.	

Mission:

To provide an efficient and impartial hearing process while carrying out the Board's statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals referenced in statute.

Description:

The Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by state employees who have been dismissed from state service, suspended for more than 40 working hours, or demoted resulting from disciplinary action. The Board also hears and reviews complaints filed under the whistleblower statute. Under the direction of the presiding hearing officer, the proceedings are conducted on an informal basis through the taking of direct testimony, the cross examination of witnesses, and the admission of evidence. A record of the proceedings is taken and made available, upon request, to hearing officers, board members, and parties to the appeal. The hearing officer determines the facts based on the evidence presented and makes a recommendation regarding discipline to the Board. Board members are subsequently provided with case information so they may determine proper discipline.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	278.7	373.2	373.2	373.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	278.7	373.2	373.2	373.2
FTE Positions	3.0	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 provides a fair and impartial hearing process. The Board will continue to include this as a strategic issue. It is important that the hearing process remain fair and impartial and that hearing officers display an unbiased position at all times. The surveys also provide space for additional comments. Any comments are reviewed so that weaknesses can be addressed and the level of satisfaction can be increased.

Expeditious Hearing Process: In FY2010, the average number of days from receipt of an appeal or complaint until the Board issued a final order increased from 122 to 214. This increase was due in part to the Board's use of volunteer hearing officers who were not familiar with the Board's procedures, rules, and statutes, and had limited time to devote to pro bono work. Another factor was the Board's lack of funding for five months of the fiscal year which resulted in all cases being postponed until a volunteer could hear the case or until the Board received funding. 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 will continue to make updates to its website that can be done using in-house staff and no additional funding.

Goal 1 To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of appeals/complaints filed	77	85	85	85
Hearing days	40	72	72	72

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt of an appeal/complaint until the Board issues a final order	214	115	115	115
Average cost of an appeal/complaint (dollars)	820	1,300	1,300	1,300

Goal 2 To ensure customer/client satisfaction with process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of cases appealed to Superior Court	4	3	2	2
Number of cases remanded from court	3	0	0	0
Percent of customers rating overall hearing process as good to excellent	100	100	100	100

Goal 3 To continuously implement changes that will increase effectiveness and internal capacity to deliver services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of training classes attended by staff	0	1	1	1

Goal 4 To strengthen relationships with stakeholders (agencies and constituents).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of meetings/input from stakeholders	5	5	5	5
Number of pamphlets distributed (approximate)	75	95	95	95

SBA 0.0	Agency Summary
OFFICE OF PEST MANAGEMENT	
Ellis M. Jones, Acting Director	
Phone: (602) 255-3664	
A.R.S. §§ 32-2301 et. seq.	

Mission:

To advocate and promote, through education, training and enforcement, the safe application of pest control technologies, which will result in the maximization of the health and safety of the residents of Arizona, and the protection of their property and the environment.

Description:

The Office of Pest Management (OPM) licenses and regulates pest control companies, qualifying parties, and applicators; provides education and training to applicants and licensees; and provides education and information to the public regarding pest control activities in non-agricultural settings.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	2,014.6	2,268.9	2,268.9	2,268.9
Other Non Appropriated Funds	269.9	388.1	388.1	388.1
Program Total	2,284.5	2,657.0	2,657.0	2,657.0
FTE Positions	40.0	40.0	40.0	40.0

Strategic Issues:

Issue 1 Protect consumers through responsible legislation and education.

Protect Arizona consumers through reasonable regulation, by having appropriate laws and rules; and providing information to consumers and education and training to the pest management industry.

Issue 2 Provide a high level of customer service to consumers and pest management professionals.

Provide a high level of customer service to consumers and pest management professionals as efficiently as possible, given resource limitations, using Web site notices and information, on-line continuing education reporting, on-line license renewals, computer-based license examinations that have updated questions and study materials, updated and integrated databases, trained and motivated staff members.

Issue 3 Ensure balanced regulation.

Conduct Inspections, and Process Inquiry Investigations and Complaints, in a fair and thorough manner to balance compliance assistance to the pest management industry, while taking sufficient enforcement action when required.

Goal 1 To provide accurate and efficient service to prospective and licensed businesses, applicators and qualifying parties in obtaining and maintaining licenses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total of all licensing applications received.	11,050	11,000	11,000	11,000
Average calendar days from receipt of completed application to ruling on application for Applicator testing.	3	15	15	15
Average calendar days from receipt of completed application to ruling on application for Qualifying Party testing.	16	15	15	15
Qualifying Party License renewals issued.	1,162	1,200	1,200	1,200
Total of all licenses issued.	9,745	9,500	9,500	9,500
Applicator License renewals issued.	6,384	6,000	6,000	6,000
Percentage of licenses processed within overall time frame.	100	100	100	100
Percentage of Applicator License renewals processed on line of those that did renew.	74	75	75	75

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Qualifying Party License renewals processed on line of those that did renew.	72	75	75	75
Percentage of Business License renewals processed on line of those that did renew.	74	75	75	75
Business License and Branch Office renewals issued.	1,131	1,000	1,000	1,000

Goal 2 To provide continuous quality education to the public and industry members through the Office of Pest Management presented or approved programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of contact hours for Initial License Training taken annually from the OPM.	1,464	1,000	1,000	1,000
Number of CE contact hours taken annually from the OPM.	3,147	3,000	3,000	3,000
Number of Education and Training staff hours provided to the Public by the OPM (not including ILT and CE training).	41	50	50	50

Goal 3 To Monitor pesticide applications and ensure compliance with OPM Laws and Rules.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total inspections conducted (use and non-use).	4,008	3,800	3,800	3,800

Goal 4 To efficiently and professionally investigate inquiries and complaints to protect and maximize the safety of the general public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total Inquiry investigations conducted and completed.	213	125	125	125
Total Complaint investigations conducted and completed.	63	75	75	75
Number of Consent agreements reached/orders finalized.	87	40	40	40
Number of formal hearings held.	0	5	5	5
Percent of investigations resulting in disciplinary action.	70	70	70	70
Number of licenses Revoked.	4	5	5	5
Total consumer and agency generated complaints.	128	100	100	100
Average calendar days from receipt of complaint to resolution	180	190	190	190

PMA 0.0	Agency Summary
BOARD OF PHARMACY	
Hal Wand, Executive Director	
Phone: (602) 771-2740	
A.R.S. §§ 32-1902 and 32-1904 et seq	

Mission:

To protect the health, safety and welfare of the citizens of Arizona by regulating the practice of pharmacy and the distribution, sale and storage of prescription medications and devices and non-prescription medications.

Description:

The Board of Pharmacy has four primary functions. The first is to issue licenses to pharmacists, pharmacy interns and pharmacy technicians. Additionally, it is responsible for issuing permits to pharmacies, manufacturers, wholesalers and distributors. The Board also conducts compliance inspections of permitted facilities, and investigates complaints and adjudicates violations of applicable state and federal laws and rules. Lastly, the Board promulgates and reviews state rules and regulations in regard to the industry.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,787.7	1,949.0	2,075.1	2,075.1
Other Non Appropriated Funds	144.3	371.5	371.5	371.5
Program Total	1,932.0	2,320.5	2,446.6	2,446.6
FTE Positions	14.0	15.0	16.0	16.0

Strategic Issues:

Issue 1 *To provide all interested parties with readily retrievable records in electronic format when possible.*

To convert to electronic storage of all our license and permits files. This will allow for the reduction of the required space to house file cabinets currently storing the hard copy documents and will avoid loss of documents due to age or exposure to the elements.

Issue 2 *To upgrade essential software and hardware systems.*

In an effort to avoid the effects of computer obsolescence, the Board plans on continuing our aggressive policy of finding and using new and innovative methods to improve our performance. Credential renewals, verifications, and inspection data are a few of the areas where electronic information processing is very much in use and needs to be further developed.

Issue 3 *To establish uniform terms in board orders involving disciplinary actions.*

Adopting uniform disciplinary orders based on the level of non-compliance establishes a level playing field for practitioners and assure the public that violations are adjudicated commensurately to their level of severity without regard to the individual involved.

Issue 4 *To expedite processing and resolution of consumer complaints.*

To rapidly and accurately investigate complaints and provide progressive discipline for instances where non-compliance occurs. The discipline is designed to protect the public from non-compliant credentials or from unprofessional/unethical conduct.

Issue 5 *To expedite credentialing of qualified applicants.*

To see that applications for licensure are processed as efficiently and expeditiously as possible, ensuring that all requirements have been met. Examinations are now given electronically five days a week which has improved a portion of the licensure proceedings. We are currently working with GITA and NIC to develop more electronic interfaces which will allow an applicant to complete registration online at the state level.

Issue 6 *To ensure that licenses and permits are granted only to citizens who are competent applicants with high standards*

of professional and ethical conduct.

To provide training to agency employees that help them keep current with the changes in the practice of pharmacy. This will help them to ensure that candidates for licensure or practicing pharmacists possess the training and education needed to provide the public with competent and ethical professionals.

Issue 7 *To maintain a statewide prescription monitoring program (PMP) to inform health care providers about the utilization of controlled substances by their patients. The program identifies illegal diversion while providing assurance that the provision of legitimate pain therapy is not adversely impacted.*

The legislature authorized the program in 2007; up to \$395K in funds may be transferred from fund 2052 to fund 2359 annually. An RFP was completed and a vendor was selected. A vendor contract was awarded on March 31, 2008 for data collection, storage and maintenance, and web hosting services. A PIJ was approved by GITA. Data collection from pharmacies began on October 11, 2008. The database has been available for use by prescribers and dispensers since December 2008.

◆ **Goal 1** To ensure that licenses and permits are only granted to US citizens who are competent applicants with high standards of professional and ethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Disciplinary actions/100 Registered Pharmacists & Technicians (technicians added this year for the first time)	0.8	1	1	1
Complaints per 100 practitioners (Pharmacists & Technicians)	0.57	1.0	1.0	1.0
Continuing education seminars conducted for pharmacists	4	5	5	5
Board Meetings	6	6	6	6
Miles Driven-Inspections	72,880	90,000	90000	90,000
Pharmacies-Inspections	658	950	950	950
Explanation: reduced staff for 1/2 of the fiscal year				
Compressed medical gas suppliers & distributors-Inspections	6	10	10	10
Manufacturer-Inspections	2	5	5	5
Non-Prescription Drug Permit-Inspections	1093	1,500	1500	1500
Wholesaler-Inspections	105	130	130	130
Re-inspections	7	10	10	10
Total number of inspections conducted	1871	2100	2100	2100

◆ **Goal 2** To maintain a comprehensive electronic Controlled Substance Prescription Monitoring Program.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Use new prescription monitoring program fund to implement prescription monitoring program approved by legislature in 2007.	219291	300000	325000	350000
Explanation: Implement the prescription monitoring program				
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	780	850	900	900
About how many licensed PRESCRIBERS were there?	22,400	23,400	24,400	25,400
About how many licensed/permitted DISPENSERS were there?	4,931	5,000	5,000	5,000
for PRESCRIBERS: How many solicited reports were produced?	260,229	338,300	439,780	571,725
For PRESCRIBERS: How many unsolicited reports were produced?	1,427	1,500	1,500	1,500
for DISPENSERS: How many solicited reports were produced?	42,100	52,625	65,750	82,150
for DISPENSERS: How many unsolicited reports were produced?	0	0	0	0
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many solicited reports were produced?	849	900	945	995
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	4	6	8	10

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	316	330	346	365
For Professional Licensing Board INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	0	1	1	1

PTA 0.0	Agency Summary
BOARD OF PHYSICAL THERAPY EXAMINERS	
Charles D. Brown, Executive Director	
Phone: (602) 274-1088	
A.R.S. § 32-2001	

Mission:

To process applications for licensure as a physical therapist and certification as a physical therapist assistant, and to enforce the statutory provisions of the Arizona Physical Therapy Practice Act for purposes of protecting the health, safety and welfare of the public from the incompetent, unethical and/or illegal practice of physical therapy.

Description:

The State Board of Physical Therapy licenses qualified physical therapists (PTs), certifies qualified physical therapist assistants (PTAs), investigates and adjudicates complaints, assesses continuing competence, and enforces the standards of practice for the physical therapy profession. The Board regulates approximately 4,100 professionals licensed and certified to practice in the State. In addition, as of September 2011, the Board will regulate business entities that provide physical therapy services. 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	321.1	355.9	355.9	355.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	321.1	355.9	355.9	355.9
FTE Positions	3.8	3.8	3.8	3.8

Strategic Issues:

Issue 1 *Provide the public with improved access to information on physical therapy consumer rights, and to the investigative and disciplinary histories of licensed physical therapists and certified physical therapist assistants.*

Regulatory agencies increasingly employ searchable websites for use by the public in obtaining information about a licensed health care professional's level of education, years of practice, areas of specialty, and complaint and disciplinary history. The Board has entered into an interagency service agreement with the Arizona School Facilities Board for purposes of working with that agency's IT manager on a project that will provide physical therapy consumers with increased information on a licensed physical therapist (or certified physical therapist assistant's) record with the Board with respect to the number and nature of complaints and investigations, and specific information on any disciplinary or non-disciplinary action taken. The Board intends to post actual copies of actions taken for the public and consumers to view. Depending on the scope and cost of this project, it may be implemented over the current and the next fiscal year.

Issue 2 *Initiate a comprehensive revision of Title 4, Chapter 24, Article 3 and Article 4.*

The purpose of this revision is two-fold: 1) to correct rule language that is unclear, contradictory, incomplete, and contrary to statute, and 2) general supervision (off site) of PTA's was initiated in 2006 and rules were written and adopted quickly to accommodate for changes in statutes. However, the Board is reviewing these laws to ensure the rules are clear, concise, written for the purpose of public protection, and clearly identify the responsibilities of the PT and PTA in a general supervision environment.

The Board has conducted a thorough review of the agency's administrative rules and has determined that Article 4 requires significant revisions. The Board completed revision of Articles 1 and 2 of the rules (effective date of August 5, 2006) and completed work on Article 3 of the rules with an effective date of October 2008. The Board has completed updating its

Course Work Tool for reviewing foreign educated applicants' education, placing a time for administrative review and substantive review of renewal applications into law, and updating language regarding informed consent all effective December 7, 2009. The Board is scheduled to appear before GRRC in October to provide a rule-making package.

Volunteer groups are being assembled by the Board to provide input into rules as they relate to continuing competence requirements. The Board must allocate a substantial amount of its resources to the rule promulgation effort, and toward educating the public, PT licensees, and PTA certificate holders about the changes to the law. Any changes will be contingent upon receipt of an exception to the rule-making moratorium in place once proposed language is ready for drafting.

◆ **Goal 1** To efficiently process licensure and certification applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 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	100
Explanation: Agency complies with A.A.C. R4-24-209, Time Frames for applications.				
Number of new licenses or certificates issued	402	310	330	330
Explanation: Number of new licenses and certificates issued				
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	19	16	17	17
Explanation: Agency tracks number of days in substantive review time frame for application (number of days from completion until Board action).				
Number of licenses/certificates denied.	1	2	2	2
Explanation: Agency tracks and reports number of applications denied.				
Number of licenses/certificates renewed	20	3,700	0	3,800
Explanation: FY 2012 estimate reflects renewals processed during a non-renewal year. Renewals will begin in late June early August of 2010.				
Number of applications received.	514	520	520	520
Explanation: Number of applications received.				
Percent of Board meetings conducted within appropriate time frames	100	100	100	100
Explanation: Agency schedules and conducts Board meetings in order to comply with administrative rules for substantive review for applications, as well as for internal policies addressing complaint initial reviews and hearings.				

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of complaints over which the Board has jurisdiction investigated.	100	100	100	100
Explanation: Percent of complaints over which the Board has jurisdiction investigated.				
Percent of unlawful practice investigations over which the Board has jurisdiction investigated.	100	100	100	100
Explanation: Percent of unlawful practice investigations over which the Board has jurisdiction investigated.				
Total number of complaints received	45	70	60	70
Explanation: Total number of complaints received.				
Total number of disciplinary actions issued	16	35	30	30
Explanation: Total number of disciplinary actions issued.				
Average number of days to adjudicate complaints received in a given fiscal year.	148	150	150	150
Explanation: Average number of days to adjudicate complaints received in a given fiscal year.				
Number of licenses suspended/revoked/voluntarily revoked	5	5	5	5
Explanation: Number of licenses suspended/revoked/voluntarily revoked				
Total number of unlawful practice investigations received by the Board for investigation	3	10	10	10
Explanation: Total number of unlawful practice investigations received by the Board for investigation				

◆ **Goal 3** To provide accurate information, with the highest quality customer service, to all requests from citizens, licensees,

health care organizations, and public agencies for public records information and license verifications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of requests for license verifications processed and issued within 15 days of receipt	100	100	100	100
Explanation:	Board staff prepares licensure verifications a designated day every week to minimize the wait time for the requestor.			
Number of formal verifications of licensure prepared and issued.	483	500	500	500
Explanation:	Board staff tracks and reports the number of requests received.			
Number of written requests for public records received	80	75	75	75
Explanation:	Agency tracks and reports the number of public records requests filed.			
Average number of business days to process written requests for public records	1	7	7	7
Explanation:	Agency tracks and reports the number of days required to process requests for copies of the public record.			
To achieve an average score of 6.0 on a scale of 0 to 8.0 on the agency's customer satisfaction survey.	7.1	7.0	7.0	7.0
Explanation:	Customer satisfaction survey.			

◆ **Goal 4** To assess the continuing competence (continuing education) of physical therapist licensees and physical therapist assistant certificate holders selected through random audit.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	n/a	10	0	10
Explanation:	Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.			
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	n/a	100	0	100
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline			
Percent of physical therapist assistant certificate holders whose continuing competence records were successfully audited by the Board for compliance (requirements to be in effect as of FY 2009).	0	n/a	0	0
Explanation:	Percent of physical therapist assistant certificate holders whose continuing competence records were successfully audited by the Board for compliance.			
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	0	n/a	0	0
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.			

PIA 0.0	Agency Summary
ARIZONA PIONEERS' HOME	
Ted Ihrman RN, Acting Superintendent	
Phone: (928) 445-2181	
ARS § 41-921	

Mission:

To provide a home for Arizona pioneers and disabled miners that delivers the optimal physical, emotional, and spiritual care in a homelike and compassionate environment. Quality of care is provided in a professional manner, protecting dignity and honoring the personal directives of each resident in life as well as death while considering the uniqueness of each individual.

Description:

The Arizona Pioneers' Home was established in 1909 by the Territorial government of Arizona as a home for the aged and infirm to repay the faithful and longtime Arizona residents who helped pioneer and build the state. It opened its doors in 1911. In 1929, the scope of the home was broadened to also be Arizona's hospital for disabled miners. The Arizona Pioneers' Home is a continuing care retirement home presently serving 108 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	1,570.9	4,123.7	5,056.7
Other Appropriated Funds	6,160.3	4,606.5	3,615.9	2,635.1
Other Non Appropriated Funds	21.2	21.2	21.2	21.2
Program Total	6,181.5	6,198.6	7,760.8	7,713.0
FTE Positions	115.8	115.8	115.8	115.8

Strategic Issues:

Issue 1 Restructure and enhance development of resident assessments in coordination with all other departments.

The Arizona Pioneers' Home Nursing Department is preparing to convert from the current Multi Data Set (MDS), which will undergo significant change in Oct., 2010, to Service Plans and an Assisted Living model of care to enhance services to the residents and ensure fiscal savings. This will require changes to current software used in assessing residents and training/education to specific staff.

Issue 2 Increased visibility and awareness of the Arizona Pioneers' Home locally and statewide.

The Arizona Pioneers' Home is a historic agency that provides care and services to Arizona pioneers and disabled miners who meet certain statutory criteria. Even though the Home has existed and provided services since 1911, it is not well-known throughout the state. In an effort to become more visible, various improvements in marketing and programming are being made, including: making power-point presentations about the Arizona Pioneers Home to at least one location in each county annually, making contact with each county health department administrator to inform of the Arizona Pioneers' Home, seeking out opportunities with media and publications to highlight the Arizona Pioneers' Home (e.g.: "Arizona Stories" on Arizona State University's and University of Arizona's PBS channels), and seeking out other opportunities to increase positive exposure of the Arizona Pioneers' Home.

Issue 3 Enhance the internal/external restoration and décor of the Home to maintain its historic presence and preservation.

The Arizona Pioneers' Home was originally constructed in 1910 and has undergone a number of additions throughout the years. In 1995, the

Arizona Pioneers' Home was placed on the National Registry of Historic Places. In an effort to preserve its historic appearance while also maintaining the provision of the highest quality long-term care, the Superintendent and staff of the Arizona Pioneers' Home will pursue all available avenues to restore and maintain the structure and enhance current medical and supportive service programming in order to improve care and services without detracting from its historic appearance.

Issue 4 Prepare for the Arizona Pioneers' Home centennial celebration.

Since February 1, 1911, the Arizona Pioneers' Home has maintained a history rich in care, recognition, and compassion for Arizona's prominent sons and daughters. To celebrate our 100th anniversary of giving back to Arizona's pioneers and disabled miners, the Arizona Pioneers' Home is preparing an historic tribute to those we've cared for and for those who have provided the care.

◆ **Goal 1** To increase the visibility and awareness of the Arizona Pioneers' Home locally and statewide.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
No decrease of daily census.	(12)	1	1	1
Explanation: To maintain current census levels.				
Number of candidates on the inquiry/interest list.	72	80	80	80
Number of residents from counties other than Yavapai and Maricopa.	17	20	20	20
Explanation: Increase number of inquiries from outside Maricopa and Yavapai counties.				

◆ **Goal 2** To enhance the internal and external restoration and décor of the Home to maintain its historic presence and preservation and maintain structural integrity.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Maintain internal and external integrity and décor of the Home with respect to historical significance.	1	1	1	1
Explanation: Complete energy performance and savings contract.				
Complete the restoration/remodel of the lobby.	0	0	1	0
Complete resurfacing of asphalt parking areas and drives.	0	0	1	0

◆ **Goal 3** To prepare for the Arizona Pioneers' Home centennial celebration.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Conduct planning meetings.	8	8	0	0
Complete historic research and presentation items.	0	6	0	0
Prepare agenda items and entertainment.	0	3	0	0

◆ **Goal 4** To provide care and services that meets or exceeds the highest standards and best practices for long-term care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of citations from inspections	10	8	6	4
Percent of deficiencies will be resolved in 60 days	100	100	100	100
Residents rating of good or excellent (percent)	97	97	98	98

◆ **Goal 5** To improve the efficiencies of services provided in the most cost conscious manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average census	111	108	105	102
Monthly cost per resident (in dollars)	4,585	4,500	4,500	4,500
Daily cost per resident (in dollars)	150	148	148	148

◆ **Goal 6** To convert from a long term care model to assisted living model of care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Discontinue MDS and convert to Service Plans for resident care into future.	1	1	1	1
Explanation: Conversion to Service Plans complete by 12/31/2010.				

POA 0.0	Agency Summary
BOARD OF PODIATRY EXAMINERS	
Sarah Penttinen, Executive Director	
Phone: (602) 542-3095	
A.R.S. § 32-801	

customer satisfaction).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days to respond to e-mails, phone calls and internet requests	1	1	1	1

Mission:

To protect the health, safety, and welfare of the public by regulating and maintaining standards of practice in the field of podiatric medicine.

Description:

The Board licenses and regulates doctors of podiatric medicine who specialize in the diagnosis and treatment of the foot, ankle, and lower leg. The Board evaluates the professional competency of podiatrists seeking to be licensed in the State of Arizona. Further, the Board promotes continued competency and fitness by investigating complaints made against practitioners, holding hearings, monitoring the activities of its licensees, and enforcing the standards of practice for the podiatric profession as set forth by law.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	117.6	142.4	142.4	142.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	117.6	142.4	142.4	142.4
FTE Positions	1.0	1.0	1.0	1.0

Strategic Issues:

Issue 1 *Continue to improve computer technology in an effort to enhance service to licensees.*

Issue 2 *Continue to improve complaint investigation and adjudication processes to maintain timely responses to concerns regarding licensees' fitness to practice.*

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New License Applications Received	25	20	20	20
New licenses issued	18	20	20	20
Explanation:	Applicants have one (1) year to activate the license following notification they were successful in passing the examination(s).			
Renewal Applications Received	416	250	375	375
Number of Initial Drug dispensing registrations issued	24	15	15	15
Number of drug dispensing registrations renewed	359	125	245	245
Number of licensees	382	380	380	385
Average time to process an application for drug dispensing (in days)	2	2	2	2
Average time to process an application for examination (in days)	19	20	20	20
Average time to process a license renewal (in days)	15	15	15	15

◆ **Goal 2** To investigate complaints and enforce standards of practice in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints received	40	50	50	50
Number of investigations concluded	23	60	40	40
Average number of days from receipt of complaint to final resolution	276	180	180	180
Disciplinary actions taken	4	5	6	6
Letters of Concern Issued	8	10	10	10

◆ **Goal 3** To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and

PEA 0.0	Agency Summary
COMMISSION FOR POSTSECONDARY EDUCATION	
Dr. April Osborn, Executive Director	
Phone: (602) 258-2435	
A.R.S. § 15-1851	

Mission:

To expand access and increase success in postsecondary education for Arizona citizens.

Description:

The Arizona Commission for Postsecondary Education (ACPE), is comprised of 16 Commissioners representing all sectors of postsecondary education including public universities, private universities, proprietary degree-granting institutions, independent colleges, career schools, and public community colleges. The Commission provides a forum for all sectors of higher education to dialogue, partner, and resolve issues of mutual interest. ACPE administers the Arizona Family College Savings Program, and provides information to students and families to plan for, transition into, and succeed in postsecondary education through a variety of educational programs and publications.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,041.3	1,220.8	7,196.8	7,196.8
Other Appropriated Funds	3,294.6	3,837.5	3,938.0	3,938.0
Other Non Appropriated Funds	376.2	3,518.2	3,518.2	3,518.2
Program Total	7,712.1	8,576.5	14,653.0	14,653.0
FTE Positions	13.0	5.0	5.0	5.0

Strategic Issues:

Issue 1 *Sectors of Private and public postsecondary higher education can enhance student success and leverage resources by working together.*

The ACPE Commissioners represent all sectors of postsecondary education. This provides a unique opportunity for discussion, identification of problems or opportunities, and consideration of solutions. The Agency seeks to strengthen relationships among all sectors of higher education, as well as encourage cooperation between the levels of education. Where resources allow, the ACPE will coordinate and promote collaborative research studies of issues important to access and success.

Issue 2 *Student financial assistance dollars are scarce and should be maximized.*

The ACPE staff is committed to professional, efficient management of financial assistance programs for the benefit of the public and the higher education institutions with whom they partner. On-going training provides personal development for employees to better administer programs and serve customers. Education of the public regarding savings programs and accessing available financial assistance is key when resources are scarce. Technology is used to improve statewide operation of programs.

Issue 3 *Families and students need information to plan for, transition into, and pay for postsecondary education.*

The ACPE leads collaborative efforts to inform the public about higher education offerings, sources of financial assistance, and the preparation necessary to achieve success. The agency seeks to develop partnerships and coalitions to provide information and programs to assist families and students to plan for, transition into, and succeed in postsecondary education. Technology is used to improve statewide access to information and programs for students and families.

Goal 1 To administer state and federal student financial assistance programs in a professional and efficient manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Postsecondary Education Financial Assistance Program student	161	0	0	0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
awards				
Percent of good or excellent service via evaluation surveys	89	90	90	90
Number of Arizona Education Loan Program student borrowers	219,005	220,000	220,000	220,000
Number of Arizona Family College Savings Program accounts	55,000	56,000	58,000	60,000

Goal 2 To educate and outreach to families providing information about postsecondary and financial assistance options.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Arizona College & Career Guides distributed	12,000	13,000	0	0
Number of Arizona College & Career Guide (ACCG) on-line hits	3,815	4,000	0	0
Attendees at College Goal Sunday	3,437	3,200	3,000	3,000
Think College and Parent materials distributed (Spanish)	2,500	2,000	0	0
Explanation:	*The Rapid Guide to Financial Aidi is a grant-supported publication that is distributed to students/families through high schools and college access programs.			
Think College and Parent materials distributed (English)	22,000	20,000	0	0
Explanation:	*The Rapid Guide to Financial Aidi is a grant-supported publication that is distributed to students/families through high schools and college access programs.			

Goal 3 To provide a forum to public/private education sectors for discussion of issues of mutual interest and concern.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	2	2	2	2
Numbers of research studies published to examine issues of postsecondary access and success	1	1	1	1

PAA 0.0	Agency Summary
POWER AUTHORITY	
Joseph W. Mulholland, Executive Director	
Phone: (602) 368-4265	
A.R.S. §§ 30-101 et seq	

Mission:

To be an active leader in managing electric resources in a safe and environmentally prudent manner, and to provide active representation on behalf of the State of Arizona at federal, state, and local forums on issues that impact the public power community as a whole and issues that specifically involve Arizona and the Authority's power resources.

Description:

The Arizona Power Authority (APA) manages Arizona's allocation of hydroelectric power from the Hoover Dam for the overall benefit of the State. The APA cooperates with federal, state, and non-governmental agencies to address regulatory, environmental, and other matters that impact electric power and water uses of the Colorado river. In addition, the APA serves as an information resource for its customers on topics that impact their electric resources and the utilization of these resources. The Authority may also pursue generation and/or transmission projects that are within the APA's legislative mandate and are in the best interest of the State of Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	37,305.1	37,230.2	37,230.2	37,230.2
Program Total	37,305.1	37,230.2	37,230.2	37,230.2
FTE Positions	8.0	8.0	8.0	8.0

Strategic Issues:

Issue 1 *Maintain or reduce costs of generation and transmission resources.*

Continue to pursue ways to control and reduce costs at Hoover Dam and on the transmission system used for delivery of Hoover power.

Issue 2 *Participate efficiently and effectively in new energy resources, and maintain existing Hoover generation and associated transmission.*

The electric utility industry at the wholesale level is changing rapidly, as environmental concerns become more dominant, and renewable energy resources more available. The Authority is vitally concerned with those changes, and deals with many organizations at the Federal and State level in preparing and participating in studies to address these changes.

Issue 3 *Train staff to provide additional or more efficient service to customers.*

Continue to actively support the Authority's customers, and employ computer models to study pooling and aggregation of customer needs and resources.

Issue 4 *Fulfilling statutory and contractual obligations in a restructured industry.*

APA must ensure that state and federal legislative and regulatory changes allow it to continue to fulfill its obligations. APA must be able to adjust its procedures and processes to ensure continued effective use of its resources.

- ◆ **Goal 1** To analyze cost of service studies and other factors affecting the cost of power from Hoover Dam, in an effort to keep future power costs to a minimum.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Hoover annual revenue requirements (in thousands).	70,681.3	75,182.5	82,313.3	81,859.4

- ◆ **Goal 2** To analyze and critically review the transmission system additions and other cost factors associated with the delivery of Hoover Dam Power.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cost of Intertie Transmission (\$/kW-year)	15.24	15.24	15.24	15.24
Cost of Parker-Davis Transmission (\$/kW-year)	12.96	12.96	12.96	12.96

- ◆ **Goal 3** To ensure the Power Authority has the opportunity to coordinate and cooperate with Federal agencies to supply and deliver Hoover power to the Authority's customers in the State of Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customers purchasing power from Arizona Power Authority	30	30	30	30

PVA 0.0	Agency Summary
STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION	
Teri Stanfill, Executive Director	
Phone: (602) 542-2399	
A.R.S. §§ 32-3001 et seq.	

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates 242 private postsecondary educational institutions who serve approximately 590,400 students annually. The Board 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ LICENSING AND REGULATION	334.9	330.5	330.5	330.5
➤ STUDENT TUITION RECOVERY FUND	109.5	160.9	160.9	160.9
Agency Total:	444.4	491.4	491.4	491.4

Funding and FTE Summary:

	(Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	334.9	330.5	330.5	330.5
Other Non Appropriated Funds	109.5	160.9	160.9	160.9
Program Total	444.4	491.4	491.4	491.4
FTE Positions	5.3	4.9	4.9	4.9

Strategic Issues:

Issue 1 Regulation of online programs.

Online learning programs continue to expand in all sectors of education. Industry trends indicate that the number of institutions offering online programs and the number of students will continue to increase as a result of access of online education. These programs require a significant amount of research and review by staff to ensure compliance with the standards of the various accrediting agencies, Board statutes, and rules.

Issue 2 Keep abreast of enhanced technology.

Licensees are very adept and are able to keep and improve processes through improved/enhanced technology. It is important that staff is able to understand how the technology/processes work in order to effectively and efficiently keep current with licensees.

PVA 1.0	Program Summary
LICENSING AND REGULATION	
Teri Stanfill, Executive Director	
Phone: (602) 542-5709	
A.R.S. §§ 32-3001 to 32-3058	

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 242 private postsecondary educational institutions, serving approximately 594,000 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding and FTE Summary:

	(Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	334.9	330.5	330.5	330.5
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	334.9	330.5	330.5	330.5
FTE Positions	4.0	4.0	4.0	4.0

◆ **Goal 1** To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of institutions licensed	242	242	242	242
Total number of renewal licenses approved	230	230	230	230
Total number of Supplemental Licenses approved	312	315	315	315
Number of adverse actions taken	46	45	45	45
Number of annual inspections conducted	22	20	20	20
Number of students enrolled	593,926	600,000	610,000	620,000
Number of licenses denied	0	1	1	1
Number of institutional closures	15	15	15	15

◆ **Goal 2** To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of annual student complaints investigated	12	20	20	20
Number of student complaints resolved/dismitted	8	15	15	15
Number of student complaints resulting in disciplinary action	0	5	5	5
Number of Student Complaints Pending	4	0	0	0
Number of non-student complaints investigated	9	20	20	20
Number of non-student complaints resolved	5	15	15	15
Number of non-student complaints resulting in disciplinary action	3	5	5	5
Number of non-student Complaints Pending	1	0	0	0
Number of written inquiries	67	70	70	70

◆ **Goal 3** To efficiently and effectively administer the licensing and regulation program of the Board.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer Satisfaction Survey (scale of 1-8)	8.	7.9	7.9	7.9
Administration as a percentage of total cost	4.3	3.2	4.3	4.3

PVA 2.0	Program Summary
STUDENT TUITION RECOVERY FUND	
Teri Stanfill, Executive Director	
Phone: (602) 542-5709	
A.R.S. §§ 32-3071 to 32-3077	

Mission:

To protect the health, safety, and welfare of the public by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	109.5	160.9	160.9	160.9
Program Total	109.5	160.9	160.9	160.9
FTE Positions	1.3	0.9	0.9	0.9

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of claims filed	13	10	10	10
Number of claims rejected	1	0	0	0
Number of claims paid/settled/closed	12	10	10	10
Number of claims pending	0	0	0	0
Average number of calendar days to pay claims	60	60	60	60

- ◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of institutions billed	10	145	10	145
Amount of assessments collected (in thousands)	5.8	276.3	6	275
Amount available to students (in thousands)	430.4	554.6	412.2	536.8
Amount paid in Student Claims	49,624.	50,000.	50,000.	50,000.

- ◆ **Goal 3** To provide students access to their educational records in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of student record requests processed	1,921	2,100	2,100	2,100
Average number of days to process requests	8.5	10	10	10

SYA 0.0	Agency Summary
BOARD OF PSYCHOLOGIST EXAMINERS	
Cindy Ovey, Psy.D., Executive Director	
Phone: (602) 542-3018	
A.R.S. §§ 32-2061, et. seq.	

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating the psychology profession.

Description:

The State Board of Psychologist Examiners licenses and regulates professionals to practice in the field of psychology. The Board accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves psychologists licensed to practice in the State, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	324.8	359.5	359.5	359.5
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	324.8	359.5	359.5	359.5
FTE Positions	4.0	4.0	4.0	4.0

Strategic Issues:

Issue 1 Behavior Analysis

Since the last budget was prepared, the responsibilities of the Board have expanded to include regulation of the profession of behavior analysis. The Board is currently finalizing the application form and plans to begin accepting applications for licensure effective September 2010. Licenses issued will be effective on or after January 1, 2011. Requests for Investigation (Complaints) will be accepted after January 1, 2011.

- ◆ **Goal 1** To protect the public from unqualified practitioners of behavior analysis by efficiently processing applications for licensure to determine if statutory requirements have been met.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of applications received	0	30	20	20
Number of new licenses issued	0	30	15	15

- ◆ **Goal 2** To protect the public from incompetent practitioners of behavior analysis and unprofessional/unethical conduct through timely investigation and adjudication of complaints against licensees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations received.	0	1	1	1
Average number of days to resolve complaints	0	50	50	50

- ◆ **Goal 3** To protect the public from unqualified practitioners of psychology by efficiently processing applications for licensure to determine if statutory and rule requirements have been met.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of applications received	101	101	101	101
New licenses issued	69	69	69	69
Number of licensees (active/inactive)	1856	1829	1880	1852
Average number of days to administratively process an application for licensure (from receipt to substantive review)	31	31	31	31

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days to substantively process an application for licensure (from administrative completion to Board adjudication and/or issuance of license)	24	24	24	24

- ◆ **Goal 4** To protect the public from incompetent practitioners of psychology and unprofessional/unethical conduct through timely investigation and adjudication of complaints against licensees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations	44	44	44	44
Number of complaints received about licensees	29	29	29	29
Number of investigations received involving unlicensed practitioners/title violators	15	15	15	15
Number of investigations resolved at the Complaint Screening Committee level.	19	19	19	19
Average calendar days from receipt of investigation to resolution at Complaint Screening Committee	39	50	50	50
Number of investigations resolved at the Board level through Board actions.	15	15	15	15
Average calendar days from receipt of investigation at Board level to Board resolution/Board action.	80	80	80	80
Total number of disciplinary actions taken.	2	2	2	2
Total number of non-disciplinary/rehabilitative actions taken by the Board	1	1	1	1

- ◆ **Goal 5** To protect the public through the auditing of continuing education hours of psychologists to ensure licensees are kept apprised of current standards of practice.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of licensees in compliance with continuing education requirements	0	90	0	90

- ◆ **Goal 6** To encourage public input regarding the Board's performance through customer surveys.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating (scale 1-8)	7.1	7.1	7.1	7.1

PSA 0.0 Agency Summary
 DEPARTMENT OF PUBLIC SAFETY
 Robert Halliday, Director
 Phone: (602) 223-2359
 A.R.S. §§41-1711 to 41-1794

Mission:

To protect human life and property by enforcing state laws, deterring criminal activity, assuring highway and public safety, and providing vital scientific, technical, and operational support to other criminal justice agencies.

Description:

The Arizona Department of Public Safety enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, and specific regulatory functions. Services include homeland security, criminal intelligence, scientific analysis, aviation support, emergency first care, criminal information systems, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community. The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ DIRECTOR'S OFFICE	40,281.2	27,081.4	23,179.7	27,003.3
➤ HIGHWAY PATROL	117,579.0	126,210.4	122,628.9	122,478.9
➤ CRIMINAL INVESTIGATIONS	55,698.3	59,145.0	48,893.4	48,532.4
➤ TECHNICAL SERVICES	59,782.8	84,682.0	73,544.8	72,752.1
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	5,368.2	8,155.1	8,155.1	7,714.1
Agency Total:	278,709.5	305,273.9	276,401.9	278,480.8

Funding and FTE Summary:

(Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	39,862.3	43,070.3	43,070.3	43,070.3
Other Appropriated Funds	172,667.1	176,210.4	176,206.5	176,206.5
Other Non Appropriated Funds	66,180.1	85,993.2	57,125.1	59,204.0
Program Total	278,709.5	305,273.9	276,401.9	278,480.8
FTE Positions	2,415.8	2,395.8	2,309.3	2,309.3

Strategic Issues:

Issue 1 Maintain employee compensation at market parity in order to recruit and retain high quality personnel.

While economic factors have contributed to hiring reductions, there is still significant competition for suitable law enforcement candidates and a challenge to retain top quality employees.

The agency's workforce in both law enforcement and support positions necessitates highly skilled employees meeting the most stringent standards. Salaries and benefits have to remain competitive with private industry, government, and other law enforcement agencies to attract qualified candidates and ensure the workforce reflects the citizens we serve.

Competition for recruits among law enforcement agencies is particularly fierce. Qualified applicants must be sought to meet public safety responsibilities on more than 6,000 miles of highways, initiate effective criminal investigations, disrupt organized crime, and pursue anti-smuggling cases. In addition, hiring qualified applicants is critical to addressing the loss of current officers to retirement and career changes.

As the gap between a DPS officer's pay and that at other Arizona law enforcement agencies widens it impacts the ability to remain competitive and in some instances causes the agency to lose trained, experienced officers to other organizations.

Changing demographics and employee compensation issues also impact retention of skilled employees in support services ranging from information technology, forensic science, engineering, and communications, to facilities design, craftsmen, mechanics, dispatchers, analysts, and administrative personnel.

Issue 2 Maintain adequate staffing to keep pace with service demands and emerging public safety issues.

With Arizona's population growth, many DPS functions which serve the state are seriously understaffed.

Patrol officers are needed to meet the Department's traffic safety and enforcement responsibilities on an expanding system of urban freeways and rural highways. At the same time challenges arising from immigration issues, smuggling, organized crime, auto theft, criminal activity, homeland security, and gangs are demanding more time and resources from uniformed officers as well as investigators. Sufficient numbers of detectives are essential to addressing issues involving violent crime, narcotics, white collar investigations, and local support resulting from statutory mandates, multi-jurisdictional enforcement activity, and federal resources being redirected.

A proportionate need exists for support positions necessary to keep department operations functioning and minimize administrative tasks for sworn employees. Critical agency functions serving the public, such as the Sex Offender Notification Program and the DPS Crime Laboratory already have workloads exceeding staff capacity.

The DPS Crime Laboratory's forensic services alone impact every law enforcement and prosecutorial agency in the state. The rules of criminal procedure have specified periods for laboratory processing with penalties for noncompliance ranging from dismissed charges to release of criminals if scientific reports are not completed on time. Legislative mandates as well as demands from the public and the courts recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused.

Other support functions such as licensing, records, emergency response, and statutorily mandated services have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet demands for service.

Issue 3 Maintain essential communication and information systems by taking advantage of current technology.

The agency currently relies on increasingly outdated information systems for both internal functions and external links with criminal justice agencies. Changing technology and interoperability requirements are making DPS communications systems obsolete.

Many of the DPS information systems consist of mainframe-based technology. The most essential of these systems must be supplemented, or replaced, to be consistent compatible with new technology using database management, browsers, and Internet, Intranet, and Extranet solutions for performing processes. The need for components that can eventually be part of a comprehensive records management program is critical to meeting mandates, legal requirements, and public information expectations. Application of newer technologies will increase efficiency internally as well as allow the agency to better serve the state's criminal justice efforts.

The Department also operates the Arizona Criminal Justice Information System (ACJIS) which links crime information centers in Arizona to other states and the national system operated by the FBI. In recent years, the FBI implemented technological upgrades to enhance the exchange of criminal information and improve criminal record processing. DPS must continue replacing outdated technology used on the state network to enable Arizona agencies to take advantage of the federal enhancements which extend modern crime fighting tools to officers in the field.

Changing requirements, federal regulations, and issues of coverage and interoperability are also making the DPS communication systems obsolete. The September 11th terrorist attacks dramatically reinforced the critical need for a statewide interoperable public safety radio system which allows multiple law enforcement agencies and other emergency first responders to communicate directly with each other. Also crucial is the need for a statewide digital microwave system to provide coverage to all areas of the state. Moreover, DPS needs support for its Mobile Data Computer System outside the Phoenix/Tucson corridor. This system allows rural officers to link to the state and national crime information systems and access information on wanted persons, stolen vehicles, and MVD license checks from their patrol cars.

Issue 4 Maintain vehicles, equipment and facilities to adequately support law enforcement services.

The Department's mission is heavily dependent on vehicles, capital equipment, and facilities.

Vehicles used for patrol and enforcement operations must be maintained for occupant safety and eventually replaced when obsolete. The vehicle maintenance and replacement program allows the department to take advantage of improvements in fuel economy, service capability, and reliability.

Mandated services to the criminal justice system such as scientific analysis and air rescue operations require highly specialized equipment with reliable capability. Equipment applications, which affect the department's ability to deliver public services, are particularly susceptible to changing technology.

The department's statewide operations requires facilities ranging from public service locations, to remote housing, area offices, service yards, fuel storage and evidence facilities. Facility investments are needed to meet statutory mandates and upgrade existing locations to meet changing standards. The department aggressively pursues opportunities to help reduce utility costs, comply with environmental requirements, meet federal workplace standards, and address security needs in its efforts to maintain adequate facilities.

PSA 1.0	Program Summary
DIRECTOR'S OFFICE	
Steven Campbell, Deputy Director	
Phone: (602) 223-2080	
A.R.S. §§ 41-1713, 41-1749	

Mission:

To provide critical assistance to the Arizona Department of Public Safety through management and administrative services.

Description:

The Director's Office focuses on maintaining and supporting current department operations by providing coordination of financial and human resource services, crime victim services, management services, proactive media relations, contemporary research and planning, legal services, investigation of employee misconduct, internal and external management audits, and promoting efficiency of government.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,561.4	3,779.2	3,779.2	3,779.2
Other Appropriated Funds	19,929.7	12,419.2	12,419.2	12,419.2
Other Non Appropriated Funds	12,790.1	10,883.0	6,981.3	10,804.9
Program Total	40,281.2	27,081.4	23,179.7	27,003.3
FTE Positions	229.0	138.0	138.0	138.0

◆ **Goal 1 To promote public safety in Arizona**

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of multi-agency emergency management meetings, exercises, or training scenarios attended or coordinated.	40	12	12	12
Explanation: Note: New measure in FY10.				

◆ **Goal 2 To deliver exemplary service**

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent customers satisfied with agency services.	100	85	85	85
Explanation: Note: Based on quarterly survey as part of the agency performance pay plan.				
Percent of sworn selection files processed by Human Resources within 13 weeks.	77	75	75	75
Percent of civilian selection files processed by Human Resources within 5 weeks.	60	70	70	70
Number of business days to process public record requests upon receipt of documents.	16	15	15	15
Percent of risk management requirements met for OSHA compliant program.	100	100	100	100
Number of business days to process injury, glass, property and liability claims.	13.6	30	30	30
Explanation: Note: New measure in FY10.				
Number of trend analysis reports prepared on an annual basis.	4	4	4	4
Explanation: Note: New measure in FY10.				
Number of safety related publications on an annual basis.	17	6	6	6
Explanation: Note: New measure in FY10.				
Number of community events used as recruiting opportunities.	12	8	8	8
Asset forfeiture dollars awarded to the community.	77,000	100,000	100,000	100,000

◆ **Goal 3 To embody the highest standards of integrity and professionalism**

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of DPS newly hired officers successfully completing probation.	64	75	75	75
Number of recruitment activities.	18	4	4	4
Percent of recruitment activities directed toward protected classes.	62	35	35	35
Percent of DPS employees that are minorities.	19	20	20	20
Number of minority recruiting committee meetings held.	2	0	0	0
Percent of employees terminating employment (excludes non-Department of Public Safety task force members and retirements)	2.6	5.0	5.0	5.0
Average DPS sworn officer salary as percent of market.	84.5	84.5	84.5	84.5
Average DPS civilian salary as percent of market.	84.3	84.3	84.3	84.3
Number of Director's communiqués to agency to ensure internal communication and employees are kept informed.	2	12	12	12
Explanation:	Note: Measure was "number of division bulletins to ensure internal communication..." in FY10.			
Dollar value of federal grants received (in millions).	26.7	23	23	23
Dollar value of asset forfeitures on an annual basis (in millions).	8.7	4	4	4
Dollar value of Federal Stimulus monies received (in millions).	5.2	3.4	0	0
Explanation:	new in FY10			
Number of new civilian volunteers.	85	24	24	24
Explanation:	Note: New measure in FY10.			
Agency indirect cost rate to deliver services (percent).	11.69	11.5	11.5	11.5
Explanation:	Note: Actuals are reported for the previous year in the year they are calculated and verified.			

PSA 2.0	Program Summary
HIGHWAY PATROL	
Jack Hegarty, Assistant Director	
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 subprograms are statewide programs administered centrally with satellite offices statewide.

This Program Contains the following Subprograms:

- ▶ Patrol
- ▶ Commercial Vehicle Enforcement
- ▶ Aviation

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	3,984.8	1,100.0	1,100.0	1,100.0
Other Appropriated Funds	97,771.7	101,532.4	101,528.5	101,528.5
Other Non Appropriated Funds	15,822.5	23,578.0	20,000.4	19,850.4
Program Total	117,579.0	126,210.4	122,628.9	122,478.9
FTE Positions	1,053.0	1,070.0	1,070.0	1,070.0

PSA 2.1 Subprogram Summary

PATROL

Jack Hegarty, Assistant Director
 Phone: (602) 223-2348
 A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies.

Description:

Officers patrol nearly 6,000 miles of state and federal highways and enforce Arizona traffic, criminal, state, and federal laws, and commercial vehicle regulations. The Patrol additionally investigates traffic collisions, controls motor vehicle traffic, conducts criminal interdiction programs, makes criminal arrests, supports other law enforcement agencies, promotes traffic awareness and safety through public awareness programs, and provides specialized training to other criminal justice agencies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,384.4	0.0	0.0	0.0
Other Appropriated Funds	88,327.1	90,666.1	90,666.1	90,666.1
Other Non Appropriated Funds	9,628.2	15,124.1	11,906.5	11,871.5
Program Total	99,339.7	105,790.2	102,572.6	102,537.6
FTE Positions	876.0	900.0	900.0	900.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Fatal highway collisions on Department of Public Safety patrolled roads	226	215	205	195
Number of fatal collisions on state highways relating to impaired drivers.	33	32	31	30
Explanation:	Note: Changed from alcohol related collisions to all impairment related collisions in FY11.			
Percent of total Department of Public Safety investigated highway collisions related to alcohol	3.53	0	0	0
Number of fatal collisions on state highways related to a contributing cause of "inattention" or distracted driving.	53	51	49	47
Explanation:	Note: New measure in FY11.			

◆ **Goal 2** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of advanced training courses conducted by Training with a minimum of 10 students.	0	6	6	6
Explanation:	Note: New measure in FY11. Includes courses such as 7 Habits, ARIDE, etc.			
Percent of new Highway Patrol and K-9 officers attending NHTSA based traffic stop training course.	0	100	0	0
Explanation:	Provision of the Racial Profiling Settlement Agreement			
Percent of traffic stop electronic data retained.	100	100	100	100
Explanation:	Provision of Racial Profiling Settlement Agreement			

PSA 2.2 Subprogram Summary

COMMERCIAL VEHICLE ENFORCEMENT

Jack Hegarty, Assistant Director
 Phone: (602) 223-2348
 A.R.S. §§ 41-1711 et. seq.

Mission:

To provide coordination for all law enforcement agencies statewide for commercial vehicle enforcement and 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 subprogram is the primary commercial motor vehicle, tow truck, and school bus safety enforcement arm of the Department of Public Safety. DPS is the state's lead agency for the Federal Motor Carrier Safety Administration Motor Carrier Safety Assistance Program and is responsible for coordinating all enforcement of state and federal commercial vehicle statutes and regulations. The subprogram's responsibilities include: the training of personnel and assistance to local agencies that have specific problems with commercial motor vehicle law enforcement. Additionally, the subprogram provides for response to hazardous material incidents throughout the State involving accidental discharges of hazardous materials and trains personnel involved in this effort.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	249.2	0.0	0.0	0.0
Other Appropriated Funds	5,275.8	5,567.3	5,563.4	5,563.4
Other Non Appropriated Funds	6,128.4	8,392.7	8,032.7	7,917.7
Program Total	11,653.4	13,960.0	13,596.1	13,481.1
FTE Positions	119.0	112.0	112.0	112.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of fatal commercial vehicle involved collisions on state highways.	36	35	34	33
Explanation:	Note: New measure in FY10.			
Percent of school districts with the highest school bus out of service rates inspected at least twice.	93.7	20	20	20
Explanation:	Note: Percent of school bus inspections completed was the measurement through FY10.			
Percent of Arizona commercial vehicle crashes entered into SafetyNet within 90 days.	0	100	100	100
Explanation:	Note: New measure in FY11.			
Percent of Arizona commercial vehicle inspections entered into SafetyNet within 20 days of inspection.	0	100	100	100
Explanation:	Note: New measure in FY11.			

◆ **Goal 2** To deliver exemplary service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of enforcement events with public outreach or other outreach in support of Share the Road Program.	12	12	12	12

PSA 2.3	Subprogram Summary
AVIATION	
Jack Hegarty, Assistant Director	
Phone: (602) 223-2348	
A.R.S. §§ 28-240, 41-1834	

Mission:

To provide an immediate, 24-hour per day, statewide air support response capability for critical occurrences and emergency situations, to provide aerial and logistical support for law enforcement, highway safety, and traffic enforcement operations, and to provide transport services in support of governmental operations and critical administrative functions.

Description:

The Aviation subprogram is comprised of four air rescue helicopter units, a fixed-wing air support unit, an aircraft maintenance unit, and administrative staff. The air rescue units are strategically based around the State to provide the most efficient and effective service. The air support and aircraft maintenance units are based in Phoenix at Sky Harbor Airport. Services provided include: first responder emergency medical services, technical rescue operations, medical and disaster evacuation, search operations, aerial and logistical support for law enforcement, highway safety and traffic enforcement operations, and transport services in support of governmental operations and critical administrative functions. To accomplish its mission, the subprogram operates and maintains a fleet of five rotary-wing and four fixed-wing aircraft.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,351.2	1,100.0	1,100.0	1,100.0
Other Appropriated Funds	4,168.8	5,299.0	5,299.0	5,299.0
Other Non Appropriated Funds	65.9	61.2	61.2	61.2
Program Total	6,585.9	6,460.2	6,460.2	6,460.2
FTE Positions	58.0	58.0	58.0	58.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of helicopter calls for service resulting in an aviation mission.	93.4	100	100	100
Explanation: Note: Percent of time helicopter meets availability standard under maintenance program was measurement through FY10.				
Percent of fixed wing calls for service resulting in a law enforcement emergency transport mission.	100	100	100	100
Explanation: Note: Percent of fixed wing pilot availability, within 2hrs notice, for law enforcement emergency transport missions was the measurement through FY10.				

PSA 3.0	Program Summary
CRIMINAL INVESTIGATIONS	
Jeffery Stanhope, Assistant Director	
Phone: (602) 223-2812	
A.R.S. §§ 41-1761 et. seq.	

Mission:

To protect the public by deterring crime using proactive enforcement strategies, innovative and comprehensive investigative techniques, and utilizing effective and efficient resource allocation models.

Description:

The Criminal Investigations program provides investigative, specialized enforcement, and high risk response support to federal, state, and local criminal justice agencies. Services provided include: 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 program provides specialized high risk response to acts of extraordinary violence and domestic preparedness incidents.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	28,316.1	27,889.2	27,889.2	27,889.2
Other Appropriated Funds	11,800.0	13,019.0	13,019.0	13,019.0
Other Non Appropriated Funds	15,582.2	18,236.8	7,985.2	7,624.2
Program Total	55,698.3	59,145.0	48,893.4	48,532.4
FTE Positions	511.3	490.8	435.8	435.8

◆ **Goal 1** To promote public safety in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of ActIC tips and leads investigated and resolved within 30 days.	0	90	90	90
Explanation: Note: New measure in FY11.				
Number of multi-agency/multi-bureau gang enforcement operations targeting specific gangs, affected neighborhoods, or fugitive gang members.	23	12	12	12
Explanation: Note: Number of multi-agency gang enforcement operations conducted by GITEM was the measurement in FY10.				
Number of intra-bureau gang enforcement operations targeting specific gangs, affected neighborhoods, or fugitive gang members.	0	48	48	48
Explanation: Note: New measure in FY11.				
Percent of major crime investigations completed within 12 months of assignment.	0	80	80	80
Explanation: Note: New measure in FY11.				
Percent of administrative investigations completed within original projected timelines.	0	80	80	80
Explanation: Note: New measure in FY11.				
Number of auto salvage, storage, and auction yards inspected.	54	40	40	40
Number of illegal gang enterprises identified and prosecuted.	0	12	12	12
Explanation: Note: New measure in FY11.				
Number of human smuggling enterprises identified and prosecuted.	10	12	12	12
Explanation: Note: Number of human smuggling operations identified was the measure through FY10.				
Number of financial investigations to identify and seize assets from human smuggling enterprises.	36	12	12	12
Explanation: Note: Number of financial investigations involving human smuggling operations was the measurement through FY10.				

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of financial investigations to identify and seize assets from criminal gang enterprises. Explanation: Note: New measure in FY11.	0	4	4	4
Number of chop shops operators identified, dismantled, and prosecuted. Explanation: Note: Number of chop shops dismantled by auto theft task force was the measure through FY10.	27	25	25	25
Number of illegal drug trafficking organizations identified and prosecuted. Explanation: Note: Number of criminal organizations trafficking in narcotics disrupted or dismantled was the measurement through FY10.	49	20	20	20
Number of financial investigations to identify and seize assets from criminal organizations. Explanation: Note: New measure in FY11.	0	6	6	6
Number of Crime Information Cards prepared and submitted. Explanation: Note: New measure in FY11.	0	2,550	2,550	2,550
Number of 28CFR intelligence reports prepared and submitted.	1,497	425	425	425
Number of Gang Member Identification Cards (GMICs) prepared and submitted. Explanation: Note: New measure in FY11.	0	2,200	2,200	2,200
Number of crime information bulletins prepared and distributed. Explanation: Note: New measure in FY10.	646	324	324	324
Number of counter-drug assessments produced. Explanation: Note: These assessments define the drug trafficking environment.	4	1	1	1
Number of statewide threat-assessments produced. Explanation: Note: New measure in FY11.	0	1	1	1
Number of cases initiated from intelligence analytical products. Explanation: Note: New measure in FY11.	0	12	12	12
Number of Border Violence Reports produced. Explanation: Note: New measure in FY11.	0	4	4	4
Number of RMIN analytical products. Explanation: Note: New measure in FY11.	0	3,000	3,000	3,000
Number of intelligence products produced and disseminated. Explanation: Note: New measure in FY11.	0	50	50	50
Number of actual conflicts identified of RIS Safe De-conflictions. Explanation: Note: New measure in FY11.	0	5	5	5
Number of information management system implementation strategies developed. Explanation: Note: New measure in FY11.	0	1	1	1

◆ **Goal 2** To provide exceptional customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of annual intelligence collection plans developed, validated, and implemented. Explanation: Note: New measure in FY11.	0	1	1	1
Number of SWAT responses to assist criminal justice agencies. Explanation: Note: Number of responses to police situations involving the use of special weapons or tactics, explosives, dangerous materials or high risk activity was the measurement through FY10.	331	100	100	100
Number of fugitives arrested. Explanation: Note: "Number of felony fugitives arrested" was the measurement through FY10.	602	150	150	150
Number of EOD responses to assist criminal justice agencies. Explanation: Note: New measurement for FY11.	0	300	300	300
Number of community alliance coalitions or community groups participated in. Explanation: Note: New measure in FY11.	0	5	5	5
Number of gang related, public awareness programs presented. Explanation: Note: Number of community outreach programs presented by the Criminal Investigations Division was the measurement through FY10.	236	105	105	105

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of narcotics related public awareness presentations provided. Explanation: Note: New measure in FY11.	0	20	20	20
Number of tactical and EOD response training sessions provided. Explanation: Note: New measure in FY11.	0	24	24	24
Number of other agency personnel provided with GangNet training. Explanation: Note: New measure in FY11.	0	100	100	100
Number of gang training conferences provided. Explanation: Note: New measure in FY11.	0	2	2	2
Number of gang liaison officer training programs provided to other agencies. Explanation: Note: New measure in FY11.	0	4	4	4
Number of in-service training programs provided for detention liaison officers. Explanation: Note: New measure in FY11.	0	2	2	2
Number of gang information officer training seminars provided to other agency detention personnel. Explanation: Note: New measure in FY11.	0	4	4	4
Number of VCU training classes provided to other criminal justice agency personnel. Explanation: Note: New measure in FY11.	0	5	5	5
Number of computer forensic cases requested for examination.	262	150	150	150
Number of computer forensic training sessions provided to criminal justice agency personnel. Explanation: Note: "Number of computer forensic training sessions coordinated by DPS forensic detectives" was the measurement through FY10.	17	10	10	10
Number of multi-agency intelligence sharing meetings facilitated. Explanation: Note: New measure in FY11.	0	22	22	22
Number of RMIN co-sponsored training sessions. Explanation: Note: New measure in FY11.	0	120	120	120

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of CID training matrixes developed. Explanation: Note: New measure in FY11.	0	1	1	1
Number of CID personnel attending relevant training, beyond mandated training. Explanation: Note: Measurement changed from percent to number for FY11.	100	507	507	507
Number of employees provided succession training. Explanation: Note: New measure in FY11. Note: Training to be provided to employees who will be assigned to unique and critical positions (SIU, SOU, PSU, Gov. Sec., etc.)	0	12	12	12

PSA 4.0	Program Summary
TECHNICAL SERVICES	
Georgene Ramming, Assistant Director	
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 Technical Services program 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. The program 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
- ▶ Logistical Support
- ▶ Criminal Information and Licensing

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	10,301.9	10,301.9	10,301.9
Other Appropriated Funds	43,165.7	49,239.8	49,239.8	49,239.8
Other Non Appropriated Funds	16,617.1	25,140.3	14,003.1	13,210.4
Program Total	59,782.8	84,682.0	73,544.8	72,752.1
FTE Positions	601.0	674.5	643.0	643.0

PSA 4.1	Subprogram Summary
SCIENTIFIC ANALYSIS	
Georgene Ramming, Assistant Director	
Phone: (602) 223-2400	
A.R.S. §§ 41-1761 et. seq.	

Mission:

To assist the Department, the Arizona criminal justice community, and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytical techniques, providing the most accurate scientific analysis of evidence, and presenting expert court testimony.

Description:

The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to all criminal justice agencies in the State. Scientific and technical services are provided in the areas of DNA, Serology, Toxicology (drugs and poisons in biological specimens), Breath and Blood Alcohol, Controlled Substances (drugs), Firearms and Tool Marks, Footwear and Tire Tracks, Trace Evidence (explosives, arson, hairs, fibers, paint, glass, etc.), Latent Fingerprints, Questioned Documents, and Photography.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	13,568.4	15,243.9	15,243.9	15,243.9
Other Non Appropriated Funds	5,008.4	7,791.6	2,138.6	2,089.5
Program Total	18,576.8	23,035.5	17,382.5	17,333.4
FTE Positions	207.0	197.5	169.0	169.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of scientific analysis cases submitted.	63,120	65,482	65,482	65,482
Percent of crime lab cases over 30 days old	5.6	5.5	5.5	5.5
Number of arrestee DNA samples submitted.	13,669	12,000	12,000	12,000
Explanation: As required under HB2787, 48th Legislature				
Percent of arrestee DNA samples profiled.	71	80	80	80
Explanation: As required under HB2787, 48th Legislature				
Number of arrestee DNA profiles resulting in CODIS hits.	91	50	50	50
Explanation: As required by HB2787, 48th Legislature				
Number of evidence disposals conducted annually by the Crime Laboratory system.	110	108	108	108
Average number of days required to analyze a blood alcohol submission from evidence receipt to result delivery.	24	24	24	24

◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of workload formulas developed and maintained to ensure adequate staffing for exemplary customer service.	1	1	1	1
Percent of obsolete scientific equipment replaced.	21.9	20	20	20
Presentations given by regional crime laboratories.	52	32	32	32

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of scientific analysis employees receiving one job-specific training session.	100	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of scientific analysis employees receiving two job-specific training sessions.	75	75	75	75
Percent of employees attending 4-hrs agency training per year. Explanation: Note: Measure was "employees attending 8-hrs of agency mandated training..." through FY10.	27	90	90	90
Number of staff meetings held to disseminate information to employees. Explanation: Note: New measure in FY10	23	12	12	12

PSA 4.2	Subprogram Summary
COMMUNICATIONS	
Georgene Ramming, Assistant Director	
Phone: (602) 223-2400	
A.R.S. §§ 41-1713, 41-1749	

Mission:

To ensure officer and public safety come first by giving assistance and information to the public; providing statewide radio dispatch services for the Department of Public Safety, emergency medical services, and other criminal justice agencies; and providing design, coordination, construction, and maintenance services for statewide radio, voice, and data telecommunications systems.

Description:

The Communications subprogram operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety officers, criminal justice agencies, and emergency service providers. In addition, this subprogram provides the infrastructure to support public safety services for state, county/local governmental agencies, and the Emergency Medical Communications System (EMSCOMM).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	
Other Appropriated Funds	15,124.9	14,716.6	14,716.6	14,716.6
Other Non Appropriated Funds	1,603.3	5,248.6	844.5	100.9
Program Total	16,728.2	19,965.2	15,561.1	
FTE Positions	174.5	172.0	172.0	172.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of 9-1-1 calls answered by operational communications.	174,149	170,000	170,000	170,000
Number of administrative calls answered by operational communications.	672,591	600,000	600,000	600,000
Average percent of 9-1-1 calls answered in 10 seconds or less.	98	94	94	94

◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Develop and maintain a formula based on workload data to ensure adequate staffing for exemplary customer service.	2	2	2	2
Number of replacement schedule plans developed and implemented for obsolete equipment, computers and technology.	1	2	2	2
Number of portable radios replaced.	100	100	100	100
Number of mobile radios replaced.	75	75	75	75
Number of base stations replaced.	7	5	5	5
Number of squad, district, or commander meetings attended by a representative of Operational Communications.	36	30	30	30

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of personnel attending 4-hrs agency training per year. Explanation: Note: Measure was "employees attending 8-hrs of agency mandated training..." through FY10.	27	90	90	90
Percent of Wireless Systems Bureau employees attending one job-specific training class.	30	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Southern Loop Microwave Project completed.	88	100	100	100
Digital microwave paths installed and activated.	11	3	3	3
Number of microwave sites upgraded.	3	3	3	3
Number of mobile data computer (MDC) sites added to the system.	1	1	1	1
Number of staff meetings held to disseminate information to employees.	23	12	12	12

PSA 4.3	Subprogram Summary
LOGISTICAL SUPPORT	
Georgene Ramming, Assistant Director	
Phone: (602) 223-2400	
A.R.S. § 41-1713	

Mission:

To provide information services and logistical support 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 Logistical Support subprogram designs, develops, maintains, and operates automated computer systems to support the enforcement, investigative, and administrative functions of the Department. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona. Logistical Support also provides cost effective and innovative facilities management and logistical support for the enforcement, investigative, and administrative functions.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	10,301.9	10,301.9	10,301.9
Other Appropriated Funds	6,436.9	10,751.5	10,751.5	10,751.5
Other Non Appropriated Funds	775.8	2,003.1	923.0	923.0
Program Total	7,212.7	23,056.5	21,976.4	21,976.4
FTE Positions	61.0	143.0	140.0	140.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent ACJIS system availability.	99.9	99.7	99.7	99.7

◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of desktop computers replaced that are 5 years or older.	0	15	15	15
Percent of laptop computers replaced that are 5 years or older.	0	10	10	10
Explanation: Note: New measure in FY11.				
Percent of mobile data computers (MDC) replaced that are 5 years or older.	0	15	15	15
Explanation: Note: New measure in FY11.				
Number of legacy applications converted through refreshed technology.	3	2	2	2
Number of manual processes converted through refreshed technology.	0	4	4	4
Explanation: Note: New measure in FY11.				
Average number of PC support work orders over 30 days old.	24	35	35	35
Average number of Application Development Data Processing Service Requests more than 60 days old.	30	30	30	30
Number of employees migrated to the web portal.	452	725	725	725
Percent of vehicle registration tabs disseminated to DVA within 10 days of receipt.	0	100	100	100
Explanation: Note: New measure in FY11.				
Percent of vehicle modifications requests completed within 30 days of receipt.	0	80	80	80
Explanation: Note: New measure in FY11.				
Average number of days to process capital equipment transfers in the KAPO and Accountable system.	0	30	30	30
Explanation: Note: New measure in FY11.				

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annual dollar amount spent toward ADOA recommended building renewal maintenance system (in millions).	0	1.3	1.3	1.3
Percent of building maintenance work orders completed within 30 days.	0	80	80	80
Develop and implement a facilities maintenance plan.	0	1	1	1

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employees attending 4-hrs agency training per year. Explanation: Note: Measure was "employees attending 8-hrs of agency mandated training..." through FY10.	27	90	90	90
Percent of information technology employees attending a job-specific training session.	58	100	100	100
Number of staff meetings held to disseminate information to employees.	23	12	12	12
Number of forms converted or modified to document imaging. Explanation: Note: New measure in FY11.	0	50	50	50
Percent of Facilities computerized maintenance management system implemented. Explanation: Note: New measure in FY11.	0	100	100	100

PSA 4.4	Subprogram Summary
CRIMINAL INFORMATION AND LICENSING	
Georgene Ramming, Assistant Director	
Phone: (602) 223-2400	
A.R.S. Titles 24, 26, 32, 41; §§ 41-1750, 41-2401 et. seq.	

Mission:

To provide efficient and responsive criminal information and regulatory services to the criminal justice community and the public as mandated by federal and state law.

Description:

The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for the Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, and the ACJIS network; background checks for private investigation licensing, security guard licensing, concealed carry permits, and other authorized private and government entities. Additionally this subprogram compiles and publishes the Arizona Uniform Crime Report.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	8,035.5	8,527.8	8,527.8	8,527.8
Other Non Appropriated Funds	9,229.6	10,097.0	10,097.0	10,097.0
Program Total	17,265.1	18,624.8	18,624.8	18,624.8
FTE Positions	158.5	162.0	162.0	162.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of all registered sex offender files verified annually.	81	90	90	90
Percent of all registered sex offender files queried annually for address verification.	100	100	100	100
Average number of days required to process an arrest disposition.	2	2	2	2
Percent of identities verified through fingerprint searches using the MetaMorpho system upgrade.	95.5	90	90	90
Number of security guard agencies audited annually.	44	38	38	38
Number of open security guard and private investigator complaints exceeding 90 days from receipt to final disposition.	2	2	2	2

◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of workload formulas developed and maintained to ensure adequate staffing for exemplary customer service.	2	2	2	2
Percent of Automated Fingerprint Id System (AFIS) reliability	99.9	99	99	99
Average number of days to process a clearance card when applicant has no criminal record.	29	17	17	17
Average number of days to process a clearance card when applicant has a criminal record.	68	47	47	47
Average number of days to process a criminal records check and provide the results.	8	9	9	9

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days to process a concealed weapons permit when research is required.	11	20	20	20
Explanation: Note: Tracking will be different and more accurate beginning in FY10.				
Average number of days to process a concealed weapons permit when no research is required.	6	10	10	10
Explanation: Tracking changed in FY10 to more accurately reflect process.				
Number of criminal justice agencies transitioned to the Arizona Disposition Reporting System.	3	4	4	4
Number of criminal history record review audits conducted annually.	128	114	114	114
Explanation: Note: New measure in FY10.				
Number of Arizona Criminal Justice Information System (AJCIS) audits conducted annually.	77	95	95	95
Explanation: Note: New measure in FY10.				

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employees attending 4-hours agency training per year.	27	90	90	90
Explanation: Note: Measure was "employees attending 8-hrs of agency mandated training..." through FY10.				
Number of staff meetings held to disseminate information to employees.	23	12	12	12

PSA	5.0	Program Summary
ARIZONA PEACE OFFICER STANDARDS AND TRAINING		
Mr. Lyle Mann, Executive Director		
Phone: (602) 223-2514		
A.R.S. §§ 41-1822 et. seq.		

Mission:

To ensure professionalism, integrity, and public trust by providing training and maintaining standards for peace officers in the State of Arizona.

Description:

The Arizona Peace Officer Standards and Training Board (POST) is composed of thirteen members appointed by the Governor according to the provisions of A.R.S. § 41-1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e., sponsorship, financial support, and actual delivery); development of standards for law enforcement officers (i.e., physical, educational, and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	5,368.2	8,155.1	8,155.1	7,714.1
Program Total	5,368.2	8,155.1	8,155.1	7,714.1
FTE Positions	21.5	22.5	22.5	22.5

◆ **Goal 1** To develop, implement, and update standards for the selection, retention, and training of peace officers and corrections officers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of curricula review completed.	50	33	33	33
Percent of model lesson plans developed for distribution.	100	100	100	100
Percent of academies utilizing over 80% of model lesson plans	100	100	100	100
Percent increase in field training officer satisfaction with academy training programs.	TBD	TBD	TBD	TBD
Explanation: System needs to be established to measure satisfaction.				
Establish a system to monitor field training officer satisfaction with academy training programs.	N/A	N/A	N/A	N/A
Percent of academies using standardized competency examinations.	100	100	100	100
Percent of administrative rules reviewed.	100	100	100	100

◆ **Goal 2** To promote and uniformly enforce compliance with the standards prescribed for peace officers and corrections officers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New hires.	561	600	1,000	1,000
Peace officers requiring basic training.	303	500	1,000	1,000
Peace officers via waiver testing.	37	50	60	70
Agencies to be audited.	169	170	170	170
Certified peace officers.	15,397	15,000	15,000	15,000
Corrections officers.	5,380	5,700	5,900	5,900
New hire minimum qualification compliance audits conducted.	593	600	700	800
Days required to conduct new hire audits.	44	30	30	30
Mandated in-service training compliance audits conducted.	1,507	1,500	1,500	1,500
Percent of agencies in non-compliance.	10	10	10	10
Academy audits completed.	2	4	4	4

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Days to complete decertification investigations.	101	125	125	125

- ◆ **Goal 3** To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administration of Justice programs giving credit for POST training.	12	12	12	12
POST courses qualifying for college credit.	17	17	17	17
College courses qualifying for POST mandated training credit.	730	730	730	730

- ◆ **Goal 4** To maximize the funds available for peace officer training by using available training facilities, minimizing operational costs, and augmenting funds by seeking grants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Inter-governmental agreements and partnerships.	48	25	25	25
Revenues received from public sources (\$ thousands).	0	100	100	100
Efficiency review ideas received.	4	10	10	10
Efficiency review ideas considered for implementation.	4	10	10	10

- ◆ **Goal 5** To enhance the professional development of peace officers through continuous improvement of basic and in-service training, and to provide for a comprehensive system for agency attainment of POST-mandated training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Qualified instructors teaching POST programs.	310	310	310	310
Train-the-trainer programs provided to agencies.	41	50	50	50
Calendar School Programs presented by POST and the Community Policing Institute.	88	110	110	110
Attendees of Calendar Schools.	3,157	3,500	3,500	3,600
DVD training programs produced.	6	6	6	6
Percent of participants in DVD training programs.	100	100	100	100
Percent of POST model curricula available via resource bulletin board.	0	25	25	25
Number of students participating in interactive web-based training program.	2,112	3,000	3,000	4,000
Percent high-risk, high liability topics reviewed.	100	100	100	100
Percent of train-the-trainer, specialty, and regional training programs reviewed.	66	66	66	66
Percent of in-service programs achieving an overall evaluation of 8.0 or better.	98	90	90	90
Percent of Agency CEOs rating overall POST services as 7.0 or greater.	N/A	90	90	90

RCA 0.0	Agency Summary
DEPARTMENT OF RACING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
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 regulates the Arizona pari-mutuel horse and greyhound racing industries. The Department oversees, supervises and issues permits for all commercial horse, greyhound and county fair racing, including all live and simulcast racing; supervises off-track betting sites; conducts background checks and licenses all racing participants; collects state revenues generated by races; 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. The Department also regulates and supervises all professional boxing events and all mixed martial arts (MMA) contests in Arizona.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ COMMERCIAL RACING	2,772.5	1,558.8	1,990.6	1,990.6
➤ COUNTY FAIR RACING	3,037.6	2,204.8	1,990.1	1,990.1
➤ BOXING	-13.0	116.9	194.2	
Agency Total:	5,797.1	3,880.5	4,174.9	4,174.9

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,963.5	3,863.6	3,940.9	3,940.9
Other Appropriated Funds	7.8	0.0	217.1	217.1
Other Non Appropriated Funds	825.8	16.9	16.9	16.9
Program Total	5,797.1	3,880.5	4,174.9	4,174.9
FTE Positions	40.5	40.5	42.0	42.0

Strategic Issues:

Issue 1 Animal Drug Testing and Enforcement

In May 2007, the Office of the Auditor General recommended that the Department continue to move forward to align its drug testing practices with the Association of Racing Commissioners International (ARCI) Model Rules, seek consensus with the industry in areas where there may be concerns, and put the equine drug testing policy and penalties into administrative rule instead of solely in Department policy. In August 2007, the Commission endorsed the proposed Equine Animal Medication Model Rules with exceptions preferable for Arizona racing. The Commission approved an Interim Policy to become effective October 1, 2007. In September 2007, ARCI endorsed the Model Rules section (ARCI-011-020(J)) pertaining to the regulation of anabolic steroids. The Commission approved the addition of the anabolic steroids prohibition section to the Department Interim Policy. In addition, the American Graded Stakes Committee met in August 2008 and made changes to its eligibility requirements and drug testing protocol. Those changes include regulation of anabolic steroids and require testing for alkalinizing agents in graded stakes races beginning January 1, 2009, so that all horses participating in graded stakes have blood samples drawn pre-race in accordance with the Racing Medication and Testing Consortium's recommended best practices regarding "milkshaking." Each jurisdiction must determine the testing method, either TCO2 or base excess, and set a baseline. A race will lose its grade eligibility if this testing is not performed. These additional tests will

further improve the level of safety and integrity on the industry. The current budget and fiscal situation prevents the Department from expanding or enhancing its testing practices. Cost savings needed to balance the Department's budget required modification of our testing protocols. Additional funding mechanisms will be proposed to ensure enhanced animal testing.

Issue 2 Human Drug Testing and Enforcement

The Department has the responsibility to monitor all permittee locations and has aggressively enforced the laws of Arizona and the Department's Administrative Code provisions regarding illegal substances. The protection of racing participants extends to the animal athletes, and individuals who work directly with the animals and are under the influence of any type of illegal substance put other race participants, as well as the animal athletes, at risk. Individuals who can show a lawfully issued prescription for a substance resulting in a positive test are not subject to disciplinary action. The specific rules in R19-2-112(9) for horseracing participants and R19-2-311(7) for greyhound racing participants are part of a rulemaking package currently on hold due to the Governor's Moratorium on rulemaking. The rules currently state: "a licensee shall not apply, inject, inhale, ingest, or use any prohibited substance while on permittee grounds." The language will be enhanced to include "be under the influence of, possess or use any narcotic, dangerous drug or controlled or prohibited substance as regulated by A.R.S. § Title 13, Chapter 34." Additionally, the current rules regarding alcoholic beverages are being modified to include "any alcoholic beverage, in any quantity." A Permittee Pre-Employment Screening Policy was instituted requesting Arizona commercial racing permittees to provide pre-employment screening of new, unlicensed job applicants for positions at racetracks and off-track wagering facilities. This included drug-testing for certain job categories, instructions regarding the Department's licensing process, consequences for falsification of a racing license application, and notification of criminal and racing offenses that could result in license denial. The intent of the policy is to ensure that individuals working in permittee restricted areas, those coming in contact with the animals or humans participating in live racing events, employees who operate machinery, employees who handle money, employees who work in security, and employees who serve or sell alcoholic beverages would be drug-free. Additionally, the permittee grounds have been designated as "Drug Free Zones" with appropriate signage being displayed.

Issue 3 Restructure of License Application Process

The license application form has been updated several times over the past few years in response to comments from our licensees and staff. We have attempted to make the application more user-friendly, while still obtaining the information necessary to determine eligibility for licensure. Our current application allows an applicant to apply for up to five licenses on one form, rather than five separate applications. We have evaluated and modified our questions pertaining to criminal history. The changes made in this section have reduced false applications by 85%. The license application, along with instructions for completion, a list of license fees, a description of license categories, and local and national licensing information and links, are available on our website. We will be making additional changes in the upcoming fiscal year to further facilitate communication and enhance applicant understanding of the process. In addition, we are planning to pursue and dedicate funding to upgrade our outdated licensing equipment and deteriorating database so that we can provide a higher level of customer service, accuracy and efficiency.

Issue 4 Increased Efficiency and Effectiveness

On January 14, 2010, Governor Brewer signed an Executive Order creating the Commission on Privatization and Efficiency (COPE). COPE's mission is to streamline governmental operations through consolidation and outsourcing. When analyzing how we could participate in this program, we determined that combining forces with other state agencies in such areas as accounting, procurement, human resources and information technology, would allow the Department to focus on its core mission of regulation and protection of the wagering public and racing participants. To accomplish this, at the beginning of FY 2011, the Department will conduct a reduction in force and enter into an interagency services agreement with the Department of Gaming to provide certain business and administrative services. This will enable the Department to redirect monies previously dedicated to personal services to areas such as drug testing, enforcement,

wagering integrity and information technology. In addition, the Department's new Director is in the process of reorganizing and restructuring the Department's operations, management, reporting lines and key employee responsibilities in order to maximize efficiency, productivity, accountability, effectiveness, customer service and communications. These efforts to identify current employees' strengths and potential will have a positive impact on Department operations.

Issue 5 Boxing and Mixed Martial Arts Program

The staff of the State's Boxing and Mixed Martial Arts Commission is within the Department of Racing. The Boxing and MMA Commission regulates and supervises professional boxing events and both professional and amateur mixed martial arts (MMA) contests. In recognition of the Commission's evolving regulatory role due to the increased prominence of MMA, in 2010 the statutes were amended to: (i) Change the Commission's name to the Arizona State Boxing and Mixed Martial Arts Commission; (ii) Remove ambiguity by specifying the adoption of New Jersey's Unified MMA Rules; and (iii) Provide for immediate suspension for contestants who fail a drug test. The legislation also provides that a uniform regulatory fee may be established for both boxing and MMA events. Previously, the fee only applied to MMA shows. Such fees will be retained by the Boxing and MMA Commission for the administration and regulation of its program. The ability of the Boxing and MMA Commission under the Department of Racing to retain these funds will ensure better training for the Commission staff and allow the Commission to be more self-supporting and thus, requiring fewer General Fund dollars.

RCA 1.0	Program Summary
COMMERCIAL RACING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
A.R.S. §§ 5-101 to 5-115	

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect both animal and human racing participants, as well as the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse and greyhound racing meetings and pari-mutuel wagering conducted on and off track in Arizona in order to enforce laws and regulations and, thereby, protect racing participants and the wagering public. The Department is committed to the regulation of foreign substances and anabolic steroids. Additionally, the Department focuses on the reduction of positive animal drug tests in both greyhound and horse racing.

This Program Contains the following Subprograms:

- ▶ Horse Racing
- ▶ Greyhound Racing

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,281.7	1,558.8	1,773.5	1,773.5
Other Appropriated Funds	0.0	0.0	217.1	217.1
Other Non Appropriated Funds	490.8	0.0	0.0	0.0
Program Total	2,772.5	1,558.8	1,990.6	1,990.6
FTE Positions	35.8	27.9	34.3	34.3

RCA 1.1	Subprogram Summary
HORSE RACING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
A.R.S. §§ 5-101 to 5-115	

Mission:

To regulate and supervise all commercial horse racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse racing meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,249.6	844.2	1,058.9	1,058.9
Other Appropriated Funds	0.0	0.0	217.1	217.1
Other Non Appropriated Funds	490.8	0.0	0.0	0.0
Program Total	2,740.4	844.2	1,276.0	1,276.0
FTE Positions	35.8	12.6	19.0	19.0

- ◆ **Goal 1** To ensure that all participants and permittees involved in commercial horse racing operate and perform in compliance with applicable Arizona racing-related statutes, rules and regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Stewards' rulings issued	362	375	350	350
Explanation:	Stewards are the first-line enforcers of the statutes and rules and protectors of the racing participants and animals. They monitor every aspect of the race meet.			
Percent of original Stewards' actions upheld on appeal	72	80	80	80
Percent of positive equine drug tests	2.54	1.00	1.00	1.00
Number of horse racing investigations conducted regarding compliance with rules	90	120	100	100
Number of equine drug tests conducted	1,142	1,300	1,300	1,300

- ◆ **Goal 2** To process license applications and conduct background investigations in a timely manner to ensure that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations receive licenses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of licenses issued	2,415	4,500	2,000	2,000
Number of licenses denied	2	4	4	4
Number of background investigations conducted regarding licensing	1,004	2,400	1,200	1,200
Percent of license denials upheld on appeal	N/A	95.0	95.0	95.0
Percent of total horse racing licensees with disciplinary action	4.00	5.00	5.00	5.00
Average number of calendar days to complete fingerprint reviews from time taken to receipt of criminal history report	30	25	28	28

- ◆ **Goal 3** To encourage and promote horse breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders and Stallion Awards Programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of active horse breeders	92	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of active breeders winning awards	52.0	65.0	60.0	60.0
Average number of days that awards were processed before the deadline	3.0	N/A	N/A	N/A
Explanation:	N/A - No monies appropriated in FY 2011			

- ◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the horse racing industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Employee turnover rate	17.6	10.0	10.0	10.0
Number of employees who completed formal work-related training	6	3	3	3

- ◆ **Goal 5** To educate all licensees and racing participants in Arizona regarding violations involving the use of illegal substances.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of human drug tests conducted	35	40	40	40
Number of positive human drug test results	6	10	10	10
Number of refusals to test	2	4	4	4
Number of investigations regarding positive drug tests and refusals to test	8	12	10	10

RCA 1.2	Subprogram Summary
GREYHOUND RACING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
A.R.S. §§ 5-101 to 5-115	

Mission:

To regulate and supervise all commercial greyhound racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial greyhound racing meetings, conducts investigations, inspects facilities and hauling vehicles, issues licenses, conducts greyhound drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients and provides information upon request to the public and other agencies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	32.1	714.6	714.6	714.6
Other Appropriated Funds	0.0	0.0	0.0	
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	32.1	714.6	714.6	
FTE Positions	0.0	15.3	15.3	15.3

- ◆ **Goal 1** To ensure that all participants and permittees involved in greyhound racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Stewards' rulings Issued	90	160	100	100
Percent of positive canine drug tests	.06	.08	.06	.06
Number of greyhound racing investigations conducted regarding compliance with rules	18	30	25	25
Percent of greyhound racing licensees with disciplinary action	.05	.07	.07	.07
Number of canine drug tests conducted	1,668	2,000	2,000	2,000

- ◆ **Goal 2** To process and investigate license applications in a timely way while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations receive licenses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of licenses issued	166	1,000	350	350
Number of licenses denied	0	2	2	2
Number of background investigations conducted	115	1,000	230	230
Percent of background investigations resulting in disciplinary or enforcement action	.01	.05	.05	.05
Percent of license denials upheld on appeal	N/A	90.0	90.0	90.0
Number of background investigations resulting in disciplinary action	3	10	7	7

- ◆ **Goal 3** To inspect greyhound puppies, the facilities where they are maintained and the vehicles used to haul the greyhounds within the state to enforce compliance to insure the health, safety, and welfare of greyhounds with Arizona laws and regulations, and protect the integrity of the greyhound industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of facilities licensed	1	10	2	2

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of inspections conducted at facilities	25	25	25	25
Number of inspections resulting in violations and disciplinary action	0	1	1	1
Number of greyhound hauling vehicle inspections conducted	25	30	30	30
Number of greyhound hauling vehicle inspections resulting in violations	0	1	1	1
Number of inspections of greyhound puppy litters	68	50	50	50

- ◆ **Goal 4** To encourage and promote greyhound breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders Awards Programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of greyhound breeders winning awards	69.0	N/A	N/A	N/A
Explanation:	N/A - No monies appropriated in FY'11			
Average number of days that awards were processed before the deadline	3.0	N/A	N/A	N/A
Number of active greyhound breeders	42	40	40	40

- ◆ **Goal 5** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interests of the State and the greyhound racing industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Employee turnover rate	4	1	1	1
Number of employees who completed formal work-related training	0	2	2	2

RCA 2.0	Program Summary
COUNTY FAIR RACING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
A.R.S. §§ 5-101 to 5-115	

Mission:

To promote and improve county fair racing in Arizona and regulate and supervise county fair racing to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Arizona Department of Racing regulates and supervises all county fair horse racing meetings, provides staff to operate race meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, conducts hearings on investigation referrals, collects revenues for the State and provides information upon request to the public and other agencies.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,681.8	2,204.8	1,990.1	1,990.1
Other Appropriated Funds	7.8	0.0	0.0	0.0
Other Non Appropriated Funds	348.0	0.0	0.0	0.0
Program Total	3,037.6	2,204.8	1,990.1	1,990.1
FTE Positions	4.7	11.1	4.7	4.7

◆ **Goal 1** To ensure that all participants and permittees involved in county fair racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of races supervised	468	115	115	115
Number of Stewards' rulings issued	11	8	8	8
Percent of original actions upheld on appeal	N/A	95.0	95.0	95.0
Number of investigations conducted	301	200	100	100
Number of county fair racing investigations resulting in disciplinary action	11	20	15	15
Number of county fair race days regulated	58	34	34	34
Number of county fair races supervised - including simulcasting	4,208	3,600	3,600	3,600
Number of equine drug tests conducted	313	100	100	100

◆ **Goal 2** To process and investigate license applications in a timely manner while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules and regulations receive licenses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of licenses issued	0	550	0	0
Number of licenses denied	0	2	0	0
Number of background investigations conducted	0	450	0	0
Percent of license denials upheld on appeal	0	100.0	0	0
Number of license application denials upheld on appeal	0	2	0	0

◆ **Goal 3** To encourage and promote county fair racing in Arizona through the distribution of subsidies for purses and Betterment Fund monies to Fair facilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Amount of betterment monies distributed (thousands)	628	0	0	0

Explanation: No monies appropriated in FY'11

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the horse racing industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Employee turnover rate	2.0	0	0	0
Number of employees who completed formal work-related training	0	0	0	0

RCA 3.0	Program Summary
BOXING	
Lonny T. Powell, Director	
Phone: (602) 364-1730	
A.R.S. § 5-221, 5-222, 5-225	

Mission:

To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.

Description:

The Department regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts (MMA) events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	100.0	177.3	177.3
Other Appropriated Funds	0.0	0.0	0.0	
Other Non Appropriated Funds	-13.0	16.9	16.9	16.9
Program Total	-13.0	116.9	194.2	
FTE Positions	0.0	1.5	3.0	3.0

- ◆ **Goal 1** To ensure that all events under Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing and MMA Commission and that all participants are duly licensed.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of boxing & MMA licenses issued	560	550	550	550
Explanation:	Eff FY'10: Reflects number of boxing & MMA licenses issued			
Number of bouts	257	250	250	250
Percent of bouts without serious injury to contestants	100	100	100	100
Number of boxing investigations versus the number of bouts	2/257	2/250	2/250	2/250
Explanation:	Eff FY'10: Reflects number of boxing & MMA investigations			
Number of events sanctioned	24	25	25	25
Number of license applications received	565	560	560	560
Percent of licenses issued for all applications received	99.0	99.0	99.0	99.0

- ◆ **Goal 2** To investigate all allegations of rules violations that may harm the athlete or the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of boxing investigations resulting in disciplinary action	100	99.0	99.0	99.0
Explanation:	Eff FY'10: Reflects boxing & MMA investigations resulting in discipl. Action			
Number of boxing investigations versus number of bouts	2/257	2/250	2/250	2/250
Explanation:	Eff FY'10: Reflects both boxing & MMA investigations vs. number of bouts			
Number of boxing investigations	2	2	2	2
Explanation:	Eff FY'10: Reflects both boxing & MMA investigations			

- ◆ **Goal 3** To ensure that all participants comply with all health requirements for their safety and the public safety

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Boxing-related medical exams submitted	1,600	1,500	1,500	1,500
Explanation:	Eff FY'10: Reflects both boxing & MMA related medical exams			
Percent of Boxing-related medical exams accepted	96.0	96.0	96.0	96.0
Explanation:	Eff FY'10: Reflects both boxing & MMA related medical exams			
Percent of Boxing-related medical exams received the day of the event	10.0	5.0	3.0	3.0
Explanation:	Eff FY'10: Reflects both boxing & MMA related medical exams			

- ◆ **Goal 4** To encourage employment and retention of professional

staff of the highest quality in order to best serve the needs and interests of the State and the boxing industry.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of boxing employees who completed formal work-related training	0	2.0	2.0	2.0
Explanation:	Eff FY'10: Reflects both boxing & MMA employees			
Employee turn over rate	50.0	0.0	0.0	0.0
Explanation:	Eff FY'10: Reflects both boxing & MMA employees			

AEA 0.0	Agency Summary
RADIATION REGULATORY AGENCY	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 30-652 et seq.	

Mission:

To protect the health and safety of Arizonans from unnecessary radiation exposure from all natural and man-made sources.

Description:

The Arizona Radiation Regulatory Agency provides protection from unnecessary radiation exposure through inspection of radiation sources and their uses, effective response to radiological incidents, environmental sampling, and the certification of those using nuclear medicine technology and those operating X-ray equipment.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	271.5	335.5	335.5	335.5
➤ X-RAY COMPLIANCE	756.8	959.7	969.7	980.0
➤ EMERGENCY RESPONSE	1,292.0	1,279.7	1,356.1	1,316.1
➤ RADIATION MEASUREMENT LABORATORY	569.5	550.1	550.1	550.1
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	220.4	265.2	265.2	265.2
Agency Total:	3,110.2	3,390.2	3,476.6	3,446.9

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,416.8	1,396.5	1,396.5	1,396.5
Other Appropriated Funds	220.4	265.2	265.2	265.2
Other Non Appropriated Funds	1,473.0	1,728.5	1,814.9	1,785.2
Program Total	3,110.2	3,390.2	3,476.6	3,446.9
FTE Positions	35.0	36.0	36.5	36.5

Strategic Issues:

Issue 1 X-ray tube head growth exceeds Agency resources.

The number of x-ray tube heads in Arizona normally increases at a rate of about 4% per year. FY2010 increase was 2.5%. Agency staffing and equipment is unable to keep up with this rate of growth. The reduction in staff caused by reduced funding from the state has caused the Agency to be behind in the inspection of x-ray facilities. In FY 2009, the Agency completed training staff inspecting x-ray equipment; however, the total number of staff is still insufficient to meet the continued increase in x-ray tubes. As a result, the Agency is just beginning to lower the percent of x-ray tubes overdue for inspection. The Agency was 19.2% behind in its inspection of x-ray tubes at the end of FY2010.

Issue 2 High- and low-level radioactive waste will continue to be a public issue and problem.

There continues to be major public concern regarding the disposal of radioactive waste. Over the next 10 years the U.S. Department of Energy has scheduled approximately 10,000 shipments of low-level radioactive waste to travel I-40 en route to the Nevada Test Site for disposal. The I-40 corridor, including the nearby railroad, may also be used for shipment of spent nuclear fuel and high-level radioactive waste to the Nevada Test Site. Even though Congress has designated Yucca Mountain, NV as the Spent Fuel Waste Repository, the President has indicated it will not be utilized. These shipments may occur after 2020, if at all. This will require the state

to maintain a trained response team for possible radiation accidents within the state. Last year there were 55 shipments of high levels of non-waste Cobalt-60 totaling about 11,000,000 curies across Arizona. These shipments were along I-10 and I-40.

Issue 3 Uranium mining, milling and leaching again becoming an issue in Arizona.

The agency is required to monitor milling and leaching operations involved with uranium mining. The increase in the price of uranium from \$20.00 to >\$100.00 per pound has increased mining interest in Arizona. Some old or abandoned sites are now being reactivated or are now being cleaned up. Staffing to monitor the new operations is critical if the Agency is to monitor as required by State Law.

Issue 4 Drinking water standards have changed and may cause problems with some supplies.

The U.S. Environmental Protection Agency has adopted radiation standards for drinking water. In addition, EPA has adopted standards for uranium which will require some Arizona public water suppliers to treat their water. The Agency, in association with the Department of Environmental Quality, will perform assessments of the water supplies and the associated impacts on the public. It is likely these supplies will have to be generally licensed for the possession of radioactive material which are removed from the water in the purification process.

Issue 5 Relationship with federal agencies will remain uncertain.

The U.S. Nuclear Regulatory Commission provides the states with both security training and training support. However, increasing security requirements relating to the safety of radioactive materials takes up staff time. Currently, the Food and Drug Administration continues to support the mammography program, and the U.S. Department of Energy is supporting activities that may be utilized in the event of an accident involving their WIPP and low level waste shipments through Arizona. Other federal agencies may support some state activities. Each support area is specific and may not always be in accord with Arizona needs. U.S. Homeland Security has indirectly imposed additional work when they supplied radiation equipment to state and local law enforcement agencies in southern Arizona. This will significantly increase the number of events in which we must determine whether a person is licensed to possess certain radioactive material. In some cases we may have to determine the material by laboratory analysis.

Issue 6 A major radiation incident may occur in the near future.

Since 1979 the Agency has historically responded to a major radiation incident every ten to twelve years. In addition, there is national concern that enemies of this country may use radioactive materials in a weapon or improvise a nuclear weapon to attack this country. A.R.S. § 30-654B.4 requires the Agency to direct technical response to such events.

Issue 7 Radiation monitoring of transportation systems may be required in the future.

The transportation of high levels of radioactive material across northern Arizona may be of such public concern that the shipments could be monitored by the agency. The addition of security requirements for large quantity shipments may also require the ability to monitor such shipments at ports of entry. The Agency has provided training to the Department of Public Safety and the Department of Transportation to conduct these inspections. For FY2010 there were 55 shipments of high levels of Cobalt 60 totaling about 11,000,000 curies. These shipments were along I-10 and I-40.

Issue 8 Budget constraints affect the ability of the Agency to respond to radiation emergencies.

The Agency utilizes personnel from all subprograms to respond to emergencies. Thus when staff is lost from a subprogram, it adversely affects the ability of the Agency to respond to emergencies at Palo Verde Nuclear Generating Station or to any other major radiation accident. Currently, the state is averaging 4 shipments of radioactive material per month along I-40 or I-10. For each of these shipments, the U.S. Nuclear Regulatory Commission requires notice to the state, including encouragement for the state to consider using armed guards to escort the shipment.

Issue 9 The monitoring of transportation for possible terrorists

activity utilizing radioactive materials.

A Division of U.S. Homeland Security has distributed radiation detecting instruments to state and local law enforcement agencies in southern Arizona. The purpose is to detect illegal shipments or storage of radioactive materials. The Agency reviews and licenses persons to possess and use radioactive materials safely and secure in Arizona. As a portion of this program, the law enforcement and U.S. Customs will contact the Agency at any time to determine the legality of their possession of radioactive material. The Agency also has to respond to other state and federal agency inquiries regarding the validity of radioactive materials licenses or x-ray registrations issued by the Agency.

AEA 1.0	Program Summary
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 30-652 et seq	

Mission:

To ensure radiation health and safety for the people of Arizona by regulating the users of radioactive materials, particle accelerators and non-ionizing radiation sources. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The Radioactive Materials (RAM) and Non-Ionizing Radiation (NIR) subprogram licenses medical, industrial, and academic users of radioactive materials, and registers users of particle accelerators, and non-ionizing radiation sources. On-site inspections of radioactive materials licensees in Arizona are conducted to ensure proper techniques for use, storage and shipment of radioactive materials. NIR conducts inspections of lasers, tanning booths, radio frequency emitters, power lines, and microwave ovens.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	221.8	220.8	220.8	220.8
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	49.7	114.7	114.7	114.7
Program Total	271.5	335.5	335.5	335.5
FTE Positions	8.0	9.0	9.0	9.0

- ◆ **Goal 1** To identify and license or register all users of radioactive materials or particle accelerators in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New licenses and renewals	85	90	95	110
Accelerator registrations	67	72	75	80
Accelerator registration actions	46	40	40	45
Customer satisfaction rating	7.6	7.3	7.6	7.6

- ◆ **Goal 2** To identify and register all new users of non-ionizing radiation sources in Arizona and renew registrations as appropriate.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Non-ionizing radiation registrations, active.	853	1,000	1,050	1,100
Non-ionizing radiation registration actions.	269	300	350	400

- ◆ **Goal 3** To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of radioactive materials inspections	126	150	150	150
Explanation:	Estimates assume that budget request for additional staffing is approved.			
Accelerator inspections	14	25	25	25

- ◆ **Goal 4** To inspect NIR users to assure conformance with radiation safety regulations

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Non-ionizing radiation licenses inspected	10	75	75	75
Explanation:	Staff shortage due to budget restrictions has reduced the number of inspections.			

- ◆ **Goal 5** To show agency-wide goals and objectives as shown in Budget Act.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administration as a per cent of total expenditures	10.3	11.9	11.9	11.9

AEA 2.0	Program Summary
	X-RAY COMPLIANCE
	Aubrey Godwin, Director
	Phone: (602) 255-4845
	A.R.S. §§ 30-652 et seq

Mission:

To protect the citizens of Arizona from overexposure or unnecessary exposure to x-ray radiation. Provides technical expertise to respond activities during radiation emergencies or terrorist events.

Description:

X-Ray Compliance is responsible for the registration of x-ray machines and the regulation of x-ray radiation. Inspection of all x-ray facilities and equipment utilizing x-rays is performed routinely, including those used for mammographic, chiropractic, dental, veterinary, industrial and medical disciplines. The subprogram supports safe use by operators and the minimization of patient exposure.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	444.7	428.4	428.4	428.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	312.1	531.3	541.3	551.6
Program Total	756.8	959.7	969.7	980.0
FTE Positions	11.0	11.0	11.0	11.0

◆ **Goal 1** To register all x-ray tubes within the State of Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
X-Ray tubes registered	14,821	15,238	15,695	16,166

◆ **Goal 2** To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of x-ray tubes inspected	24	24	24	23
Explanation:	As the number of x-ray tubes increases a fixed number of inspectors will inspect a smaller percent of the total.			
X-ray machines inspected	3,324	3,500	3,500	3,500
Explanation:	The number of available inspectors limits the number of inspections.			
Percent of x-ray tubes overdue for inspection	19.2	22.0	23	23
Explanation:	Staffing shortages will force the percentage overdue for inspection to remain flat.			

◆ **Goal 3** To certify facilities using mammography equipment in accordance with Federal legislation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of mammography facilities certified	159	159	160	160

◆ **Goal 4** To improve efficiency of subprogram database changes and tracking of applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Database changes	2,526	2,600	2,600	2,600

AEA 3.0	Program Summary
EMERGENCY RESPONSE	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 30-652 et seq	

Mission:

To respond to and provide the necessary planning and technical assistance to resolve any incidents involving radiation or sources of radiation occurring in Arizona, including fixed nuclear facilities. Responds to and trains others to respond to "dirty bombs" and other terrorist events that may occur in Arizona. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The Emergency Response subprogram prepares, coordinates and tests the technical portion of Arizona's Fixed Nuclear Facility Emergency Response Plan, including radiation effects assessment and protective action recommendations. The subprogram trains hazardous materials response teams (law enforcement, fire and medical personnel) in initial response to radiation-related incidents, including preparation for high level radioactive waste, transuranic and spent nuclear fuel shipping campaigns. The subprogram also responds to radiation incidents statewide, supports the state's multi-agency task force on terrorism with respect to weapons of mass destruction, maintains a large inventory of emergency equipment, calibrates and provides instruments to HAZMAT organizations and directs and conducts training of a 50-member monitor pool. The subprogram also arranges for the disposal of abandoned radioactive material sources. In addition, a federal Agency has distributed radiation detecting instruments to state and local law enforcement agencies. This allows these agencies to detect radioactive material that may be illegally transported. Since this Agency licenses persons to possess and use radioactive material, we may be contacted to determine if the shipment is to a legal user.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	628.0	627.9	627.9	627.9
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	664.0	651.8	728.2	688.2
Program Total	1,292.0	1,279.7	1,356.1	1,316.1
FTE Positions	4.0	4.0	4.5	4.5

◆ **Goal 1** To respond effectively to any radiological incidents or accidents within Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Radiological incidents (non-Palo Verde related)	18	20	20	20
Radiological incidents (Palo Verde related)	6	0	1	1

◆ **Goal 2** To promote Agency radiological incident response capabilities within the State's HAZMAT community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of contact procedure pamphlets distributed to users	3,250	4,000	4,000	4,000
Number of assistance requests (state, local or federal agency)	73	685	590	595
Explanation:	The increase in requests are due to the distribution of radiation instruments to state and local law enforcement agencies which will require the Agency to verify that shippers and/or the receivers are licensed to possess radioactive material.			
Number of Spent Nuclear Fuel or Large Quantity Radioactive Material Shipments	57	50	55	60

◆ **Goal 3** To continually maintain a pool of trained volunteers from state, county and local government agencies for emergency response to radiological accidents or incidents at the Palo Verde Nuclear Generating Station.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of volunteers trained	180	200	200	200
Number of monitoring team members	85	75	85	90

◆ **Goal 4** To ensure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive materials. During radiation emergencies or terrorist events provide technical expertise to the response activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of instrument kits distributed to qualified teams	180	175	190	190
Number of response team members trained	300	500	500	500

AEA 4.0	Program Summary
RADIATION MEASUREMENT LABORATORY	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 30-652 et seq	

Mission:

To measure and monitor man-made and naturally occurring radiation sources throughout the state with an emphasis on nuclear reactor facilities, uranium mining operations, and drinking water. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The subprogram determines ambient radiation levels throughout the state by analyzing samples of air, water, milk, soil and vegetation. The subprogram has established sampling networks to continuously monitor Palo Verde Nuclear Generating Station. As Arizona's primary radiation laboratory, the subprogram is contracted to provide technical and analytical support to the Arizona Department of Environmental Quality drinking water program and waste water programs. The subprogram also provides mobile and fixed analytical laboratory support to the Emergency Response and Radioactive Materials/Non-Ionizing subprograms. The subprogram participates in the U.S. Environmental Protection Agency's Indoor Radon Grant Program by determining radon hazards in Arizona and by providing information, on request, to interested citizens.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	122.3	119.4	119.4	119.4
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	447.2	430.7	430.7	430.7
Program Total	569.5	550.1	550.1	550.1
FTE Positions	7.0	7.0	7.0	7.0

◆ **Goal 1** To analyze environmental samples to ensure that no radioactivity beyond background is present.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of environmental sample analyses	5,000	6,000	6,000	6,000

◆ **Goal 2** To analyze radon test canisters for the presence of radon in public schools above the recommended action level established by the U.S. Environmental Protection Agency (EPA).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Radon canisters analyzed	300	500	500	500

◆ **Goal 3** To monitor statewide population centers and mining concerns for radiation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
TLD monitoring sites	51	110	51	51
Explanation:	Statewide monitoring program stopped in 2009 due to budget restraints. Only monitoring PVNGS at present.			
Air sampling stations throughout Arizona	8	8	8	8
Explanation:	Program shutdown in 2009 due to severe budget restrictions. Only monitoring PVNGS at present.			

◆ **Goal 4** To maintain designation as a primacy laboratory for valid data.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Designated	Yes	Yes	Yes	Yes

◆ **Goal 5** To provide laboratory support to the Department of Environmental Quality drinking water and mining programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of water samples analyzed	87	60	60	60
◆ Goal 6 To participate in training and respond to incidents involving radioactive material that may also be an act of terrorism.				
Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of practices/responses	2	2	3	3

AEA 5.0	Program Summary
MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	
Aubrey Godwin, Director	
Phone: (602) 255-4845	
A.R.S. §§ 32-2801 et seq	

Mission:

To protect the health and safety of the people in Arizona against the harmful effects of excessive and improper exposure to medically applied ionizing radiation. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The program assures that minimum standards of education and training are met by ionizing machine operators and nuclear medicine technologists; sets standards for and approves schools of radiologic and practical technology; and enforces A.R.S. § 32-2801, et. seq. and Title 12, Chapter 2, Arizona Administrative Code.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	220.4	265.2	265.2	265.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	220.4	265.2	265.2	265.2
FTE Positions	5.0	5.0	5.0	5.0

◆ **Goal 1** To assure qualifications and issue certificates to qualified applicants.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Qualified technologists certified, total	7,564	8,000	8,000	8,000
Certificates issued within 60 days	3,833	4,000	4,000	4,000
Number of active medical radiologic technologist certificates	8,517	8,600	8,600	8,600

◆ **Goal 2** To enforce A.R.S. § 32-2801 et seq.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints	96	100	100	100
Number of complaints resolved	30	100	100	100

◆ **Goal 3** To conduct investigations required by A.R.S. § 32-2821(B).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of investigations	65	105	100	100

RPA 0.0	Agency Summary
ARIZONA RANGERS' PENSIONS	
Janice K. Brewer, Governor	
Phone:	
A.R.S. § 41-951	

Mission:

To provide compensation for time spent as an Arizona Ranger.

Description:

The Arizona Rangers' Pension provides monthly benefits for the last surviving spouse of a retired Arizona Ranger. Rita Beaty, the last link to the Arizona Rangers, a legendary group of rugged lawmen organized in 1901, passed away on January 3, 2011.

Her husband Clarence Beaty was one of 107 men who served as an Arizona Ranger whose mission was to tame the Wild West so the then Arizona territory could become a state. Clarence joined the Rangers in 1902 and survived the dangers of wearing the badge, dying in 1964 at the age of 90, leaving Rita as the last surviving widow of this historic institution.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	14.0	14.2	14.4	14.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	14.0	14.2	14.4	14.7
FTE Positions	0.0	0.0	0.0	0.0

Strategic Issues:

Issue 1 *Statute requires the pension be adjusted for inflation each year.*

A.R.S. § 41-954 (B) requires that the Rangers' Pension receives an annual inflation adjustment based on the Gross Domestic Product price deflator.

◆ **Goal 1** To provide a monthly stipend to retired Arizona Ranger's and their spouses

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Stipend (in dollars)	14,000	14,200	0	0

REA 0.0	Agency Summary
DEPARTMENT OF REAL ESTATE	
Judy Lowe, Commissioner	
Phone: (602) 771-7760	
A.R.S. §§ 32-2101 et seq	

Mission:

To serve and protect the public interest through efficient and timely licensure, balanced regulation, and proactive education of the real estate profession in the State of Arizona.

Description:

Pursuant to A.R.S. Title 32, Chapter 20 and the Administrative Code Title 4, Chapter 28, the Department regulates real estate licensees (including residential sales, brokers, companies, property managers, business brokers, and commercial brokers), private cemeteries, and membership camping licensees. The Department also regulates real estate educators and schools, monitoring pre-licensing and continuing education courses to ensure the quality content of courses and the competence of instructors, as well as the quality and timeliness of materials being taught. The Department oversees the administration of licensing examinations as well as the activities of licensees to ensure compliance with the Arizona Revised Statutes and the Commissioner's Rules.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,008.0	2,987.3	2,987.3	2,987.3
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	53.3	165.0	165.0	165.0
Program Total	3,061.3	3,152.3	3,152.3	3,152.3
FTE Positions	58.0	55.0	55.0	55.0

Strategic Issues:

Issue 1 *Through education, enhance the knowledge and professionalism of the industry, thus increasing consumer protection.*

The Department's emphasis will be on building partnerships within the industry and with other state agencies, in serving and protecting Arizona's constituents from an attitude of supporting a TEAM (Together Everyone Achieves More) concept. This will be achieved through the commitment of open communication, transparency, and the sharing of information and knowledge. The Department will create a synergistic approach to problem solving by gathering feedback from all, then implementing changes and improvements as needed. Through proactive education and information broadcasting, the Department will seek to ensure public and industry awareness of fundamental laws pertaining to real estate transactions in Arizona. The Department's focus will shift to a balanced regulation, ensuring that licensees and/or repeat offenders who are proven to have violated the law and harmed the public are dealt with stringently, while addressing minor infractions that do not effect and/or harm the public from an educational perspective. Additionally the Department will continue to streamline processes, allowing for staff to work through cases thoroughly, yet efficiently, while generating positive cash flow from civil fines and penalties into the General Fund, always educating and creating awareness for public safeguard and interest.

Issue 2 *Improvement of the Information Technology Infrastructure to facilitate a more efficient internal process for file/document management, as well as to provide safeguards to the data storage of the Department, the Industry and the Public.*

In today's day and age, dependence on technology and the potential risks of malicious viruses and hackers, a state-of-the-art information technology infrastructure is a must to safeguard personal and confidential information stored within the database. Annual upgrades and new advances must be researched, evaluated and adapted to ensure the Department is up-to-date with the latest technologies, and continually improving efficiencies both

internally and externally.

◆ **Goal 1** To provide excellent customer service to licensees.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of department customer service surveys indicating good to excellent service	100	99	99	99

◆ **Goal 2** To review and approve new courses quickly and thoroughly.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt to approval of course	10	10	10	10

◆ **Goal 3** To improve the quality of class offerings and instructors by monitoring and auditing more classes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Classes monitored	0	0	150	150
Explanation:	Budget cuts result in reduced staffing levels. FY2012 & 2013 estimates are based on funding approval for an Education Monitor.			

◆ **Goal 4** To create and maintain procedures to process licenses in an efficient and timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average days from receipt of application to issuance of real estate license	1	1	1	1
Total real estate applications received	11,300	10,800	37,900	33,700
Explanation:	New Applicants & Renewals			
Number of real estate licensees	89,443	88,000	86,500	85,000
Explanation:	Number reflects actual count of licensees. This includes individuals, brokers, and entities.			

◆ **Goal 5** To maintain the timeliness of the investigative process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days from receipt of real estate or subdivision complaint to resolution	286	280	250	230
Explanation:	FY2009 actual should have been 236 as stats for real estate complaints only were reported. Budget cuts and reduced staffing levels have negatively impacted processing times for investigations.			
Total real estate or subdivision complaints investigated	1,055	1,100	1,200	1,300

◆ **Goal 6** To maintain excellent customer service through the timely issuance of public reports.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days to issue deficiency letter on subdivision applications received	22	25	25	25
Number of subdivision filings received	357	400	450	500
Explanation:	Includes amendments			
Average number of days to issue an improved lot public report.	14	20	20	20

◆ **Goal 7** To maintain an appropriate ratio of administrative costs in relation to the Department's appropriation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of administrative costs	17	13	13	13
Explanation:	Includes Information Technology, Budget, Policy, Human Resources, and Operations			

RDA 0.0	Agency Summary
INDEPENDENT REDISTRICTING COMMISSION	
N/A, Chairman	
Phone:	
Arizona Constitution: Article 4, Part 2, Section 1	

Mission:

To administer the fair and balanced redistricting of congressional and legislative districts for the State of Arizona.

Description:

The Independent Redistricting Commission was established with the approval of Proposition 106 by voters in November 2000. The Commission has five members, four of whom are selected by the House and Senate majority and minority leadership. The final member is selected by the other four members and cannot be registered with a political party already represented on the Commission. The five-member Commission is responsible for redrawing Arizona's congressional and legislative district boundaries based on the decennial census.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	26.1	500.0	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	26.1	500.0	500.0	500.0
FTE Positions	0.0	0.0	0.0	0.0

UOA 0.0	Agency Summary
RESIDENTIAL UTILITY CONSUMER OFFICE	
Jodi A. Jerich, Director	
Phone: (602) 364-4838	
A.R.S. §§ 40-461 et. seq.	

Mission:

To represent the interests of residential ratepayers before the Arizona Corporation Commission and advocate for reasonable utility rates and reliable and safe utility service.

Description:

The Residential Utility Consumer Office (RUCO) is an agency comprised mainly of attorneys and financial analysts. RUCO participates in matters before the Corporation Commission regarding utility rate increases, renewable energy standards, and Commission rulemaking. RUCO reviews utility financial records, conducts discovery, offers testimony and presents witnesses at evidentiary hearings to argue positions in favor of residential utility ratepayers.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,003.4	1,287.1	1,287.1	1,287.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,003.4	1,287.1	1,287.1	1,287.1
FTE Positions	11.0	11.0	11.0	11.0

Strategic Issues:

Issue 1 Provide highly effective advocacy for Arizona families and individuals

Since RUCO's creation over 20 years ago, our job has been to review and challenge a utility's request to increase rates. RUCO consists of lawyers and financial analysts whose duty it is to provide oversight over the monopolies' claims for additional revenue from captive ratepayers. The economic recession and state budget deficit have presented challenges to RUCO. The poor economy is resulting in more and more utilities seeking rate increases from the Corporation Commission. This has increased RUCO's workload. However, the state budget deficit has resulted in a reduction of our annual appropriation and a 20% reduction in RUCO FTEs. Through effective time management and a highly trained and tenured workforce, RUCO is able to meet this challenge and continue to produce a quality work product on behalf of residential ratepayers.

Issue 2 Balance the need for reasonable rates and the desire for cleaner, greener utility operations through renewable energy sources

The Arizona Corporation Commission has issued Rules that require electric utilities to acquire at least 15% of their electricity from renewable sources by the year 2025. To meet this requirement, the Commission has authorized electric utilities to assess a surcharge on ratepayers' bills to cover these additional costs. RUCO supports efforts to increase the amount of solar, wind and other renewable energy consumed in Arizona. However, RUCO advocates that the funds dedicated for this purpose be used to maximize the amount of renewable energy being generated for the least cost.

Issue 3 Participates in workshops regarding various energy policies including energy efficiency, decoupling, and line extension cost recovery.

The Corporation Commission has initiated several stakeholder workshops regarding its energy policies. These workshops will result in standards Commission regulated utilities must meet to reduce electric consumption through energy efficiency programs and how utilities will be authorized to recover costs for these programs from ratepayers. Another workshop addresses cost recovery for power line extensions.

◆ **Goal 1** To perform preliminary analyses of all pertinent cases filed

at the Arizona Corporation Commission to determine the necessity of our intervention.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of cases analyzed	40	30	30	30
RUCO interventions in rate making	5	5	3	3

◆ **Goal 2** To secure for residential utility ratepayers the lowest reasonable rates.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of utility rate hearings	10	10	6	6
Number of utility hearings	13	13	6	6
Average rate increase requested by utilities (millions)	228.8	10.0	10.0	10.0
Average rate increase recommended by RUCO (millions)	78.9	4.0	4.0	4.0
Average rate increase approved by ACC (millions)	199.5	6.0	6.0	6.0
Percent variance between utilities' request for rate increases and the actual ACC authorized rates	13	40	40	40

◆ **Goal 3** To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
RUCO interventions in cases involving competitive issues	0	0	0	0
Administration as a percentage of total cost	4.0	4.0	4.0	4.0
Customer satisfaction rating for residential utility customers (scale 1-8)	7	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	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent Licensees with disciplinary action	1	3	3	3

Mission:

To exercise state regulatory authority over respiratory care practitioners by granting licenses; maintaining public records for all practitioners within Arizona; and enforcing rules and statutes to ensure the public health, welfare, and safety.

Description:

Respiratory Care Practitioners work in therapeutic, surgical, and/or clinical settings to monitor respiration and lung health, as well as to diagnose and treat disorders. The Board of Respiratory Care Examiners regulates the practice of respiratory care in Arizona. The Board examines and licenses respiratory care practitioners based on minimum competency standards set by the Legislature. Additionally, the Board enforces state laws, rules, and regulations set forth to ensure public safety and investigates complaints filed against a member of the professional community.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	263.1	263.0	390.0	264.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	263.1	263.0	390.0	264.2
FTE Positions	3.5	3.5	3.5	3.5

Strategic Issues:

Issue 1 Electronic efficiency

While the agency has made enormous strides in electronic efficiency, a continuous effort is necessary to sustain and improve our processes and efforts to protect the public health. With our limited resources, every step forward, in terms of technological improvement, is taken against the strong winds of the advancing technological world. Computers that are new to the agency are obtained from State Surplus property, and we have to update them the best we can. With new capabilities has come new security requirements and reporting requirements. The information the agency needs to provide to the Governor, Legislators, other health regulatory entities, licensees and the public is getting ever more complex. The Board is endeavoring to add efficiencies to our data management plan.

- ◆ **Goal 1** To process license and renewal applications in a timely, accurate manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
New and temporary licenses issued	510	520	520	520
Average number of days from receipt to granting a temporary license	1	1	1	1
Total number of applications for permanent licenses	1,578	1,600	1,600	1,610

- ◆ **Goal 2** To ensure the placement of each allegation of professional misconduct on the Board's agenda for review in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Complaints received	104	110	120	0
Average days from receipt of complaint to resolution	154	160	160	160
Average monthly backlog of complaints not yet resolved	6	6	8	8
Number of licenses revoked or suspended	25	20	20	22
Total number of practitioners investigated	104	110	110	110
Percent of investigations resulting in disciplinary or enforcement action	57	70	65	65

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, and state and local governments.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ MEMBER SERVICES	17,453.1	19,887.6	19,258.2	19,265.0
➤ ADMINISTRATION AND SUPPORT	8,434.0	8,798.0	8,862.4	8,862.4
➤ INVESTMENT MANAGEMENT	37,648.2	51,237.7	51,571.5	51,557.5
Agency Total:	63,535.3	79,923.3	79,692.1	79,684.9

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	22,772.1	24,711.8	24,480.6	24,473.4
Other Non Appropriated Funds	40,763.2	55,211.5	55,211.5	55,211.5
Program Total	63,535.3	79,923.3	79,692.1	79,684.9
FTE Positions	236.0	236.0	243.0	245.0

Strategic Issues:

Issue 1 *Work to minimize contribution rate increases for the ASRS Defined Benefit Plan (The Plan).*

Plan contribution rates are projected to rise over the short and medium term. As a result, the ASRS must continue to review, consider, and analyze its funded status, future contribution rate trends, and elements of plan design to ensure that it fulfills its statutory purpose in the most equitable, efficient, and effective manner possible.

Issue 2 *Analyze ways to achieve long-term affordability, accessibility, and sustainability for the retiree health insurance program.*

The ASRS health insurance program is entering an unsettled time as a result of new federal legislation, possible local consolidation of effort, and uncertainty regarding costs and benefits. The ASRS will need to evaluate, assimilate, and make necessary changes over the next several years to ensure consistent high quality and affordable health care for retirees.

Issue 3 *Successfully determine and implement additional value-added investment strategies.*

The ongoing volatility in the worldwide investment markets will necessitate that the ASRS continue to examine its investment strategies and asset allocation and make any adjustments it deems necessary to ensure the long-term health of the ASRS investment portfolios.

Issue 4 *Continue to provide members with cost-effective, high levels of service during a period of increasing demand.*

Customer demand for service has increased significantly over the past fiscal year. To continue providing members with high levels of service while

remaining cost-effective, the ASRS must have a budget that will allow the agency to continue investing in contemporary technology, while also adding the staff necessary to address the increased demand for service.

Issue 5 *Implement a long-term strategy for the ASRS Defined Contribution Plan (The System).*

The ASRS Defined Contribution Plan, or "System", has been closed to new members since the Defined Benefit "Plan" was adopted in 1972. Currently, there are approximately 1,600 System members remaining. As a result, the ASRS must continue to adopt investment and management strategies that are appropriate for a closed retirement plan whose population is aging and getting smaller in number.

RTA 1.0	Program Summary
MEMBER SERVICES	
Anthony Guarino, Deputy Director, Chief Operations Officer	
Phone: (602) 240-2077	
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 Member Services Program is comprised of the Member Services, Financial Services, and Information Services Divisions of the ASRS. These three divisions are collectively responsible for delivering services to ASRS members.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	14,516.7	16,100.3	15,470.9	15,477.7
Other Non Appropriated Funds	2,936.4	3,787.3	3,787.3	3,787.3
Program Total	17,453.1	19,887.6	19,258.2	19,265.0
FTE Positions	184.0	184.0	189.0	191.0

◆ **Goal 1** To ensure that members receive calculations and disbursements timely, consistently, and accurately.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of new retirees receiving initial payments within 10 business days of retirement (objective 90%)	78	90	90	90
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	95	90	90	90
Number of new retirements processed	9,594	10,553	11,609	12,770
Percentage of monthly pension payments disbursed on the first day of the month (objective 98%)	99.8	98	98	98
Number of monthly pension payments issued (June payroll)	100,309	105,324	110,591	116,120
Number of pension adjustments completed	1,235	1,297	1,362	1,430
Percentage of pension adjustments processed within 20 business days of identification (objective 90%)	95	90	90	90
Percentage of refunds disbursed within 10 business days of request (objective 90%)	99	90	90	90
Percentage of refunds processed accurately (objective 100%)	100	100	100	100
Percent of overall member satisfaction with the refund process (objective 90%)	97	90	90	90
Number of refund requests received	20,955	23,051	25,356	27,891
Percentage of service purchase cost invoices distributed within 15 business days of receipt (objective 90%)	93	90	90	90
Percentage of service purchase payroll deduction agreements processed within 5 business days of receipt (objective 90%)	98	90	90	90
Percentage of service purchase cost invoices processed accurately (objective 98%)	100	98	98	98
Percent of overall member satisfaction with the service purchase process (objective 90%)	89	90	90	90
Number of service purchase cost invoices requested	7,219	7,580	7,958	8,357

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of service purchase lump sum payments completed	4,672	5,139	5,653	6,218
Number of service purchase payroll deduction agreements completed	333	366	403	443
Percentage of service purchase lump sum payments processed within 10 business days of receipt (objective 90%)	97	90	90	90
Total number of deaths reported (retired members)	2,122	2,228	2,340	2,456
Total number of deaths reported (non-retired members)	1,792	1,882	1,976	2,074
Percent of overall member satisfaction with the survivor benefit process (objective 90%)	91	90	90	90

◆ **Goal 2** To offer retired and disabled members access to affordable, competitive and efficiently run health insurance and disability programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of enrollments and declines processed	15,707	16,492	17,317	18,183
Number of manual adjustments performed	7,766	8,154	8,562	8,990
Number of retirees receiving a premium benefit	57,934	60,831	63,782	67,066
Explanation: Counted from June 2008 payroll				
Total amount disbursed for premium benefit (in thousands)	86,030	90,332	94,848	99,590
Number of months needed to determine eligibility for LTD	6	6	6	6
Number of open LTD claims	4,795	5,035	5,286	5,551
Number of new LTD claims	933	1,026	1,129	1,242
Percentage of overall member satisfaction with Long Term Disability program (objective 90%)	92	90	90	90

◆ **Goal 3** To ensure that contributions, account information, and financial data are collected, managed, and accounted for efficiently and effectively.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of checks (including contributions and service purchase) deposited within 24 hours of receipt (objective 95%).	100	95	95	95
Percentage of valid invoices paid within 30 days of receipt (objective 100%).	100	100	100	100
Percentage of all invoices with a discount paid within the discount period (objective 99%).	98	99	99	99
Percentage of collected outstanding accounts receivable balance each month (objective 5%).	9	5	5	5
Percentage of employees are paid timely and accurately (objective 100%).	100	100	100	100

◆ **Goal 4** To provide members with easy and timely access to current account information and various educational services to help plan and manage their retirement.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of calls answered within 20 seconds (objective 80%)	65	80	80	80
Percent of telephone inquiries answered accurately (objective 95%)	99	95	95	95
Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	96	90	90	90
Number of calls received	251,026	276,129	303,741	334,116
Percent of calls abandoned by caller (objective 5% or fewer)	4	5	5	5
Percentage of overall member satisfaction with Know Your Benefits meetings (objective 90%)	99.8	90	90	90
Percentage of overall member satisfaction with Getting Ready for Retirement meetings (objective 90%)	99.5	90	90	90

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total number of Know Your Benefits meetings (statewide)	68	71	75	79
Total number of Know Your Benefits meeting attendees (statewide)	1,557	1,635	1,717	1,802
Total number of Getting Ready for Retirement meetings (statewide)	237	249	261	274
Total number of Getting Ready for Retirement meeting attendees (statewide)	6,285	6,599	6,929	7,276
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	97	90	90	90
Total number of walk-ins (Phoenix and Tucson)	32,682	35,950	39,545	43,500
Percentage of walk-in customers served within 15 minutes of arrival (Phoenix and Tucson offices) (objective 80%)	77	80	80	80

RTA 2.0		Program Summary
ADMINISTRATION AND SUPPORT		
Anthony Guarino, Deputy Director, Chief Operations Officer		
Phone: (602) 240-2077		
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 Administration and Support Program contains the various functions necessary to support the ongoing administration of the ASRS. These functions include the Director's Office, Legal, Internal Audit, Administrative Services (Budget, Procurement, Training, Human Resources), and External Affairs Divisions (Communications, Employer Relations, Government Relations).

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	6,885.5	7,231.8	7,296.2	7,296.2
Other Non Appropriated Funds	1,548.5	1,566.2	1,566.2	1,566.2
Program Total	8,434.0	8,798.0	8,862.4	8,862.4
FTE Positions	41.0	41.0	41.0	41.0

- ◆ **Goal 1** To foster member and stakeholder trust and confidence in the ASRS through effective communications, mutually beneficial relations, and a forward-looking legislative agenda.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of employers enrolled with the ASRS	708	715	720	725
Number of employer conferences/workshops held	29	25	25	25
Number of individual employer meetings held	42	30	30	30
Percent of overall member satisfaction with the ASRS Quarterly Newsletter (objective 80%)	94	80	80	80
Percent of overall member satisfaction with the ASRS website (objective 80%)	76	80	80	80
Percentage of members who "agree" or "strongly agree" that ASRS employees provide good service to members (objective 80%)	98	80	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS keeps its members informed of matters that affect them (objective 80%)	96	80	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS is pleasant and easy to do business with (objective 80%)	98	80	80	80

- ◆ **Goal 2** To ensure that administrative services are in place to support: an effective operating cost structure and budget; and a work force that reflects agency values and is capable of consistent high performance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of months in which permanent staffing levels were 90 percent or higher (objective 6)	4	6	6	6

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 was successfully completed in September 2008.

RTA 4.0	Program Summary
INVESTMENT MANAGEMENT	
Gary Dokes, Chief Investment Officer	
Phone: (602) 240-2180	
A.R.S. § 38-719	

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 Investment Management Program is responsible for overseeing the investment of the ASRS assets.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,369.9	1,379.7	1,713.5	1,699.5
Other Non Appropriated Funds	36,278.3	49,858.0	49,858.0	49,858.0
Program Total	37,648.2	51,237.7	51,571.5	51,557.5
FTE Positions	11.0	11.0	13.0	13.0

- ◆ **Goal 1** To achieve a total fund rate of return equal to or greater than the actuarial assumed interest rate.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of investment returns	14.9	8.0	8.0	8.0
Explanation: one-year return figure				
10-Year rolling annual rate of return on total fund assets (%)	2.3	8.0	8.0	8.0

- ◆ **Goal 2** To achieve a total fund rate of return equal to or greater than the Asset Allocation Benchmark.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annualized rate of return	14.9	8.0	8.0	8.0
Excess return measured against strategic asset allocation benchmark	1.7	n/a	n/a	n/a
3-year rolling annual rate of return	-4.7	8.0	8.0	8.0
3-Year excess return measured against strategic asset allocation benchmark	-0.2	n/a	n/a	n/a

- ◆ **Goal 3** To achieve a total fund rate of return equal to or greater than the amount projected in the most recent asset allocation study.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
5-Year rolling annual rate of return	2.3	8.0	8.0	8.0
5-Year excess return measured against strategic asset allocation benchmark	-5.7	n/a	n/a	n/a

- ◆ **Goal 4** To achieve asset class net rates of return equal to or greater than their respective broad asset class benchmarks.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annualized rate of return for domestic equity	17.8	n/a	n/a	n/a
Excess domestic equity return measured against benchmark	0.8	n/a	n/a	n/a
Annualized rate of return for international equity	10.5	n/a	n/a	n/a
Excess international equity return measured against benchmark	-0.4	n/a	n/a	n/a
Annualized rate of return for fixed income	11.0	n/a	n/a	n/a
Excess fixed income return measured against benchmark	1.5	n/a	n/a	n/a

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Annualized rate of return for GTAA	17.9	n/a	n/a	n/a
Excess GTAA return measured against benchmark	5.8	n/a	n/a	n/a
Annualized rate of return for real estate	1.2	n/a	n/a	n/a
Excess real estate return measured against benchmark	9.9	n/a	n/a	n/a
Annualized rate of return for private equity	17.7	n/a	n/a	n/a
Excess private equity return measured against benchmark	-39.2	n/a	n/a	n/a
Annualized rate of return for opportunistic investments	39.0	n/a	n/a	n/a
3-year rolling annual rate of return for domestic equity	-8.3	n/a	n/a	n/a
3-year rolling annual excess domestic equity return measured against benchmark	0.7	n/a	n/a	n/a
3-year rolling annual rate of return for international equity	-11.0	n/a	n/a	n/a
3-year rolling annual excess international equity return measured against benchmark	-0.7	n/a	n/a	n/a
3-year rolling annual rate of return for fixed income	7.9	n/a	n/a	n/a
3-year rolling annual excess fixed income return measured against benchmark	0.4	n/a	n/a	n/a
3-year rolling annual rate of return for GTAA	-2.1	n/a	n/a	n/a
3-year rolling annual excess GTAA return measured against benchmark	3.2	n/a	n/a	n/a
3-year rolling annual rate of return for real estate	-16.1	n/a	n/a	n/a
3-year rolling annual excess real estate return measured against benchmark	-12.7	n/a	n/a	n/a
3-year rolling annual rate of return for private equity	n/a	n/a	n/a	n/a
3-year rolling annual excess private equity return measured against benchmark	n/a	n/a	n/a	n/a

◆ **Goal 5** To achieve portfolio-level net rates of return equal to or greater than their respective portfolio benchmarks.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of portfolios outperforming benchmarks	40	n/a	n/a	n/a
Number of portfolios underperforming benchmarks	54	n/a	n/a	n/a
Number of portfolios outperforming benchmarks (3 Years)	19	n/a	n/a	n/a
Number of portfolios underperforming benchmarks (3 Years)	14	n/a	n/a	n/a

◆ **Goal 6** To ensure sufficient monies are available to meet cash flow requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Total market value of ASRS fund assets (in billions)	23.3	n/a	n/a	n/a
Total annual benefit payments (in billions)	2.4	n/a	0	0
Percentage of liability funded	76.43	n/a	n/a	n/a

Explanation: Actuarial value for the total Plan (401a and 401h) as of 6/30/10.

RVA 0.0	Agency Summary
DEPARTMENT OF REVENUE	
Gale Garriott, Director	
Phone: (602) 716-6090	
A.R.S. § 42-1001 et seq.	

Mission:

Administer tax laws fairly and efficiently for the people of Arizona.

Description:

Pursuant to Arizona Revised Statutes Title 42, the Department of Revenue administers and enforces the collection of individual and corporate income, transaction privilege, withholding and luxury taxes. The Department oversees the fifteen county assessors in the administration of state property tax laws.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ SERVICE	8,630.9	10,209.0	10,209.0	10,209.0
➤ PROCESSING	6,763.0	7,952.1	7,952.1	7,952.1
➤ EDUCATION AND COMPLIANCE	16,843.2	22,127.5	22,127.5	22,127.5
➤ AGENCY SUPPORT	29,957.8	29,864.4	29,864.4	29,864.4
Agency Total:	<u>62,194.9</u>	<u>70,153.0</u>	<u>70,153.0</u>	<u>70,153.0</u>

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	39,584.6	43,709.0	43,709.0	43,709.0
Other Appropriated Funds	20,362.7	23,726.3	23,726.3	23,726.3
Other Non Appropriated Funds	2,247.6	2,717.7	2,717.7	2,717.7
Program Total	<u>62,194.9</u>	<u>70,153.0</u>	<u>70,153.0</u>	<u>70,153.0</u>
FTE Positions	<u>863.0</u>	<u>935.0</u>	<u>935.0</u>	<u>935.0</u>

Strategic Issues:

Issue 1 *Deliver adequate service levels and support in core processes during the challenges of the current economic environment.*

It was a challenge to meet targets in FY2010 as it was in FY2009 due to the financial crisis at the national and local levels. Although some positions were restored after the large reduction in force and layoffs in the third quarter of FY2009, budget cuts and furloughs continued to have an impact on employee production levels. The Department will continue to face the challenges of keeping its core processes on task in the next fiscal year.

Issue 2 *Reengineer our business processes to make them more efficient and further automate the administration of taxes.*

The Business Reengineering/Integrated Tax System (BRITS) initiative, which started in September of 2002, is a set of projects with the overall objectives of improving Department of Revenue business processes and replacing aging legacy standalone tax processing systems with a single, integrated system. The scope of BRITS also includes future efforts to continue to improve efficiency and taxpayer services.

Issue 3 *Ensure Business Continuity.*

The Department continues to refine its Business Continuity plan to address issues of disaster recovery. Business Continuity planning is the on-going process of establishing strategies to minimize disruptions of service to taxpayers, their representatives, State and Local Governments, and Department employees. The goal is to minimize financial loss and ensure the continuation of core processes and the timely resumption of operations in case a situation or event impacts the Department.

RVA 1.0	Program Summary
SERVICE	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Efficiently and accurately meet the needs of Arizona taxpayers in: providing answers to their questions regarding licensing; filing requirements and application of the State's tax laws; providing revenue statistics to the Governor's Office, Legislature and the public to aid in the making of revenue projections; performing economic impact projections and other tax policy determinations; and, ensuring fair, accurate and uniform property valuations and property tax services for client counties as prescribed by Arizona statutes in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Service program is responsible for: issuing tax form and licensing information; answering telephone and written inquiries on the application of tax laws, drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; analyzing tax filing, audit and collection information; providing statistics relating to revenues and credits in reports to the Governor's Office, Legislature, departmental staff and members of the public to aid in making revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; exercising general supervision over county assessors to ensure all property is uniformly valued, prescribing guidelines for appraisal methods and providing property tax processing services for client counties; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; and, returning unclaimed property to its rightful owners by identifying, locating and notifying the owners/holders of the property.

This Program Contains the following Subprograms:

- ▶ Inquiries and Requests
- ▶ Local Jurisdictions
- ▶ Taxpayer, Executive, and Legislative Issues

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,704.2	4,650.0	4,650.0	4,650.0
Other Appropriated Funds	4,785.0	5,459.0	5,459.0	5,459.0
Other Non Appropriated Funds	141.7	100.0	100.0	100.0
Program Total	<u>8,630.9</u>	<u>10,209.0</u>	<u>10,209.0</u>	<u>10,209.0</u>
FTE Positions	<u>140.0</u>	<u>147.0</u>	<u>147.0</u>	<u>147.0</u>

RVA 1.1 Subprogram Summary
INQUIRIES AND REQUESTS
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

RVA 1.2 Subprogram Summary
LOCAL JURISDICTIONS
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

Enable Arizona taxpayers and other customers to understand and more easily comply with Arizona's tax laws by providing state tax, licensing and unclaimed property information and assistance in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Inquiries & Requests subprogram is responsible for: issuing tax forms and licensing information; answering telephone and written inquiries on the application of tax laws; drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; and, returning unclaimed property to its rightful owners by identifying holders of the property and locating and notifying the owners.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,352.2	2,843.6	2,843.6	2,843.6
Other Appropriated Funds	3,321.0	4,371.1	4,371.1	4,371.1
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	5,673.2	7,214.7	7,214.7	7,214.7
FTE Positions	98.0	105.0	105.0	105.0

◆ **Goal 1** To ensure prompt response to taxpayers' immediate inquiries.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Average wait time for all phone calls (in minutes) in the Taxpayer Information and Assistance section call center. 5:26 6:00 6:00 6:00

Explanation: Shifting call center agents between phones and correspondence work has allowed for improved service levels and lower targets than previous 10 minute wait times.

Percent of written inquiries answered within 30 calendar days in Taxpayer Information and Assistance section 84 80 80 80

◆ **Goal 2** To improve the processing of business license applications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Average transaction privilege tax license turnaround time (in business days). 3.8 4.0 4.0 4.0

Explanation: Current staffing levels and work loads have shown a 4 day turnaround is achievable instead of prior 5 day targets.

Percent of transaction privilege tax license applications completed on-line. 44 45 45 45

◆ **Goal 3** To attain favorable customer service levels as evidenced by aggregate customer survey scores.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Customer satisfaction rating for Taxpayer Information and Assistance section (scale 1-5) 4.35 4.00 4.10 4.20

Customer satisfaction rating for the entire Department (scale 1-5). 4.08 4.00 4.05 4.10

Mission:

Ensure fair, accurate, and uniform property values as prescribed by Arizona statutes, and to provide timely and accurate property tax data services to client counties.

Description:

The Division is responsible for administration of the State's property tax laws; appraisal of utilities, railroads, mines, and other complex properties; development of appraisal and assessment guidelines; conducting analyses to ensure assessors' values are within statutorily prescribed limits, and providing property data systems to client counties.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	709.2	1,111.4	1,111.4	1,111.4
Other Appropriated Funds	1,047.9	712.9	712.9	712.9
Other Non Appropriated Funds	141.7	100.0	100.0	100.0
Program Total	1,898.8	1,924.3	1,924.3	1,924.3
FTE Positions	29.0	29.0	29.0	29.0

◆ **Goal 1** To improve the equity and uniformity of values for centrally valued properties.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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Number of centrally valued property company compliance reviews and/or site inspections. 26 20 20 20

Explanation: Centrally valued properties include water/sewer, mines, railroads, telecommunications and electric companies. Targets are lower than FY2010 actual results due to a three person staff reduction in FY2011.

RVA 1.3 Subprogram Summary
TAXPAYER, EXECUTIVE, AND LEGISLATIVE ISSUES
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

RVA 2.0 Program Summary
PROCESSING
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

Provide timely and accurate information to the Governor's Office, Legislature and the public relating to revenues and credits to aid in the making of revenue projections, economic impact projections and other tax policy determinations; to provide thorough analysis of the tax implications of pending and approved legislation; and to assist taxpayers fairly in resolving problems or disputes with their accounts.

Mission:

Process all incoming electronic and paper tax documents and associated revenues, process tax refunds and execute the mailing of tax documents to Arizona taxpayers in a timely and efficient manner; to ensure the accuracy of taxpayer accounts within the BRITS system; and to provide quality service to satisfy debts owed by taxpayers to other government agencies.

Description:

The 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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	642.8	695.0	695.0	695.0
Other Appropriated Funds	416.1	375.0	375.0	375.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,058.9	1,070.0	1,070.0	1,070.0
FTE Positions	13.0	13.0	13.0	13.0

In addition, the program processes Electronic Fund Transfers and documents associated with the electronic income tax filing program and subsequently processes withholding tax, corporate estimated tax, and transaction privilege tax electronically through the revenue system into the State Treasury. The program collects and distributes taxes imposed on cigarettes and all other products containing tobacco such as cigars and smoking tobacco, and also maintains the automated accounts receivable system that interfaces with the automated systems for Licensing, Audit and Collections.

◆ **Goal 1** To provide timely and accurate information to the Governor's Office, legislature, and the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Hearing Office Decisions issued within 70 calendar days of the Hearing (or from the date that the last memo is due).	99	100	100	100
Percent of taxpayer referrals responded to by the Problem Resolution Officer within 24 hours from the time the referral was received.	58.4	50	50	50

Explanation: It is expected that the increase in revenue enforcement staff and their calls will result in more referrals to the problem resolution office.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,395.9	4,877.2	4,877.2	4,877.2
Other Appropriated Funds	3,367.1	3,074.9	3,074.9	3,074.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	6,763.0	7,952.1	7,952.1	7,952.1
FTE Positions	146.0	146.0	146.0	146.0

◆ **Goal 1** To improve the timeliness of payment processing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of payments deposited within five business days.	96	95	95	95
Average turnaround time for deposits (in business days).	1.2	2.0	2.0	2.0

Explanation: This measure tracks payments deposited for all four tax types.

◆ **Goal 2** To process Individual Income and Transaction Privilege Tax (TPT) returns in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days to process an Individual Income tax return.	4.1	7.0	7.0	7.0

Explanation: The process time is defined as the time between when the Department receives the return and posts the return to the taxpayer's account.

Total tax documents processed (in millions).	5.4	5.5	5.5	5.5
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Explanation: Documents are defined as all paper and electronic returns for all four tax types.

◆ **Goal 3** To process all Individual Income tax refunds in a timely

manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average calendar days to refund total Individual Income tax checks (paper warrants and electronic deposits)	5.21	6.5	6.5	6.5

RVA 3.0	Program Summary
EDUCATION AND COMPLIANCE	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Ensure compliance with Arizona tax laws and Department regulations and policies through proactive education, fair, firm, timely and reasonable valuation and enforcement activities while providing an effective and equitable legal recourse for taxpayers. In short, the purpose of this program is to ensure that taxpayers pay their fair share of tax, not more and not less.

Description:

The Education & Compliance program:

- provides information services through publications and via the Department's website; and
- matches employees with the appropriate knowledge base to an organization that requests a speaker on any given topic about which they want to learn;
- provides for employees to connect with organizations to volunteer their services in speaking engagements.

In addition, it is responsible for:

- the selection of tax returns and refund claims for audit examination and the accurate and timely review of those returns and claims;
- the collection of receivables and delinquent returns, and using collection tools such as phone and field contacts, lien and levy filings, bankruptcy court actions; and
- the research of businesses using on-site computerized license compliance checks ensuring business license/registration compliance programs.

The program also provides various legal services such as resolving disputed assessments and refund denials:

- directs the process of interpreting and applying tax laws;
- provides legal support and analysis to the audit sections; and
- adjudicates taxpayers' administrative appeals through the Agency's Hearing Office.

It inspects, educates and investigates tobacco retailers and distributors for compliance with tobacco tax laws;

- investigates allegations of tax fraud;
- assists the Attorney General's office in the prosecution of criminal tax offenders;
- conducts administrative and internal investigations; and
- develops and supports the valuation of centrally-valued properties.

This Program Contains the following Subprograms:

- ▶ Education and Outreach
- ▶ Audit and Assessing
- ▶ Collections
- ▶ Enforcement

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	7,886.9	15,763.7	15,763.7	15,763.7
Other Appropriated Funds	8,943.0	6,333.8	6,333.8	6,333.8
Other Non Appropriated Funds	13.3	30.0	30.0	30.0
Program Total	16,843.2	22,127.5	22,127.5	22,127.5
FTE Positions	377.0	415.0	415.0	415.0

RVA 3.1	Subprogram Summary
EDUCATION AND OUTREACH	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Provide taxpayers and tax practitioners with understandable, accurate and current tax education, information and forms to facilitate voluntary compliance with Arizona's tax laws, and to provide training and appraisal certification courses to county and state appraisal staff.

Description:

Inquiries from taxpayers and tax practitioners are directed to various employees throughout the agency best suited to answer questions and assist with issues based on different areas of expertise. Employees provide taxpayers with information and support services through publications, and, in conjunction with the Internal Revenue Service and state universities, offer tax seminars to interested parties.

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	120.1	81.0	81.0	81.0
Other Appropriated Funds	0.0	39.1	39.1	39.1
Other Non Appropriated Funds	13.3	30.0	30.0	30.0
Program Total	133.4	150.1	150.1	150.1
FTE Positions	0.0	0.0	0.0	0.0

◆ **Goal 1** To increase taxpayer transactions conducted electronically.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of all tax dollars received electronically.	67.69	70.0	70.0	70.0
To increase taxpayer income filings conducted electronically by 5% annually.	11.0	5.0	5.0	5.0

◆ **Goal 2** To improve voluntary compliance in the filing of tax returns.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of money remitted voluntarily as a percentage of total receipts.	95.61	96.60	96.60	96.60

Explanation: The FY2010 actual result is calculated using a preliminary gross revenue number; the actual FY2010 gross revenue data will not be available until the publication of DOR's 2010 Annual Report.

RVA 3.2	Subprogram Summary
AUDIT AND ASSESSING	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Assist taxpayers in complying with tax laws and filing correct tax returns through: a fair, courteous, and helpful tax return examination and correction process, and providing supporting legal services to fairly resolve disputed audit assessments and refund denials; fairly interpreting and applying tax laws and timely disseminating that information to departmental employees and to the public; providing quality legal support and analysis to the audit sections; fairly adjudicating taxpayer appeals to the Department's hearing office; and developing fair and reasonable valuations for centrally-valued properties.

Description:

The Audit and Assessing subprogram is responsible for the Department's audit compliance programs for corporate, individual income, transaction privilege and use taxes and Special Audit services (luxury tax and unclaimed property), including resolution attempts, internal contests on taxpayer protests and oversight at audit litigation.

The subprogram also provides various legal services, such as resolution of disputed assessments and refund denials, adjudication of taxpayers' administrative appeals to the Department's hearing office; direction of the process of fair interpretation, application and timely dissemination of tax law information to departmental employees and the public; and provision of legal support and analysis to the audit sections. Lastly, the subprogram develops and supports the valuation of centrally valued properties throughout the State, such as mines, utilities and railroads.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,721.6	8,892.4	8,892.4	8,892.4
Other Appropriated Funds	5,181.0	4,245.6	4,245.6	4,245.6
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	8,902.6	13,138.0	13,138.0	13,138.0
FTE Positions	174.0	213.0	213.0	213.0

◆ **Goal 1** To increase the quality of the audit programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of final Individual Income tax audit assessment amounts compared to the initial assessment amounts.	86.8	87.0	87.0	87.0

RVA 3.3 Subprogram Summary

COLLECTIONS

Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

RVA 3.4 Subprogram Summary

ENFORCEMENT

Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

Fairly and efficiently collect receivables and delinquent returns and to ensure businesses are properly licensed/registered with the Department.

Description:

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through correspondence, telephone, and field contacts with taxpayers and performs activities to identify and license previously unlicensed businesses.

All collection activity is performed under the overview of the Taxpayer Bill of Rights to promote fairness, confidentiality, and consistency of application of the tax laws. Arizona was the first state to have a Taxpayer Bill of Rights in 1986, and the 1994 updated version again put Arizona in the leadership role of protecting taxpayer rights, while ensuring that all taxpayers pay their fair share of the tax burden.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,825.1	6,440.0	6,440.0	6,440.0
Other Appropriated Funds	3,282.9	1,555.2	1,555.2	1,555.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	7,108.0	7,995.2	7,995.2	7,995.2
FTE Positions	191.0	187.0	187.0	187.0

◆ **Goal 1** To improve the quality of collection activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of non-audit revenue to total revenue	98.54	98.50	98.49	98.48

Explanation: The FY2010 result was calculated using a preliminary gross revenue number; FY2010 gross revenue data will not be available until the publication of DOR's 2010 Annual Report.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of accounts that collector contacts within 30 calendar days of that account being assigned a delinquent account	100	100	100	100

Explanation: With BRITS automation, letters are sent to every taxpayer upon being assigned as a delinquent account. The Department considers letters as contacts.

◆ **Goal 2** To increase fiscal efficiencies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Ratio of net enforcement revenue collected per total Department general fund dollar spent.	7.85	7.85	7.88	7.90

Explanation: This measure means that the Department's enforcement program collected \$7.85 for each general fund dollar spent in FY2010.

Mission:

Encourage voluntary compliance in all tax obligations and work with the taxpayer in entering into payment arrangements that are fair to the taxpayer yet protect the State's interest. To utilize fair and firm enforcement upon broken payment arrangements or lack of taxpayer compliance. To provide quality education to, and inspections of, tobacco retailers and distributors to ensure their compliance with tobacco tax laws; to fairly investigate allegations of tax fraud, assisting the Attorney General's office in the prosecution of criminal tax offenders; and to timely and fairly conduct administrative and internal investigations.

Description:

The Enforcement subprogram works with delinquent taxpayers in entering into payment arrangements and educating them in compliance (filing obligations) issues. Upon the taxpayer's action to void the agreement, enforcement collections activity is pursued including filing liens, levies, and seizures of assets. The Enforcement Subprogram also inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders.

The subprogram also investigates allegations of tax fraud and assists the Attorney General's office in the prosecution of criminal tax offenders; conducts administrative and internal investigations; and contracts with the Attorney General's Office for the services of an attorney to prosecute tax cases.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	220.1	350.3	350.3	350.3
Other Appropriated Funds	479.1	493.9	493.9	493.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	699.2	844.2	844.2	844.2
FTE Positions	12.0	15.0	15.0	15.0

◆ **Goal 1** To promote and enforce the legal sale and distribution of tobacco products.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of retailer and distributor tobacco inspection visits completed.	1,294	1,330	1,305	1,305

Explanation: All inspection visits serve multi-purposes including providing education, fulfilling legislative requirements, and identifying non-compliance.

RVA 4.0	Program Summary
AGENCY SUPPORT	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Provide excellent leadership, quality technical and administrative support and customer-oriented human resources and development for all core business processes of the Department in order to enhance the services provided to Arizona's taxpayers and other stakeholders.

Description:

The Agency Support program is responsible for providing leadership, staff development, human resources, management, technology, strategic and resource planning, legal services to management, financial and inventory accounting and other administrative services to support all core business processes of the Department.

This Program Contains the following Subprograms:

- ▶ Human Resources
- ▶ Information Services
- ▶ Support Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	24,597.6	18,418.1	18,418.1	18,418.1
Other Appropriated Funds	3,267.6	8,858.6	8,858.6	8,858.6
Other Non Appropriated Funds	2,092.6	2,587.7	2,587.7	2,587.7
Program Total	29,957.8	29,864.4	29,864.4	29,864.4
FTE Positions	200.0	227.0	227.0	227.0

RVA 4.1	Subprogram Summary
HUMAN RESOURCES	
Nick Buta, Deputy Quality Executive	
Phone: (602) 716-6891	
A.R.S., Title 42	

Mission:

Foster excellence among all employees of the Department through quality staff and leadership development, ensuring effective recruitment and promotion of staff as well as fair administration of federal and state human resources laws.

Description:

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations, staff training and development, and guidance and resolution of employee issues.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	128.0	208.4	208.4	208.4
Other Appropriated Funds	80.5	95.4	95.4	95.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	208.5	303.8	303.8	303.8
FTE Positions	4.0	4.0	4.0	4.0

◆ **Goal 1** To increase the level of employee satisfaction.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average annual turnover rate for employees	13.02	15.00	15.00	15.00

◆ **Goal 2** To increase the level of employee training and development.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of original probation employees completing mandated training within their first six months.	100	85	85	85

◆ **Goal 3** To increase cost effectiveness of administrative services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Administration as a percentage of total cost.	5.32	5.5	5.5	5.5

RVA 4.2 Subprogram Summary
INFORMATION SERVICES
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

Provide efficient, accessible record storage and retrieval services to all Department and taxpayer customers and to maintain and continually improve the information technology systems in order to enable the Department to provide excellent services to its customers and optimize the operations of all core business processes.

Description:

The Information Services subprogram maintains and provides access to the statutorily mandated archival files of department records and tax returns filed with the Department; microfilms individual and corporate documents and records; and operates the warehouse. This subprogram also manages and oversees improvements to all computer systems and operations; runs mainframe data queries and reports for various core functions of the Department; maintains and enhances mainframe and larger database and client-server applications, incorporating legislative changes and user requests by means of in-house and contracted programming resources; operates and maintains the Department's wide area network, including all hardware, software and inter- and intranet systems; facilitates the research and development of all new and modified Information Technology systems and processes, including interfacing with the Government Information Technology Agency (GITA); and administers the Department's information technology planning process.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	11,643.8	9,636.5	9,636.5	9,636.5
Other Appropriated Funds	676.0	3,174.4	3,174.4	3,174.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	12,319.8	12,810.9	12,810.9	12,810.9
FTE Positions	89.0	96.0	96.0	96.0

◆ **Goal 1** To ensure the local and wide area network (LAN/WAN) is available 99.8% of the time.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of time the LAN/WAN is available.	100.00	99.98	99.98	99.98

◆ **Goal 2** To resolve 99% of all problem calls identified as "critical" within 4 hours.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of critical problem calls completed within the 4 hour target.	100.00	99.20	99.20	99.20

RVA 4.3 Subprogram Summary
SUPPORT SERVICES
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

Provide visionary leadership and quality support services which promote and facilitate the realization of the missions and goals of the Department and its various programs. This includes assessing the effectiveness of various services to the taxpayer, ensuring all projects assigned to the divisions and sections are completed within prescribed time frames and according to agency policies, fostering an optimal working environment for employees, and providing administrators with the leadership and support they need to best serve our customers.

Description:

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, and budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities; continuous quality review and assessment of the effectiveness of various services to the taxpayer; ensures all projects assigned to divisions are completed within prescribed time frames and according to agency policies.

This subprogram also provides legal counsel to the Director, including appeals of audit cases to the Director; develops programs 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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	12,825.8	8,573.2	8,573.2	8,573.2
Other Appropriated Funds	2,511.1	5,588.8	5,588.8	5,588.8
Other Non Appropriated Funds	2,092.6	2,587.7	2,587.7	2,587.7
Program Total	17,429.5	16,749.7	16,749.7	16,749.7
FTE Positions	107.0	127.0	127.0	127.0

◆ **Goal 1** To pay all invoices in a timely manner within 30 calendar days of receipt.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of invoices paid within 30 calendar days.	99.67	95	95	95

◆ **Goal 2** To respond to 90% of all building maintenance calls within 24 hours of receipt.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of building maintenance calls responded to within 24 hours of receipt of the call.	98.00	95.00	96.00	96.00

◆ **Goal 3** To process Payroll accurately by the end of each payroll cycle.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of payroll records processed error free by the close of the payroll cycle.	99.40	99.99	99.99	99.99

◆ **Goal 4** To process purchase orders within two business days of receipt of requisition.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of business days to process	1.18	2.00	2.00	2.00

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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requisitions.

SFA 0.0	Agency Summary
SCHOOL FACILITIES BOARD	
Dean Gray, Executive Director	
Phone: (602) 542-6143	
A.R.S. §§ 15-2001 et seq	

Mission:

To provide financial and technical assistance to ensure school districts maintain buildings and equipment at minimum adequacy standards so that students can achieve academic success.

Description:

The School Facilities Board was created by Laws 1998, 5th Special Session, Chapter 1 through legislation commonly known as Students FIRST. The School Facilities Board consists of nine Governor-appointed voting members and the Superintendent of Public Instruction who serves as a non-voting member. The Board is charged with administration of three capital programs: (a) New School Facilities, (b) Building Renewal, and (c) Emergency Deficiencies Corrections.

In order to effectively evaluate the State's school capital needs, the Board maintains a facilities database consisting of information reported by each school district that aids the Board in determining the funding level for building renewal and the construction of new facilities. Through periodic inspections, the Board is mandated to ensure compliance with building adequacy standards and routine preventative maintenance guidelines with respect to the new construction of buildings and maintenance of existing buildings.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	104,773.6	67,580.5	431,760.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	209,910.3	317,387.1	616,068.0
Program Total	314,683.9	384,967.6	1,047,828.6
FTE Positions	20.0	20.0	20.0

Strategic Issues:

Issue 1 New School Construction Moratorium

The FY 2009 budget implemented a moratorium on all new construction and land acquisition activity that was not under contract as of July 1, 2008. This has caused some projects to be delayed, forcing some districts to accommodate student growth in schools that are at or approaching capacity.

Issue 2 School District Building Assessments

A.R.S. §15-2002 requires the SFB to develop and maintain a database of all school buildings. This data is used to calculate the building renewal formula, determine if districts qualify for new space, and ensure that all districts meet minimum adequacy guidelines. In FY 1999, the districts self-reported for each school the number, type, and size of each building. Between FY 1999 and FY 2001, the SFB conducted an inspection program that reviewed the quality status of each building. Buildings with deficiencies were noted and corrected between FY 2000 and FY 2006. A.R.S. §15-2002 also requires staff to continue to inspect each building at least once every five years. During these inspections, staff verifies the building data submitted by the district and reviews the facilities for quality deficiencies.

Issue 3 New School Construction Inflation

On July 9, 1998 when the legislature passed and the governor signed Students FIRST into law, a standard for school facilities that should be constructed was set. A.R.S. §15-2041.D.3.C requires that the cost per square foot of new school construction be adjusted for construction market considerations based on an index identified or developed by the Joint Legislative Budget Committee as necessary but not less than once per year. Inflation adjustments at times have been too small or untimely. This has lowered the standard for the type of school that can be built. A district that built a school in FY 2000 or FY 2001 could build a better school than a

district can build today with state funds. While the SFB works diligently to get the best pricing while still meeting minimum adequacy standards, the rising cost of construction will continue to challenge the SFB and districts.

Issue 4 Emergency Deficiencies Corrections

The Emergency Deficiencies Corrections Fund is established by A.R.S. §15-2022. Revenues consist of monies transferred from the Deficiencies Correction Fund established by A.R.S. §15-2021 or the New School Facilities Fund established by A.R.S. §15-2041 as long as the transfer will not affect, interfere with, disrupt or reduce any approved capital projects. The School Facilities Board administers the fund and distributes monies in accordance with the rules of the School Facilities Board to school districts for emergency purposes. Given that the Deficiencies Corrections program was repealed on June 30, 2006 coupled with the expected shortfall in the New School Facilities Fund, the Emergency Deficiencies Corrections fund does not have a dedicated funding source or specific appropriation. As resources are depleted, the School Facilities Board's ability to assist districts will be limited.

◆ **Goal 1** To efficiently analyze school district requests for new school facilities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of school districts that request new school facilities funding	51	60	65
Average number of months from receipt of school district application for new school facility fund monies to School Facilities Board final determination.	4	4	4
Number of new school construction projects completed	6	0	10

◆ **Goal 2** To ensure that building renewal funds are used appropriately.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of school districts that used building renewal funding for non-statutory purposes	0	0	0
Explanation:	On September 1, 2006, the School Facilities Board released a web-enabled application for school districts to submit their three-year building renewal plans pursuant to A.R.S. 15-2031. The September 1, 2007 release required districts to align prior year actual project expenditures to the building renewal plan. This allows the SFB to ensure that the projects in the building renewal plan and the actual expenditures comply with statutory uses.		
Number of districts instructed by the School Facilities Board to use building renewal funding for preventative maintenance	0	0	0

◆ **Goal 3** To inspect school districts to ensure compliance with building adequacy standards with respect to construction of new buildings and maintenance of existing buildings.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of schools	1477	1490	1510
Percent of all school district schools inspected to ensure minimum adequacy guidelines	8	20	20
Explanation:	The staff of the School Facilities Board was unable to meet its performance target due to lack of staff. Due to budget reductions, two (2) of the four (4) staff positions that perform inspections were cut.		
Average number of issues per school inspected that do not meet minimum adequacy standards	2	0	0
Percent of inspected schools determined to have an adequate preventative maintenance program	79	80	85

◆ **Goal 4** To provide quality services to school districts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of all school districts rating the Boards' services as satisfactory, good, or excellent in annual survey	96	98	99
Percent of school districts that responded to customer satisfaction survey	19	42	63

STA 0.0	Agency Summary
SECRETARY OF STATE - DEPARTMENT OF STATE	
Ken Bennett, Secretary of State	
Phone: (602) 542-0681	
A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441	

Mission:

To help all Arizonans enjoy a better quality of life through participation, understanding, and confidence in state government by providing fair, honest, and accurate elections; keeping complete and accurate records that are accessible to the public; and providing excellent service to enhance business formation, protect business property, and enable business transactions.

As a division of the Department of State, the mission of the Arizona State Library, Archives and Public Records is to serve Arizona government and Arizonans by providing access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

Description:

The Department of State 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 and is also the Chief State Election Officer who administers election functions, including canvass and certification of statewide elections, and coordinates statewide voter registration. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, and limited partnership and limited liability partnership filings. The 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 State boards and commissions; appoints notaries public; and applies apostilles to all international transactions.

The Arizona State Library, Archives and Public Records division provides general information services as well as research and reference services in the subject areas of law, government, public policy, genealogy, and Arizoniana. The division administers state and federal grants for public libraries and offers consultant services to both public libraries and government agencies. The division also offers special library and information services for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations, manages public record archival retention programs, and creates exhibits to educate the public regarding governmental and Arizona history and the legislative process.

Agency Summary:

Program	(\$ Thousands)			
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	1,139.6	1,179.3	1,216.1	1,216.1
➤ BUSINESS SERVICES	1,184.9	1,229.5	1,251.4	1,251.4
➤ PUBLIC SERVICES	320.3	328.4	334.1	334.1
➤ ELECTION SERVICES	7,128.9	13,368.9	13,386.1	13,386.1
➤ ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS	10,745.0	12,994.7	13,326.3	13,194.8
Agency Total:	20,518.7	29,100.8	29,514.0	29,382.5

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	13,310.1	13,301.8	13,715.0	13,583.5
Other Appropriated Funds	3,167.8	9,602.9	9,602.9	9,602.9
Other Non Appropriated Funds	4,040.8	6,196.1	6,196.1	6,196.1
Program Total	20,518.7	29,100.8	29,514.0	29,382.5
FTE Positions	163.7	157.9	157.9	157.9

Strategic Issues:

Issue 1 Address current staffing shortfall and lack of resources.

Strategic planning is a cyclical process that requires feedback on customer satisfaction as compared with the results the Department is achieving. This cycle is important to the Office in trying to achieve all of its goals in an efficient manner. By addressing the lack of resources and staffing shortfalls, the Office hopes to be able to (1) reduce staff overtime to meet mandated deadlines, (2) decrease the response time in delivering service to customers, (3) help accurately process filings and applications within a time frame that meets the public's expectations, and (4) adequately conduct all certifications and testing as required in administering statewide elections.

Issue 2 Build additional improvements in meeting our business services mandates.

The Secretary of State's Business Services Division seeks to increase on-line resources to better meet workload demands and properly address overall state mandates regarding business services. The Department will seek to improve accuracy, efficiency and timeliness of public filings for all general partnerships and trade names; improve customer service by reducing time delays at the counter; update all forms and literature with current, user-friendly information; cross-train staff to better assist customers regardless of the request; and reduce the processing time of all business service applications.

Issue 3 Continue to be fiscally responsible and efficient in delivering services.

The Secretary of State's office is constantly striving to ensure that public dollars are well spent. The Secretary of State's office budget has been significantly reduced over the past few years. The key to continued success is making government work smarter, using sound fiscal standards and efficiencies, and implementing strong ethical standards. The Office intends to optimize productivity through enhanced employee skills, improve efficiency and timeliness of customer service, review best practices of other state and local jurisdictions, consolidate work assignments to adequately address mandated responsibilities, and make every effort to provide taxpayers with the best return on their investment in state government as it specifically relates to the Secretary of State.

Issue 4 Fully implement newly required federal and statewide election reforms.

The Secretary of State intends to continue the strategies laid out in the Arizona Help America Vote Act State Plan. The Agency is aiming to implement the second iteration of Arizona's statewide voter registration list. Along with local election officials, the Secretary of State will maintain the military and overseas voter system and the voter fraud hotline. The Agency will also increase voter education and voter outreach while specifically working to better teach the importance of voting to younger citizens, work directly with all 15 counties to improve physical accessibility to polling places, provide more training of poll workers and election officials, and continue to lobby the federal government for monetary assistance to meet these new federal mandates.

Issue 5 Meet current statutory obligations of administering statewide elections.

Given adequate funding and resources, the Secretary of State's office intends to adequately meet all current statutory obligations of administering statewide elections. As required by the Arizona Constitution and Arizona Revised Statutes, the Secretary of State will accurately certify all ballot candidates, certify and canvass results of statewide elections in a timely manner, appropriately test and certify voting devices for use by counties, implement testing for logic and accuracy of counties' election equipment, responsibly certify initiatives and referenda for the ballot, publish and mail

the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls in all fifteen counties on ballot measures, and provide pamphlets in Spanish and Native American translation.

Issue 6 Resource Development

The State Library and Archives has raised over \$61 million dollars in grant funds for Arizona cultural institutions and for its own services. In the future, despite the downturn of the economy and the difficulties of fund raising, Library and Archives will continue its 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 and pilot projects. The most significant fundraising efforts will focus on unique, web-based content on Arizona history for the Centennial and on the development of an endowment for the preservation and maintenance of the historic buildings that house the agency offices. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

Issue 7 Administration and Infrastructure

Effective September 30, 2009, Library and Archives is now a division of the Secretary of State. During FY 2010, and FY 2011 the careful merger of the two operations will be planned, tested, and implemented on a continuous basis as appropriate. Library and Archives operates from two historic buildings and from three other structures with age-related repair and renovation needs. Born-digital government information has changed Library and Archives infrastructure and staff development considerations. More operating funds are directed to technological management of e-government documents, archives, and records. Staff must be continuously trained and retrained in evolving technological archival, library, and records management skill sets. Staff is a crucial element in the many services provided by the State Library. Issues include staffing levels, and recruiting, retaining, and training of staff. Technology needs will be evaluated and an equipment refresh program will be needed to keep pace with technology demands.

Issue 8 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 Division will consider ways to ensure publications and archival electronic records can be preserved permanently, meet public demands for access, and increase records management in electronic information systems throughout state government. Library and Archives is lead on the Persistent Digital Archives and Library System (PeDALS) project, a seven-state initiative funding by a grant from the Library of Congress to build a leading edge digital preservation system. Additional funding from other federal sources is now being sought.

STA 1.0	Program Summary
ADMINISTRATION	
Jim Drake, Asst. Secretary of State	
Phone: (602) 542-4919	
Constitution & A.R.S. § 41-121 et seq.	

Mission:

To provide guidance, leadership and support to the staff of the Secretary of State's Office.

Description:

The Administration Program anticipates requests of services from public citizens, candidates, elected officials, media and business community members to increase. In order to accommodate these requests, the Department shall provide timely, efficient filing and retrieval of information by offering advanced automation to agency customers. The Administration Program provides technology support and monitors financial management, accounting (accounts receivable, accounts payable, payroll), budgeting, procurement, human resources and training services for Administration; Business Services; Public Services; Arizona State Library, Archives and Public Records and Election Services Divisions. The agency director and the financial officer support the leadership in policy making duties with responsibility for obtaining, enhancing and sustaining all office resources; e.g. procurement, accounting, strategic technology, computer networks, SOS website, human resources and office facilities.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,042.7	1,082.4	1,119.2	1,119.2
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	96.9	96.9	96.9	96.9
Program Total	1,139.6	1,179.3	1,216.1	1,216.1
FTE Positions	9.3	9.1	9.1	9.1

- ◆ **Goal 1** To lead and support the staff of the Office of the Secretary of State in carrying out its statutory obligations to file and retrieve information for the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of completion of customer support knowledge base (train new employees within 30 days)	100	100	100	100
Percentage of election reporting electronically for public inspection on-line	100	100	100	100
Percentage of completion of lobbyist expenditure reporting to enhance public access to records	100	100	100	100

- ◆ **Goal 2** To develop and implement an effective automation information system to enhance public interaction with the Secretary of State's office.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of conversion project of on-line telemarketer search capability	100	100	100	100
Percentage of project completion to enhance Secretary of State's website by integrating with other government services for e-government approaches	100	100	100	100

- ◆ **Goal 3** To improve the efficiency of personnel, benefits, payroll, and procurement processes through electronic automation.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of personnel procedures forms offered on SOS Intranet	100	100	100	100
Percent of purchase orders and tracking expenditures by divisions automated	100	100	100	100
Percent of payroll timesheets and leave slip forms automated	100	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of deposit reconciliation forms automated	100	100	100	100

- ◆ **Goal 4** To support the entire office with information technology, financial management, accounting, budget, procurement, human resources, and training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of staff indicating they feel they have the necessary resources to effectively perform their job	100	100	100	100

STA 2.0	Program Summary
BUSINESS SERVICES	
Joann Cota, Director	
Phone: (602) 542-3060	
A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.	

Mission:

To support and provide resources to the business community through efficient and accurate filings. To provide public information in an easily accessible format.

Description:

The Business Services Division exists to centralize statewide registration of trademarks, trade names, limited partnerships, and foreign limited partnerships; to perfect Uniform Commercial Code (UCC) filings for the general public; to register charities, telemarketers and fundraisers for charities; to commission notaries public and to register advanced directives.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	1,099.0	1,148.9	1,170.8	1,170.8
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	85.9	80.6	80.6	80.6
Program Total	1,184.9	1,229.5	1,251.4	1,251.4
FTE Positions	20.1	19.0	19.0	19.0

- ◆ **Goal 1** To serve the public by providing public records requests information accurately and expeditiously.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of business days to process charitable organizations registrations	5	5	5	5
Average number of business days to process trade name applications	6	5	5	5
Average number of business days to process trademark applications	7	5	5	5
Average number of business days to process Uniform Commercial Code filings	3	3	3	3
Average number of business days to process athlete agents registrations	3	3	3	3
Average number of business days to process telephone solicitors registrations	3	3	3	3
Average number of business days to process notary commissions	4	3	3	3
Average number of business days to process limited/limited liability partnerships and foreign limited liability partnerships filings	3	3	3	3

- ◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities on the Secretary of State's website.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of on-line access of charitable organizations filed	100	100	100	100
Percentage of Limited Partnerships microfiche converted to electronic format	100	100	100	100
Percentage of UCC microfiche converted to electronic data	100	100	100	100
Percentage of conversion of Trade names/Trademarks microfiche converted to electronic format	100	100	100	100
Percentage of implementation of revisions pertaining to Revised Article 9 of the Uniform Commercial Code	100	100	100	100
Number of Trade names and Trademarks filed per month	3,177	3,100	3,100	3,100
Number of partnerships on file per month	85	75	75	75

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of UCC records filed per month	4,538	4,000	4,000	4,000
Percentage of Advanced Directives forms on-line	100	100	100	100
Number of Advanced Directives filed per month	306	300	300	300

- ◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of notaries commissioned	17,639	18,000	18,000	18,000
Number of Notary seminars	53	50	50	50
Notary applications turn-around time (# of business days)	4	5	5	5
Number of Notary handbooks printed and distributed	1,350	1,500	1,500	1,500

- ◆ **Goal 4** To serve the public with Telemarketing filing.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Telemarketing filings per year	69	60	60	60

STA 3.0	Program Summary
	PUBLIC SERVICES
	Scott Cancelosi, Director
	Phone: (602) 542-0223
	A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To provide public information, process applications, file agency rules and publish the Arizona Administrative Code and the Arizona Administrative Register, publish statutorily mandated and other informational publications and documents, and serve the public efficiently and professionally.

Description:

The Public Services Division files and publishes the rules of state agencies quarterly in the Arizona Administrative Code and weekly in the Arizona Administrative Register; publishes documents for the Office of the Secretary of State including the State and United States Constitutions, the Residential and Mobile Home Park Landlord and Tenant Acts, the Arizona Notary Public Handbook, the Arizona Blue Book and numerous other documents, pamphlets, booklets, etc.; and reproduces for public distribution the Chapter Laws as passed by the legislature and signed by the Governor.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	320.3	328.4	334.1	334.1
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	320.3	328.4	334.1	334.1
FTE Positions	3.1	3.0	3.0	3.0

- ◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of publications printed and distributed (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)	74,726	75,000	75,000	75,000
Percentage of information printed and ready for distribution within 5 days	95	95	95	95
Number of Arizona Administrative Code subscribers	108	100	100	100
Number of Arizona Administrative Register subscribers	62	50	50	50
Number of Executive Orders (EO) filed	20	20	20	20

- ◆ **Goal 2** To develop new brochures, booklets and other publications as mandated by law or requested by the public; to produce and print them in-house.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Chapter Laws publications distributed; misc legislative filings, veto letters	426	300	300	300

- ◆ **Goal 3** To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of rules and rule-related items filed	646	800	800	800

- ◆ **Goal 4** To serve the public by providing materials on-line accurately and expeditiously.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of Administrative Code available via the Internet within 21	100	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
days of release date				
Percentage of Administrative Register available via the Internet in conjunction with publication date	100	100	100	100
Percent of time division publications are published online within one week of release of paper publication	100	100	100	100
Percent of Chaptered Bills/Memorials/Resolutions posted online within 48 hours of receipt	100	100	100	100

◆ **Goal 5** To provide public information and publications.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of customers indicating they found the public information they were seeking	100	100	100	100
Percent of statutory publications provided	100	100	100	100

STA 4.0	Program Summary
	ELECTION SERVICES
	Amy Bjelland, Director
	Phone: (602) 542-6167
	A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.

Mission:

To provide professional, courteous service in the administration of campaign finance and lobbyist laws; process candidate and ballot measure filings; provide training and certification of county recorders and election officials; develop and implement coordination of statewide voter registration; review and certify election equipment used by the counties; conduct logic and accuracy tests prior to each election on counties' vote counting devices; conduct a voter outreach program; provide information to the public on ballot measures through publication of the publicity pamphlet and Town Hall meetings; provide uniform election procedures through publication of the Election Procedures Manual; and retrieve filings for the public upon request. To successfully implement provisions of the Help America Vote Act of 2002 to improve the administration of Federal elections. To ensure improvement to the state election process through the replacement of existing punch card voting systems, encourage election accessibility for individuals with disabilities, and create a new statewide voter registration database. To provide new and innovative technology to ensure federally-mandated statewide election reform through coordination, cooperation, and collaboration with County Recorders and Election Officials.

Description:

The Election Services Division complies with its statutory mandates by registering lobbyists and accepting their filings, accepting campaign finance filings, coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, receiving documents from and certifying for the ballot candidates for state office, canvassing and certifying the results of statewide elections, testing and certifying voting devices for use by counties, testing the logic and accuracy of counties' election equipment, training and certifying county election officials, certifying initiatives and referendums for the ballot, publishing and mailing the publicity pamphlet to every household with a registered voter, conducting Town Halls on ballot measures, drafting and publishing the Election Procedures Manual, creating and implementing a voter outreach program, establishing and maintaining a uniform statewide voter registration system, certifying new and existing voting systems according to national standards, replacing all punch card voting devices used by counties for elections, improving voting device accessibility, maintaining uniform election procedures and certification of election officials and poll workers, increasing voter education for new voting systems, and establishing a statewide complaint system for a uniform nondiscriminatory response to grievances. All filings and data mentioned above are available to the public. The Help America Vote Act of 2002 (HAVA) increases the responsibility for election administration at the state level in order to establish consistency across the State.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	4,566.2	4,434.7	4,451.9	4,451.9
Other Appropriated Funds	2,562.7	8,934.2	8,934.2	8,934.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	7,128.9	13,368.9	13,386.1	13,386.1
FTE Positions	12.4	11.7	11.7	11.7

◆ **Goal 1** To increase the ability of the Secretary of State's Office to make information filed in the office accessible to the public in electronic format and via Internet access.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Campaign Finance data available on-line	100	100	100	100
Percent of timely review and action on election law complaints	100	100	100	100

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Campaign Finance reports filed	4,836	4,000	4,000	4,000
Number of Political Committees registered	1,031	1,000	1,000	1,000
Number of Standing Political Committees registered	52	50	50	50

◆ **Goal 2** To coordinate statewide voter registration as provided under the National Voter Registration Act of 1993.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Use electronic format and information provided by county offices and MVD to maintain voter registration rolls (percent completed)	100	100	100	100
Number of publicity pamphlets printed and distributed (in thousands)	2,029	2,000.0	2,000.0	2,000.0
Number of registered voters (in thousands)	3,093.6	3,110.0	3,110.0	3,110.0
Number of Town Hall meetings per year for explanation of initiatives	0	0	0	0

◆ **Goal 3** To provide statewide voter registration election, voter outreach, and HAVA.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of votes cast on provisional ballots compared to total voter registration	2	2	2	2
Total voter registration	3,093,647	3,110,000	3,110,000	3,110,000
Percent of delinquent campaign finance filings	9.94	10.0	10.0	10.0
Percent of delinquent elected official financial disclosure statements	1.3	2.0	2.0	2.0
Percent of delinquent lobbyist reports	8.3	6.0	6.0	6.0

◆ **Goal 4** To train and certify election officers in accordance with A.R.S. § 16-407.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of election officers certified	337	300	300	300
Total combined hours of classroom training	172.5	175	175	175

STA 5.0	Program Summary
ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS	
GladysAnn Wells, Director	
Phone: (602) 926-4035	
A.R.S. §§ 41-1331 through 41-1352	

Mission:

To serve Arizona's citizens and government agencies by providing access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

Description:

The Arizona State Library, Archives and Public Records Division provides information services as authorized by law. Research and reference services are provided in the subject areas of law, government, public policy, genealogy, and Arizoniana. Consultant services are offered to public libraries to strengthen county and local library services and to government agencies of the cities, counties, and state to assist them in the management of official records. State and federal grants for public libraries and other authorized services are administered and monitored. Special library and information services are offered for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations. Public records are identified, preserved, and when appropriate, disposed of through archival retention programs. Exhibits are created to educate the public regarding Arizona history and the legislative process. The Division also has responsibility for the Arizona Board of Library Examiners; the Arizona County Librarians; Arizona Historical Records Advisory Board; the Arizona State Board on Geographic and Historic Names; and the Arizona Historical Advisory Commission, including the Arizona Centennial planning efforts.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	6,281.9	6,307.4	6,639.0	6,507.5
Other Appropriated Funds	605.1	668.7	668.7	668.7
Other Non Appropriated Funds	3,858.0	6,018.6	6,018.6	6,018.6
Program Total	10,745.0	12,994.7	13,326.3	13,194.8
FTE Positions	118.8	115.1	115.1	115.1

◆ **Goal 1** To provide access to public information.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Public Access - Materials loaned	3,991,723	3,500,000	3,500,000	3,500,000
Public Access - Materials retrieved	79,852	80,000	80,000	80,000
Public Access - Questions answered	190,200	190,000	190,000	190,000
Public Access - Consultations	20,607	20,000	20,000	20,000
Public Access - In-state contacts	3,959,592	4,000,000	4,000,000	4,000,000
Explanation: Travel restrictions resulted in decrease.				
Public Access - Out-of-state contacts	42,529	42,000	42,000	42,000
Public Access - On-line database searches	4,902,078	5,500,000	5,500,000	5,500,000
Public Access - Patrons registered	2,791	2,500	2,500	2,500
Public Access - Program activities	780	1,000	1,000	1,000
Public Access - Program attendees	114,794	115,000	115,000	115,000
Explanation: Arizona Reading Program, Book Festival have high attendance.				
Public Access - Tours	1,814	1,700	1,700	1,700
Public Access - Tour participants	52,995	50,000	50,000	50,000
Public Access - Facility use	294	300	300	300
Public Access - Facility use participants	10,234	9,500	9,500	9,500
Public Access - Web site visits (in thousands)	24,151.9	20,000.0	20,000.0	20,000.0
Explanation: Arizona Memory Project's high rankings in Google draw increased traffic.				
Public Access - SIRSI usage	366,285	400,000	400,000	400,000
Public Access - E-mail delivered (in thousands)	49,343.9	60,000.0	60,000	60,000
Explanation: Increased spam skews numbers.				

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Public Access - Jobline/Newsline calls	71,417	70,000	70,000	70,000
Public Access - Total contacts (in thousands)	87,303.8	93,973.5	93,973.5	93,973.5

◆ **Goal 2** To preserve Arizona materials.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Preservation - Materials acquired	149,287	130,000	130,000	130,000
Preservation - Materials withdrawn/removed	123,134	110,000	110,000	110,000
Preservation - Materials preserved (in thousands)	1,227.0	1,250.0	1,250.0	1,250.0
Preservation - Materials digitized	75,608	75,000	75,000	75,000
Preservation - Titles cataloged	110,536	100,000	100,000	100,000
Preservation - Reproductions for preservation, access (in thousands)	55,959.6	55,000.0	55,000.0	55,000.0

Explanation: Audio, microfilm, other copies made for preservation or public access.

Preservation - Total items/contacts (in thousands)	57,645.3	55,416.2	55,416.2	55,416.2
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◆ **Goal 3** To promote statewide collaboration.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Collaboration - Institutions	2,303	2,500	2,500	2,500
Collaboration - Programs/Activities	3,291	3,000	3,000	3,000
Collaboration - Program attendees	261,761	100,000	100,000	100,000
Collaboration - Boards and commissions	226	200	200	200
Collaboration - Volunteer hours	26,618	25,000	25,000	25,000
Collaboration - Total activities/contacts	294,199	130,700	130,700	130,700

◆ **Goal 4** To provide information services to the Legislature.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Leg Info Services - Materials loaned	152	150	150	150
Leg Info Services - Legislative contacts	10,324	10,000	10,000	10,000
Leg Info Services - Questions answered	273	250	250	250
Leg Info Services - Tour attendees	3,145	3,000	3,000	3,000
Leg Info Services - Equipment loans	1	5	5	5
Leg Info Services - Facilities use permits	106	80	80	80
Leg Info Services - Facilities use attendees	743	700	700	700
Leg Info Services - In-service training sessions	26	20	20	20
Leg Info Services - In-service training attendees	296	150	150	150
Leg Info Services - Boxed records added to storage monthly	2,110	2,000	2,000	2,000
Leg Info Services - Library Board attendees	0	0	0	0
Leg info services - Total activities/contacts	16,957	16,355	16,355	16,355

TXA 0.0	Agency Summary
STATE BOARD OF TAX APPEALS	
Alisha L. Woodring, Executive Director	
Phone: (602) 364-1102	
A.R.S. § 42-1252	

Mission:

To provide an independent appeals process for taxpayers with adverse decisions from the Department of Revenue and Office of Administrative Hearings, and to resolve jurisdictional disputes between municipalities regarding the imposition of transaction privilege and use taxes.

Description:

The State Board of Tax Appeals hears and decides appeals filed by taxpayers and Arizona municipalities concerning income, transaction privilege, use, luxury, and estate taxes.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	252.8	252.7	252.7	252.7
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	252.8	252.7	252.7	252.7
FTE Positions	4.0	4.0	4.0	4.0

Strategic Issues:

Issue 1 *To strive to expedite tax appeals in a manner that minimizes delays in the appeals process.*

Maintaining a current appeals process continues to be the Board's chief priority. The timely issuance and publication of decisions, not only benefits the parties involved in the appeals, but also provides much-needed guidance to tax attorneys, CPAs and tax practitioners, as well as others involved in the field of State taxation. Budget reductions have forced the Board to significantly reduce the number of scheduled hearings this year. The 2011 budget for the Department of Revenue includes an increase of \$4,352,200 and 71 FTE positions to increase audit staff. Because the Board's caseload is directly related to the number of appeals generated by actions of the Department of Revenue, as well as the Office of Administrative Hearings, more audits will most certainly increase the number of appeals filed with the Board, and with no corresponding increase to the Board's budget, this will directly impact the Board's caseload, increasing the backlog and further delaying the appeals process. Legislative changes and court decisions may lead to more appeals and further delays as well.

◆ **Goal 1** To receive and process tax appeals expeditiously to avoid any delays in the appeals process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Caseload processing (and number of issues)	23(47)	65(100)	70(120)	80(160)
Number of tax appeals resolved	9	30	40	50
Number backlogged requiring written decision	1	16	20	20
Number of months to process appeal	7.5	7.5	6.5	6.5

TEA 0.0	Agency Summary
BOARD OF TECHNICAL REGISTRATION	
Ronald W. Dalrymple, Executive Director	
Phone: (602) 364-4930	
A.R.S. §§ 32-101, 32-106, 32-107	

Mission:

To protect the public by setting appropriate registration qualifications and enforcing State Statutes relating to the practice of all Board regulated professions and occupations.

Description:

The Agency's duties are to screen applicants; adopt and administer qualifying examinations as needed to determine whether minimum standards for registration or certification have been satisfied; to enforce professional practice standards for registrants and certificate holders; and to enforce statutes relating to unlicensed practice.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	1,451.2	1,729.2	1,729.2	1,729.2
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,451.2	1,729.2	1,729.2	1,729.2
FTE Positions	20.0	23.0	23.0	23.0

Strategic Issues:

Issue 1 Customer Service

The Agency continues to assess the delivery of services and seeks customer input about the quality of service rendered to assist the Agency in its efforts to provide courteous, effective, responsive, and cost-effective service. The feedback received from customers is evaluated and continuous effort is made to address weaknesses and increase the level of satisfaction. The Executive Director and Deputy Director for the Board of Technical Registration review each customer service survey and compile information regarding issues that require staff correction, or managerial praise for effort, towards our goal of excellent customer service.

Issue 2 Use of Technology

The Agency continues to explore the use of new technology to assist in better delivery of services.

- ◆ **Goal 1** To rapidly and accurately process applications for registration.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of new registrants grading application processing as good or better	86	100	100	100
Average number of days to process an application	90	90	90	90
Total number of professional licensees	32,018	32,018	32,018	32,018

- ◆ **Goal 2** To efficiently and effectively administer exams to all applicants qualified for examination. To cooperate with national councils to work toward national examination administration before state registration application.
- ◆ **Goal 3** To rapidly and accurately respond to requests for information relating to registration. To develop a comprehensive program to provide rapid and accurate responses to requests for information relating to registration.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of persons grading response to request for information as good or better	100	100	100	100

- ◆ **Goal 4** To actively investigate all instances of possible illegal

conduct related to professional practice.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of complainants grading complaint processing as good or higher	99	99	99	99
Percent of complaints resolved by informal methods	100	100	100	100
Number of investigations completed	109	109	109	109
Number of complaints received	154	154	154	154
Average time in calendar days from receipt of complaint to resolution	429	429	429	429

TOA 0.0	Agency Summary
OFFICE OF TOURISM	
Sherry Henry, Director	
Phone: (602) 364-3717	
A.R.S. §§ 41.2301 to 41.2306	

Mission:

To enhance the state economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development.

Description:

The Arizona Office of Tourism (AOT) employs a marketing and customer-service orientation in performing its statutory duties as follows: planning and developing a comprehensive in-state, national, and international marketing plan that includes advertising campaigns; promoting and developing tourism-related business in Arizona; undertaking research to guide tourism development plans for the State; establishing the Office as a central clearinghouse for tourism-related data; and providing information and assistance as needed by citizens, businesses, industry organizations, and governmental agencies on matters related to Tourism.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	8,709.4	0.0	0.0	0.0
➤ TOURISM PROMOTION	9,523.2	12,424.8	12,424.8	12,424.8
Agency Total:	<u>18,232.6</u>	<u>12,424.8</u>	<u>12,424.8</u>	<u>12,424.8</u>

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	18,232.6	12,424.8	12,424.8	12,424.8
Program Total	<u>18,232.6</u>	<u>12,424.8</u>	<u>12,424.8</u>	<u>12,424.8</u>
FTE Positions	<u>32.0</u>	<u>22.0</u>	<u>22.0</u>	<u>22.0</u>

Strategic Issues:

Issue 1 *Ongoing strategic adjustment of destination marketing activities to account for the changing travel behaviors of Arizona's primary visitor segments.*

The global economic downturn has forced what may prove to be permanent changes in consumer spending patterns. It is more crucial than ever for destinations such as Arizona to remain competitive with marketing efforts that inspire visitors to come here and that speak directly to the needs and wants of target customer segments. The internet has become a powerful force in travel planning and booking and as travelers have become more Internet savvy, their expectations regarding information delivery and quality have increased. In conjunction with more traditional marketing techniques, embracing "social marketing" and catering to consumers expectations in regard to blogging, tweeting, and other forms of user-generated content is proving critical in positioning Arizona effectively with Internet savvy travelers. The critical baby-boomer market is one of Arizona's key visitor segments, and with the first waves reaching retirement age, we must look for new opportunities to reach this group which has the time and motivation to travel, but may have fewer financial resources to draw from to travel. The fastest growing segment on Facebook, for example, is women over the age of 55. In addition, Generation X travelers are in their 30's and 40's and are entering increased earning phases in their lives. We must establish Arizona as an attractive vacation destination for these younger travelers. Economic uncertainty is causing many travelers to take shorter, closer to home trips, and to plan those trips with less lead time to take advantage of deals. The prevalence of "smart" handheld devices is leading many to rely less on printed materials and more on mobile media for travel information. To successfully compete for these key segments against destinations that

are employing sophisticated marketing methods, Arizona must remain on the cutting edge with enhanced traditional and interactive marketing techniques.

Issue 2 *Enhancing Arizona's product development efforts, which continue to lag behind other destinations.*

For Arizona to continue to compete in the increasingly aggressive marketplace, new and additional product development is essential. Arizona must develop programs to stimulate growth in new tourism products, particularly those that motivate people to visit the state, stay longer, and spend more. Arizona also must enhance current products that are proven destination drivers, such as meetings and convention space, state parks, and cultural and historic attractions, to differentiate its products from its competitors and to enhance the visitor experience. AOT is taking a lead role in encouraging communities to develop tourism products to help celebrate Arizona's Centennial on February 14, 2012. AOT is also leading the discussion in developing sustainable tourism practices in the state. AOT is working with the private sector through tourism industry associations, such as the Arizona Tourism Alliance, to focus the conversation on product development and what kind of development makes sense for Arizona. AOT has refocused the efforts of our Community Development division to have an increased emphasis on technical assistance to communities to facilitate the growth of the local tourism economy.

Issue 3 *Responding to rapidly expanding competition threatening to steal market share in Arizona's traditional market segments (weather and scenery, outdoor adventure, and culture/heritage).*

Many of the state's traditional advantages in market share, high-spending visitor segments, high-quality golf, and cultural attractions are being eroded by a high-powered set of competitors. California, Nevada, New Mexico and other regional destinations, as well as more distant competitors such as Florida and Hawaii, are engaging in hard-hitting marketing and development tactics that could ultimately eat away at the state's visitor base, which could cost the state millions of dollars in direct spending and tax revenues. These competitors feature numerous large-scale, man-made attractions that can generate significant pools of funding for destination marketing organizations, while many of Arizona's travel and tourism products are managed by other federal, state, and non-profit agencies with limited marketing resources. Arizona must consistently designate sufficient resources to maintain a successful competitive response.

Issue 4 *Ongoing efforts to understand and correctly communicate the effects of federal regulations concerning the U.S. ports of entry and how they impact legitimate travel to and from the United States.*

In 2009, the U.S. Congress passed the Travel Promotion Act. This legislation calls for an overseas travel promotion program that is projected to yield millions of new visitors, \$4 billion in new economic stimulus, 40,000 new American jobs and \$320 million in new federal tax revenue. The bill is funded - at no cost to the American taxpayer - by a \$10 fee paid by overseas visitors to the United States and matching funds from the U.S. private travel sector. The Arizona Office of Tourism as well as the Arizona Travel Industry are strong supporters of the Travel Promotion Act and have encouraged members of the state's travel industry to learn about the benefits of the legislation. The Travel Promotion Act will not only help increase the amount in new visitors to the U.S. and Arizona, but will also help clarify international travel policies facilitating the travel experience for our visitors.

TOA 1.0	Program Summary
ADMINISTRATION	
Sherry Henry, Director	
Phone: (602) 364-3717	
A.R.S. §§ 41.2302 to 41.2305	

Mission:

To provide effective support of all Arizona Office of Tourism functions through development and maintenance of efficient, comprehensive, and innovative management systems.

Description:

Business administration includes business affairs, finance, and the related administrative/office management personnel and supports the leadership and policy making duties of the Executive Director's Office. The program is responsible for the budget cycle including budget request, financial administration, and information systems management. Responsibility for the function includes obtaining, enhancing and sustaining all office resources including information systems (e.g., accounting and computerized information systems), office facilities, strategic technology (e.g., computer networks, world wide web sites, etc.), human resources and procurement. The program acts as the primary resource for intergovernmental information disclosure as well as ensuring statutory and regulatory compliance for the agency.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	8,709.4	0.0	0.0	0.0
Program Total	8,709.4	0.0	0.0	0.0
FTE Positions	32.0	0.0	0.0	0.0

◆ **Goal 1** To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of invoices paid within 30 days	92	92	92	92
Average number of days for processing invoices received	13	13	13	13

◆ **Goal 2** To ensure all AOT operating activities comply with State Procurement Code and provide and maintain centralized records accessible for review.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Hours of certified training in procurement	16	16	16	16

TOA 2.0	Program Summary
TOURISM PROMOTION	
Sherry Henry, Director	
Phone: (602) 364-3717	
A.R.S. §§ 41.2302 to 41.2305	

Mission:

To coordinate all of the Arizona Office of Tourism's primary marketing efforts (i.e., advertising, consumer fulfillment, media communications, travel industry marketing, and market research) to ensure maximum impact in motivating targeted traveler segments to visit Arizona. To create a cooperative, image-consistent campaign of statewide tourism marketing promotions through developmental assistance and financial support of local tourism efforts. To manage the Arizona Office of Tourism (AOT) welcome center operations to encourage visitors to the center to extend their stay in the State and generate additional tourism-related expenditures.

Description:

The program integrates the activities of the subprograms in order to maximize their individual effects by coordinating marketing efforts that stimulate consumer demand (e.g., advertising, media communications, etc.) with development programs that augment the Arizona travel product in consumer marketing channels; thus assisting Arizona communities, regions and non-profit entities in the development and promotion of their travel destinations and tourism attractions. Operating the Painted Cliffs Welcome Center at Lupton enhances the traveling public's perception and experience of Arizona as a travel destination by providing a positive first image of the State to visitors entering through the Interstate 40-West gateway.

This Program Contains the following Subprograms:

- ▶ State Tourism Promotion
- ▶ In-State Tourism Promotion (Prop 202)
- ▶ Maricopa County Tourism Promotion

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	9,523.2	12,424.8	12,424.8	12,424.8
Program Total	9,523.2	12,424.8	12,424.8	12,424.8
FTE Positions	0.0	22.0	22.0	22.0

TOA 2.1	Subprogram Summary
STATE TOURISM PROMOTION	
Sherry Henry, Director	
Phone: (602) 364-3717	
A.R.S. §§ 41.2302 to 41.2305	

Mission:

To create an awareness of and demand for Arizona as a tourism destination for domestic and international visitors, through innovative partnerships and superior marketing, community outreach, and visitor services programs.

Description:

This subprogram seeks to enhance the image and awareness of the State through marketing and media relations, and to stimulate interest and motivation levels of travelers in key markets and interest categories through the application of advanced consumer research. The subprogram further supports the development and promotion of new Arizona travel products and packages in urban and rural areas alike, in partnership with public and private entities. The operation of the state Welcome Center promotes positive awareness through excellent customer service.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	5,038.7	5,400.0	5,400.0	5,400.0
Program Total	5,038.7	5,400.0	5,400.0	5,400.0
FTE Positions	0.0	0.0	0.0	0.0

◆ **Goal 1** To offer the tourism industry in Arizona the opportunity to participate with AOT in cost-efficient and effective advertising programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent satisfaction with AOT advertising programs (scale 1-5, 5=extremely satisfied)	3.8	3.6	3.6	3.6
Explanation:	Due to budget reductions, AOT's resources decreased resulting in decreased outreach activities.			

◆ **Goal 2** To educate, motivate, and assist the travel industry to create and market group and individual tour packages to Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Sales leads and trade inquiries generated by domestic and international tradeshow and sales missions	123	20	20	20
Explanation:	FY10 reflects a downturn. Going forward leads and inquiries will be down even further as we no longer have trade representation in Canada, Germany, France and Japan. Additionally we are attending fewer trade shows and conducting fewer sales missions due to budget cutbacks.			
Trade and consumer requests for information fulfilled by international representatives	2,970	1,050	1,050	1,050
Explanation:	Trade and consumer requests are declining as we direct more people to our website. Additionally, we no longer have trade representation in Canada, Germany, France and Japan so it is likely this will drop even further in subsequent years.			
Sales leads and trade inquiries generated by domestic and international trade advertising	260	280	280	280
Explanation:	Due to fluctuating market conditions, estimating leads and trade inquiries is challenging as the options and budgets vary greatly.			

◆ **Goal 3** To assist communities and tourism-related businesses in Arizona to develop tour and travel programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent satisfaction with AOT travel industry marketing programs (scale 1-5, 5=extremely satisfied)	3.8	3.6	3.6	3.6

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Explanation:	Due to budget reductions, AOT's resources decreased resulting in decreased outreach activities.			
Number of trade familiarization tours and site inspections assisted or hosted by AOT	9	4	4	4
Explanation:	FY10 is down because of lack of partner participation due to the economy. Future years continue a downward trend because of this plus we've discontinued trade representation in Canada, Germany, France and Japan, and cut back the number of AOT sponsored FAMs we will be able to conduct due to budget.			
Number of participants on familiarization tours	60	32	32	32
Explanation:	FY10 is down because of lack of partner participation due to the economy. Future years continue a downward trend because of this plus we've discontinued trade representation in Canada, Germany, France and Japan, and cut back the number of AOT sponsored FAMs we will be able to conduct due to budget.			

◆ **Goal 4** To generate positive media coverage for Arizona tourism and the Arizona Office of Tourism.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Circulation of domestic print, TV and radio coverage about Arizona generated by AOT efforts (in millions)	237	200	200	200
Explanation:	The internet has greatly impacted the calculation of ad value related to media coverage.			
Advertising value of domestic coverage about Arizona generated by AOT efforts (\$ in millions)	1.2	1.0	1.0	1.0
Explanation:	Due to budget reductions, the distribution of press releases and press trips was reduced. As a result, ad value declined.			
Advertising value of domestic and international media coverage generated by AOT's efforts for every \$1 expended on media promotions (in dollars)	52	52	52	52
Media leads and inquiries generated by attendance at trade shows and media missions	193	170	170	170
Explanation:	Due to budget reductions, we are attending fewer trade shows and media missions.			
Number of individuals hosted/co-hosted by AOT on travel media familiarization tours	116	105	105	105
Explanation:	Due to budget reductions, there is a reduction in the number of travel media familiarization tours.			
Circulation of international print articles about Arizona generated by AOT efforts (in millions)	622	450	450	450
Explanation:	Due to budget reductions, we are not generating as many articles for distribution.			
Advertising value of international articles about Arizona generated by AOT efforts (\$ in millions)	27.8	23.0	23.0	23.0
Explanation:	Due to budget reductions, we are not generating as many articles for distribution.			
Number of visitors to the online Press Room for immediate media fulfillment	3,468	3,450	3,450	3,450

◆ **Goal 5** To assist communities with their media communications programs by consulting and providing expertise.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent satisfaction with media relations programs and activities (scale of 1-5, 5=extremely satisfied)	3.8	3.6	3.6	3.6
Explanation:	Due to budget reductions, AOT's resources decreased resulting in decreased outreach activities.			

◆ **Goal 6** To respond in a timely manner to requests for information from the travel industry, governmental policy makers, and the public with relevant and credible tourism research.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of responses to requests for information from the Arizona Office of Tourism and the Northern Arizona University tourism library	94	94	94	94

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent satisfaction with AOT's role as a clearinghouse for tourism data (scale of 1-5, 5=extremely satisfied)	4.2	3.9	3.9	3.9
Explanation:	Due to budget reductions, AOT's resources decreased resulting in decreased outreach activities.			

◆ **Goal 7** To increase the number of participants in rural tourism marketing workshops and increase the overall satisfaction of the rural tourism marketing workshops.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of constituents participating in the workshops	117	0	0	0
Explanation:	Due to budget cuts, the grant program is suspended in FY11 and as a result FY11 workshops are cancelled.			
Constituent satisfaction with workshops (on a scale of 1-5, 5=extremely satisfied)	4.7	0	0	0
Explanation:	Due to budget cuts, the grant program is suspended in FY11 and as a result constituent satisfaction can't be measured.			

◆ **Goal 8** To expand the volume of tourism activity through tourism promotion and development.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of domestic tourists (in millions)	30.5	30	29	28
Explanation:	Research has shown that a decrease in a destination's tourism marketing budget results in a decline in visitation volume to that destination. Because of this, we are anticipating a decline in visitation volume in the long run.			

◆ **Goal 9** To increase tourism-related marketing activity in communities throughout Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of communities and organizations participating in the grant program	56	0	0	0
Explanation:	Due to budget cuts, the grant program is suspended in FY11.			
Constituent satisfaction with matching grant program (scale of 1-5, 5=extremely satisfied)	3.8	0	0	0
Explanation:	Due to budget cuts, the grant program is suspended in FY11 and as a result constituent satisfaction can't be measured.			

◆ **Goal 10** To distribute AOT materials to communities and constituents in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Constituent and community satisfaction with distribution of AOT materials (scale of 1-5, 5=extremely satisfied)	4.0	4.0	4.0	4.0

◆ **Goal 11** To standardize operating procedures and to enhance levels of customer service at state-wide designated visitor centers throughout Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of local visitor centers in compliance with standardized operating procedures	56	56	56	56
Constituent level of satisfaction with workshops (scale of 1-5, 5=extremely satisfied)	4.1	4.1	4.1	4.1

◆ **Goal 12** To encourage visitors who stop at the Painted Cliffs Welcome Center to visit more attractions and to extend their stay in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of visitors who gained added knowledge of Arizona as a result of their visit to the PCWC	90	90	90	90
Percent of visitors who extended their stay in Arizona as a result of their visit to the PCWC	25	25	25	25
Number of visitors to the Welcome Center	123,500	125,000	125,000	125,000

◆ **Goal 13** To efficiently use advertising resources to generate demand for Arizona tourism information.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Cost per inquiry for advertising-generated requests for Arizona travel planning information (in dollars)	18.6	10.2	9.8	9.6
Explanation:	As traffic to our web site grows, more inquiries are spread across a finite advertising budget, so cost per inquiry decreases.			
Number of inquiries for Arizona travel packet (in thousands)	226	236	244	251
Explanation:	Research Studies show that travelers view a hard copy guide as a primary source of information.			
Increased awareness of Arizona as a tourism destination as a result of AOT's advertising efforts in selected target markets (in percentage points)	0	0	0	0
Explanation:	Due to budget reductions, this research is not conducted.			
Percent of respondents who took specific action related to planning a vacation to Arizona after seeing AOT advertising in selected target markets	0	0	0	0
Explanation:	Due to budget reductions, this research is not conducted.			
Number of visitors to AOT's consumer web sites for Arizona travel planning information (in thousands)	1,908	2,051	2,205	2,370
Customer satisfaction rating for travel kits program (scale 1-5, 5=very satisfied)	4.5	4.5	4.5	4.5

TOA 2.2 Subprogram Summary
IN-STATE TOURISM PROMOTION (PROP 202)
 Sherry Henry, Director
 Phone: (602) 364-3717
 A.R.S. § 41.2306

TOA 2.3 Subprogram Summary
MARICOPA COUNTY TOURISM PROMOTION
 Sherry Henry, Director
 Phone: (602) 364-3717
 A.R.S. § 41.306

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 enhance tourism promotion of Arizona, augmenting the Arizona Office of Tourism's (AOT) existing promotional efforts by funding new and expanded marketing programs. This augmentation will increase the reach and frequency of AOT marketing, adding incremental value to previous years' results. Programs supported by Proposition 202 funds include but are not limited to efforts to reach new and emerging markets, including international tourists, and domestic multicultural markets.

◆ **Goal 1** To enhance the reach and frequency of existing AOT marketing programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Increase the number of gross impressions (in millions)	201	92	92	92
Explanation:	Due to the elimination of general fund dollars, AOT's marketing program will be focused on selected target markets.			

◆ **Goal 2** To expand the reach and frequency for select markets.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Increase the number of gross impressions in select target cities (in millions)	0	0	0	0
Explanation:	Due to budget reductions, these efforts are not part of AOT's marketing plan.			

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 monies are 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 in Maricopa county and throughout Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	4,484.5	7,024.8	7,024.8	7,024.8
Program Total	4,484.5	7,024.8	7,024.8	7,024.8
FTE Positions	0.0	22.0	22.0	22.0

◆ **Goal 1** To distribute Proposition 302 money in a timely manner

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days from Treasurer's Office notification to disbursement of funds	3	3	3	3

DTA 0.0	Agency Summary
DEPARTMENT OF TRANSPORTATION	
John Halikowski, Director	
Phone: (602) 712-7227	
A.R.S. Title 28	

Mission:

To provide products and services for a safe, efficient, cost-effective transportation system.

Description:

The Arizona Department of Transportation is the state agency responsible for collecting transportation revenues and for planning, constructing, and maintaining Arizona's highway infrastructure for the safe and efficient movement of people and products throughout the state. The transportation system, with more than 19,000 travel-lane miles, supports the state's economy and quality of life. In addition, ADOT issues development grants to public airports for improvement projects, and owns and maintains the Grand Canyon National Park Airport.

ADOT works with various customers and stakeholders to identify significant transportation issues in Arizona and improve existing systems and practices. The Arizona Long-Range Transportation Plan builds on numerous studies and plans that guide ADOT in identifying future needs, developing solutions, and delivering projects that address the transportation challenges Arizona will face over the next 20 years. The Five-Year Transportation Facilities Construction Program and the collection of the maximum amount of transportation revenue are critical to the delivery of major state transportation projects by assisting decision makers in prioritizing projects and allocating corresponding funds.

The Motor Vehicle Division (MVD) is responsible for providing motor vehicle title and registration services, issuing driver credentials, e-government (ServiceArizona), and commercial motor carrier services. Third-party providers support MVD field offices by offering residents an alternative and convenient way to do business with MVD.

Effective July 2010, the Enforcement and Compliance Division was created, assuming enforcement and compliance responsibilities previously carried out by MVD. This new division is responsible for commercial vehicle enforcement, registration compliance, and conducting administrative hearings involving DUI-related offenses and driver license suspension/revocation. It also oversees the agency's Office of the Inspector General.

Revenues collected from fuel taxes, motor carrier fees, motor vehicle registration fees, vehicle license taxes (VLT), and other miscellaneous fees build and operate the state's transportation systems and fund other related expenditures. The health of these revenues directly impacts ADOT's ability to successfully deliver a range of transportation projects that will help create jobs and deliver economic and quality-of-life benefits for Arizona residents and businesses.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ ADMINISTRATION	53,492.1	56,321.0	56,321.0
➤ INTERMODAL TRANSPORTATION	2,752,228.2	2,909,897.7	2,912,614.6
➤ MOTOR VEHICLE	88,332.3	98,439.9	98,439.9
Agency Total:	2,894,052.6	3,064,658.6	3,067,375.5

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	57.4	54.6	54.6
Other Appropriated Funds	269,930.5	360,207.2	362,924.1
Other Non Appropriated Funds	2,624,064.7	2,704,396.8	2,704,396.8
Program Total	2,894,052.6	3,064,658.6	3,067,375.5
FTE Positions	4,616.0	4,615.0	4,615.0

Strategic Issues:

Issue 1 Funding the State's Transportation System

A steady and sustainable stream of revenues is needed to maintain and enhance the existing transportation system, including customer services provided by the agency, and to address future needs as the state grows. Identifying and capitalizing on opportunities that can increase efficiency are essential to achieve maximum results with fewer resources. In the future, ADOT will be challenged to discover "innovative ways" to acquire revenue to pay for and provide services in a radically changed environment.

Issue 2 Maintaining the Infrastructure

Costs for materials and service contracts continue to rise steadily while available resources, including staffing levels, are declining. New lane miles, growth in traffic volume and continued aging of the highway system are the major factors contributing to increases in highway maintenance needs. Expansion of the highway system adds capacity while also increasing the demand for maintenance.

Issue 3 Improving Safety

The Arizona Strategic Highway Safety Plan is the blueprint for ADOT to identify opportunities for coordination both internally and externally with tribal, county, city, and other state agencies. Developing clearly defined safety goals and performance measures and an agreed-upon definition of safety are essential if progress is to be made in reducing the number of fatalities and serious injuries in Arizona.

Issue 4 Sustaining Quality Customer Service

Despite the ongoing decline in resources, ADOT continues to develop strategies to improve its effectiveness and efficiency in providing services to Arizona residents throughout the state. Transportation service priorities include: reducing wait times in MVD field offices, increasing the number of motor vehicle issues resolved via telephone/Web site, maintaining the condition of highways, minimizing work zone delays, and managing traffic flow.

Issue 5 Congestion Management

"Building a Quality Arizona (BQAZ)" vides a vision to deal with transportation needs through the year 2050. Adequate options need to be provided to ensure urban mobility and statewide connectivity as communities evolve to the point where public transit and non-motorized modes become viable options.

DTA 1.0	Program Summary
ADMINISTRATION	
John Halikowski, Director	
Phone: (602) 712-7227	
A.R.S. Title 28	

Mission:

To provide leadership and operational and financial support to help achieve the agency mission.

Description:

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. § 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation.

This Program Contains the following Subprograms:

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding and FTE Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds		0.0	0.0	0.0
Other Appropriated Funds		46,440.8	49,545.0	49,545.0
Other Non Appropriated Funds		7,051.3	6,776.0	6,776.0
Program Total		53,492.1	56,321.0	56,321.0
FTE Positions		450.0	498.0	498.0

DTA 1.1	Subprogram Summary
DIRECTOR'S OFFICE / TRANSPORTATION BOARD	
John Bogert, Chief of Operations	
Phone: (602) 712-7228	
A.R.S. Title 28	

Mission:

To serve the employees, suppliers and customers of the Arizona Department of Transportation by exemplifying leadership and a commitment to achieve the agency guiding vision. The Transportation Board's mission is to administer the functions outlined in A.R.S. § 28-106 with respect to development or modification of the five-year transportation facilities construction program, the awarding of all construction contracts for transportation facilities and monitoring the status of such projects.

Description:

The Director and staff exist to provide strategic direction and guidance to agency personnel in achieving the organizational mission in an atmosphere of continuous improvement.

The Transportation Board distributes monies from the aviation fund for public airport planning, design and construction; establishes a complete set of state highway routes; determines which routes shall be accepted into the system and which shall be improved; establishes or otherwise alters the status of any portion of a state route or highway or other transportation facility; and determines priority programming with respect to transportation facilities.

Funding and FTE Summary:	(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds		0.0	0.0	0.0
Other Appropriated Funds		813.7	796.2	796.2
Other Non Appropriated Funds		20.0	50.0	50.0
Program Total		833.7	846.2	846.2
FTE Positions		6.0	6.0	6.0

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Highway User Revenue Fund revenue forecast range (percent)	-4.3	+2.0/-1.0	+2.0/-1.0
Regional Area Revolving Fund revenue forecast range (percent)	0	+2.0/-1.0	+2.0/-1.0
Administrative expenses as percentage of operating budget	0.5	1.0	1.0
Explanation: The objective for FY 2010 was 1.0.			
Actual revenue as a percent of projected revenue	95	95	95

◆ **Goal 2** To develop a high performing and successful workforce.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Agency turnover rate (percentage)	10	14.0	14.0

DTA 1.2 Subprogram Summary
TRANSPORTATION SUPPORT SERVICES
 John Bogert, Chief of Operations
 Phone: (602) 712-7228
 A.R.S. Title 28

Mission:

To provide effective and efficient support services to those who serve our customers and stakeholders.

Description:

Transportation Support Services provides many of the essential business services necessary for the Department to carry out its mission. It delivers these services to diverse customers located throughout the state. Service areas include: human resources, financial management, civil rights, audit, community relations, employee development, safety and health, procurement, information technology, facilities maintenance, planning and budgeting, and management of the Grand Canyon National Park Airport.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	45,627.1	48,748.8	48,748.8
Other Non Appropriated Funds	2,041.6	1,500.0	1,500.0
Program Total	47,668.7	50,248.8	50,248.8
FTE Positions	421.0	470.0	470.0

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 April 1925. The current monthly circulation, including newsstand, averages 140,000 and includes subscribers from every state and 110 foreign countries. Sixty-three percent of the magazine's subscribers live outside Arizona, many of them receiving gift subscriptions from Arizonans. A one year subscription is \$24.00. 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 is 56 full-color pages per issue. Most of the writing and photography included is provided by freelance contributors who are paid fees for one-time rights to publish their material.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,989.7	5,226.0	5,226.0
Program Total	4,989.7	5,226.0	5,226.0
FTE Positions	23.0	22.0	22.0

◆ **Goal 1** To remain financially self-sufficient

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average paid subscriptions	129,678	126,766	126,766
Average monthly newsstand sales	12,459	11,850	11,850

DTA 2.0	Program Summary
INTERMODAL TRANSPORTATION	
Floyd Roehrich, State Engineer	
Phone: (602) 712-7391	
A.R.S. § 28-104	

Mission:

To improve and sustain the safety, efficiency and environmental stewardship of Arizona's transportation infrastructure.

Description:

The Intermodal Transportation Division (ITD) serves as the state's public entity to design, construct and maintain a quality highway system. It ensures that the Department's mission is fulfilled through an extensive public participation process and technical evaluation effort which results in the Five-Year Transportation Facilities Construction Program for highways and airports. This program is revised each year to reflect the completion of projects, addition of new projects and changes in scheduling for underway projects.

This Program Contains the following Subprograms:

- ▶ Development and Administration
- ▶ Maintenance
- ▶ Construction
- ▶ Intermodal Transportation Planning
- ▶ Vehicles and Heavy Equipment

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	57.4	54.6	54.6
Other Appropriated Funds	141,864.9	218,776.5	221,493.4
Other Non Appropriated Funds	2,610,305.9	2,691,066.6	2,691,066.6
Program Total	2,752,228.2	2,909,897.7	2,912,614.6
FTE Positions	2,503.0	2,487.0	2,487.0

DTA 2.1	Subprogram Summary
DEVELOPMENT AND ADMINISTRATION	
Floyd Roehrich, State Engineer	
Phone: (602) 712-7391	
A.R.S. § 28-104	

Mission:

To provide the leadership and support to all entities of ITD to improve the safety, efficiency and quality of the state highway system and its intermodal connectors.

Description:

The Development Program is responsible for the coordination of preconstruction engineering functions. Groups involved in carrying out these functions include: Bridge, Right of Way, Traffic Engineering, and Statewide Project Management.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,484.2	16,700.0	16,700.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	15,484.2	16,700.0	16,700.0
FTE Positions	636.0	0.0	0.0

- ◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of dollars awarded vs. planned	100	100	100

DTA 2.2 Subprogram Summary

MAINTENANCE

Floyd Roehrich, State Engineer
 Phone: (602) 712-7391
 A.R.S. § 28-104

Mission:

To provide courteous, efficient and effective maintenance contract support services.

Description:

The Maintenance Group is responsible for maintaining Arizona's existing transportation infrastructure through activities including roadway and shoulder maintenance, signage, repairs, striping, emergency response, snow removal and preservation projects.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	99,492.4	126,555.6	129,272.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	99,492.4	126,555.6	129,272.5
FTE Positions	932.0	932.0	932.0

- ◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total maintenance lane miles (calendar year basis)	28,704	28,809	28,890
Explanation:	Maintenance lane miles include passing lanes, shoulders, ramps, etc.		

- ◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Maintain a pavement smoothness rating of <171 (based on International Roughness Index)	95	95	95

DTA 2.3 Subprogram Summary

CONSTRUCTION

Floyd Roehrich, State Engineer
 Phone: (602) 712-7391
 A.R.S. § 28-104

Mission:

To monitor and implement statewide construction policies and procedures that continually improve project cost effectiveness and quality.

Description:

This Construction Group is responsible for the administration of the statewide annual construction program of over \$900 million. The Five-Year Construction Program is revised each year to reflect the completion of some projects, the addition of new projects and changes in scheduling for other projects.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	8,835.5	44,306.4	44,306.4
Other Non Appropriated Funds	2,600,847.6	2,672,214.9	2,672,214.9
Program Total	2,609,683.1	2,716,521.3	2,716,521.3
FTE Positions	624.0	1,256.0	1,256.0

- ◆ **Goal 1** To enhance the movement of people and products throughout Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total travel lane miles (calendar year basis)	19,153	19,242	19,308
Explanation:	Total travel lane miles increased by 246.		
Percent of highway construction projects completed on schedule	98	97	97.5

- ◆ **Goal 2** To maintain airport infrastructure leading to the improved movement of people and products throughout Arizona.

DTA 2.4 Subprogram Summary
INTERMODAL TRANSPORTATION PLANNING
 Jennifer Toth, Director
 Phone: (602) 712-6790
 A.R.S. § 28-104

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 develop the transportation foundation for Arizona's future.

Description:

The Multimodal Planning Division (MPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multimodal, performance-based transportation planning and programming efforts at the state, regional and local level. Responsibilities include administration of state and federal regulations, long-range multimodal statewide planning, development of asset infrastructure investment strategies, air quality mandates, statewide travel demand modeling, Geographic Information Systems, Highway Performance Management Systems, public transportation programs, delivery of technical research supporting organizational innovation and the planning and development of the statewide airport system. The Division helps to identify the important present and future transportation issues facing Arizona and assists in the development of supporting strategies needed to preserve and expand the state's transportation system for all modes.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	57.4	54.6	54.6
Other Appropriated Funds	2,707.8	3,622.5	3,622.5
Other Non Appropriated Funds	9,456.3	18,851.7	18,851.7
Program Total	12,221.5	22,528.8	22,528.8
FTE Positions	64.0	52.0	52.0

- ◆ **Goal 1** To provide transportation related data, in a timely manner, to ADOT users and its stakeholders.
- ◆ **Goal 2** To manage Research and Product Evaluation Programs.
- ◆ **Goal 3** To develop and implement a Public Transportation Plan through a combination of federal and local resources.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of available funds allocated for project administration	99	99	99

- ◆ **Goal 4** To increase ridership level of rural transit
- ◆ **Goal 5** To establish and provide training opportunities to sub-recipients of four different FTA grant programs in rural Arizona by 10% each year.
- ◆ **Goal 6** To increase the quality, timeliness and cost effectiveness of our aviation services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent projects completed on schedule	95	95	95

Mission:

To purchase, maintain, repair and dispose of light and heavy duty vehicle and fleet equipment for ADOT and perform contract services for selected state agencies and county/municipal governments.

Description:

It is the responsibility of Equipment Services to: provide and maintain the equipment fleet for ADOT users; maintain equipment fleets for other agencies and county/municipalities governments under contract; collect revenue to finance capital replacement and operational expenses; provide management and financial information through an equipment management system; provide fuel resources statewide in compliance with federal/ state EPA regulations and ; maintain state port-of-entry scales.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,345.0	27,592.0	27,592.0
Other Non Appropriated Funds	2.0	0.0	0.0
Program Total	15,347.0	27,592.0	27,592.0
FTE Positions	247.0	247.0	247.0

DTA 3.0	Program Summary
MOTOR VEHICLE	
Stacey K. Stanton, Division Director	
Phone: (602) 712-8152	
A.R.S. Title 28	

Mission:

To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Description:

The Motor Vehicle Division (MVD) provides services in the following areas: motor vehicle title and registration, issuance of driver credentials, vehicle inspection, e-government (ServiceArizona), motor carrier, dealer licensing, aircraft registration and customer service through the division's four public information call centers. Third-party providers support MVD field offices by offering residents an alternative and convenient way to do business with MVD. 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.

Effective July 2010, functions associated with commercial vehicle enforcement and the Executive Hearing Office were assumed by the newly formed Enforcement and Compliance Division.

This Program Contains the following Subprograms:

- ▶ Motor Vehicle Support Services
- ▶ Customer Services
- ▶ Motor Vehicle Enforcement Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	81,624.8	91,885.7	91,885.7
Other Non Appropriated Funds	6,707.5	6,554.2	6,554.2
Program Total	88,332.3	98,439.9	98,439.9
FTE Positions	1,663.0	1,630.0	1,630.0

DTA 3.1	Subprogram Summary
MOTOR VEHICLE SUPPORT SERVICES	
Stacey K. Stanton, Division Director	
Phone: (602) 712-8152	
A.R.S. Title 28	

Mission:

To lead and support the Motor Vehicle Division in its provision of services.

Description:

This program provides management support throughout the Division in the areas of strategic planning and budgeting, statistics, procurement, facility planning and management, purchasing, warehouse supply and distribution, grant accounting and contracts. The Director's Office provides leadership and assistance in legislative, public information, community relations, constituent services, information systems support, and human resources.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,052.8	15,952.4	15,952.4
Other Non Appropriated Funds	123.8	121.0	121.0
Program Total	16,176.6	16,073.4	16,073.4
FTE Positions	134.0	134.0	134.0

DTA 3.2	Subprogram Summary
CUSTOMER SERVICES	
Stacey K. Stanton, Division Director	
Phone: (602) 712-8152	
A.R.S. Title 28	

Mission:

To provide exemplary motor vehicle and driver license customer services and improve motor vehicle related products, services and, revenue collection through effective application of private and public sector resources.

Description:

This Customer Service Program is comprised of four major components:

- Customer Service
- Competitive Government Partnerships
- Division Operational Support Services
- Motor Carrier Services

The Customer Service Program (CSP) provides motor vehicle title and registration services and issues driver credentials. Responsibilities include extensive documentation review for compliance with state statutes and federal guidelines and fraud detection, the collection and reconciliation of fees, vehicle inspections, driver knowledge and skill testing, permit issuance, and providing the highest degree of quality customer service.

Competitive Government Partnerships (CGP) 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. CGP licenses and provides oversight to motor vehicle dealers and administers electronic delivery of motor vehicle records to authorized commercial and government agencies.

Division Operational Support Services (DOSS) assists division-wide initiatives by developing and writing policies and rules, records management, and operating four public information call centers. Mandatory Insurance and Financial Responsibility and the Ignition Interlock Device Unit are now two distinct programs under DOSS.

Motor Carrier Services is responsible for commercial driver license (CDL) issuance and compliance, oversight of the medical review function, motor carrier licensing, fleet services and fuel tax licensing.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	53,047.6	60,779.3	60,779.3
Other Non Appropriated Funds	4,846.8	4,460.0	4,460.0
Program Total	57,894.4	65,239.3	65,239.3
FTE Positions	1,262.0	1,229.0	1,229.0

◆ **Goal 1** To improve customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of all vehicle registration renewals completed through alternate methods	80.3	80.4	80.4
Average Level II telephone wait time (minutes)	24.0	23.4	23.4
Average customer visit time in MVD field offices	26.0	35.0	35.0
Percent of office customers rating service as good or excellent	88	85	85

◆ **Goal 2** To increase the use of electronic service delivery.

DTA 3.3	Subprogram Summary
MOTOR VEHICLE ENFORCEMENT SERVICES	
Terry Conner, Division Director	
Phone: (602) 712-7328	
A.R.S. Title 28	

Mission:

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Description:

Effective July 2010, MVD's enforcement and compliance functions were consolidated under a newly formed division, the Enforcement and Compliance Division. This division is responsible for vehicle registration compliance and ensuring that commercial vehicles adhere to size, weight, and safety laws at the state's ports-of-entry, including the six southern border ports. The Executive Hearing Office is primarily responsible for conducting administrative hearings related to DUI offenses and driver license suspension/revocations. The Office of the Inspector General (OIG) enforces laws relevant to licensed and illegal car dealers, title and driver license fraud, and the use of fraudulent documents in acquiring ADOT products and services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,524.4	15,154.0	15,154.0
Other Non Appropriated Funds	1,736.9	1,973.2	1,973.2
Program Total	14,261.3	17,127.2	17,127.2
FTE Positions	267.0	267.0	267.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of commercial vehicles processing activities at Fixed Ports of Entry (in thousands)	7,465	7,500	7,500
Number of commercial vehicles processed through Mobile Enforcement Units (MEUs)	69,214	70,000	70,000

◆ **Goal 2** To promote the efficient generation, collection and management of revenues to meet the public needs.

TRA 0.0	Agency Summary
STATE TREASURER	
Dean Martin, State Treasurer	
Phone: (602) 604-7800	
A.R.S. § 41-171	

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of non-compliant trades.	0	3	3	3
Average days to correct non-compliant trades.	0	1	1	1

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 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	14,565.8	1,115.1	1,115.1	1,115.1
Other Appropriated Funds	57.1	2,583.3	2,583.3	2,583.3
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	14,622.9	3,698.4	3,698.4	3,698.4
FTE Positions	31.4	29.4	29.4	29.4

Strategic Issues:

Issue 1 State Treasurer

The State Treasurer serves as the Chief Financial Officer for the State of Arizona, overseeing approximately \$10 billion in assets under management. He is responsible for the prudent custody and management of those dollars. The Treasurer is a trustee of and manages over \$2.8 billion of investments for the Arizona State Land Endowment Trust and provides investment services to local governments (counties, cities, towns, etc). The Treasurer is also the bank for state government. Continually changing financial markets require the Office of the State Treasurer to modernize business plans and systems in order to maintain sound investment strategies and efficient operations.

- ◆ **Goal 1** To receipt all funds and securities, as required by law, and process these transactions in an accurate, timely manner that ensures safety, availability, and accountability of all assets entrusted with the office.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8).	7.53	7.10	7.10	7.10

- ◆ **Goal 2** To disburse funds as required by law in a manner that ensures accuracy and timeliness, while maintaining adequate internal controls and auditable records.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.09	7.10	7.10	7.10
Customer satisfaction rating for distribution recipients (scale 1-8).	7.29	7.10	7.10	7.10
Percent of distributions sent successfully and accurately.	100	98	98	98
Percent of outgoing wires sent successfully and accurately.	100	99	99	99
Percent of distributions sent on time.	100	98	98	98
Percent of outgoing wires sent on time.	100	99	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.

BRA 0.0	Agency Summary
BOARD OF REGENTS	
Tom Anderes, President	
Phone: (602) 229-2500	
A.R.S. § 15-1621	

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the State to be nationally competitive by the year 2020; to increase the prominence of the system's research enterprise so that it can contribute to the knowledge economy and improve the quality of life in Arizona; and to provide the educated workforce needed to fill shortages and to stimulate demand for higher paying jobs in Arizona.

Description:

The Arizona Board of Regents is the governing body for Arizona's three state universities. Consistent with its constitutional authority, the Board makes planning and policy decisions regarding the state universities. The Board hires the university presidents and the president for the Board, to whom the Board assigns the responsibility of management. The Board is 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:

Program	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ GOVERNANCE	68,750.0	67,442.9	67,709.3
➤ STUDENT ASSISTANCE	36,691.6	32,673.8	40,318.7
Agency Total:	105,441.6	100,116.7	108,028.0

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	37,174.0	34,270.8	42,557.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	68,267.6	65,845.9	65,470.6
Program Total	105,441.6	100,116.7	108,028.0
FTE Positions	60.4	59.6	59.9

Strategic Issues:

Issue 1 Educational Excellence

To be nationally competitive in the percentage of Arizona citizens with a high-quality bachelor's degree by providing affordable access through a well-coordinated and aligned system.

Issue 2 Research Excellence

To increase the research capabilities and performance of the Arizona system to a preeminent competitive position with peer institutions among America's top research universities.

Issue 3 Community Engagement and Workforce Impact

To utilize research, economic development, community engagement, and service contributions of the universities to create and disseminate knowledge to strengthen Arizona's economy and improve Arizona's quality of life.

Issue 4 Productivity

To maximize the use of existing resources so that the system can produce greater numbers of degrees and with greater efficiency of resources per degree without sacrificing quality.

BRA 1.0	Program Summary
GOVERNANCE	
Glen Nelson, VP for Finance & Chief Financial Officer	
Phone: (602) 229-2500	
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; legal oversight and, participation in public meetings.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,472.1	2,383.5	2,444.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,955.5	3,694.6	3,505.7
Program Total	6,427.6	6,078.1	5,950.0
FTE Positions	29.4	29.4	29.4

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,472.1	2,383.5	2,444.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	59,850.3	58,981.3	59,315.0
Program Total	62,322.4	61,364.8	61,759.3
FTE Positions	30.2	29.7	30.0

◆ **Goal 1** To raise the educational attainment level of Arizona to national competitiveness by 2020.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Bachelor's degrees produced annually in the system.	*20,521	21,183	21,868
Explanation: *Estimated number. Final number not yet available.			
Number of Math, Science, Special Education Teacher (MSSE) Loan Forgiveness Program loans made.	89	65	*0
Explanation: *In spring 2011, program oversight will fall under jurisdiction of the AZ Commission for Postsecondary Education.			

◆ **Goal 2** To allocate and monitor Proposition 301 TRIF funds

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of projects funded	28	30	30
Performance measures monitored	240	246	246

◆ **Goal 3** To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of media/individual/group briefings conducted	275	250	250
Number of stakeholder briefings conducted	220	200	200

◆ **Goal 4** To perform Internal Audits of the universities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Audits scheduled	6	3	8
Audits performed on universities	4	0	0
Specific audit recommendations reported to Board	n/a	n/a	n/a

Explanation: Performance measure no longer applies.

Program Summary	
BRA 2.0	STUDENT ASSISTANCE
Gale Tebeau, Asst. Exec. Director	
Phone: (602) 229-2522	
A.R.S. §§ 15-1642, 15-1742, 15-1746	

Mission:

To provide financial assistance to students and to strengthen the teaching skills of teachers in elementary and secondary mathematics and science education.

Description:

The Arizona Board of Regents directly administers two financial assistance programs: (1) Western Interstate Commission on Higher Education (WICHE)--for students who choose careers in Osteopathy, Dentistry, Veterinary Medicine, Occupational Therapy, Optometry, and Physicians Assistants; and (2) Improving Teacher Quality Grants - for projects whose aim is to support the development of highly qualified principals and K-12 teachers in the content areas of language arts-English, science, mathematics, social studies, and technology in the content areas. Also, two student assistance programs are appropriated to the ABOR but are administered by the universities: 1) Arizona Financial Aid Trust-- immediate aid to students who are underrepresented in the population of the university or students who demonstrate a clear need for financial aid and creates an endowment for future aid; and (2) Arizona Teacher Incentive Program-- loans to students in teaching training programs in deaf and blind education at the University of Arizona.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	16,114.9	14,751.9	18,834.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,497.0	1,826.4	1,306.3
Program Total	18,611.9	16,578.3	20,140.7
FTE Positions	0.5	0.4	0.4

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	16,114.9	14,751.9	18,834.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,964.8	1,343.6	1,343.6
Program Total	18,079.7	16,095.5	20,178.0
FTE Positions	0.3	0.1	0.1

◆ **Goal 1** To continue extending access to a university education by providing and administering various financial assistance programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total number of Western Interstate Commission for Higher Education awards	199	177	191
Number of first year Western Interstate Commission for Higher Education awards	46	51	55
Number of first year WICHE applications meeting eligibility requirements	196	201	200
Number of first year WICHE applications processed	211	216	210
Percent of recipients returning to practice in Arizona	72	74	75
Number of Improving Teacher Quality (ITQ) grants awarded (depend on funding)	5	6	5
Number of students awarded financial aid through the Arizona Financial Aid Trust	7500	7500	7500

ASA 0.0	Agency Summary
ASU - TEMPE	
Dr. Michael Crow, President	
Phone: (480) 965-8972	
A.R.S. § 15-1601	

Mission:

To provide outstanding programs of undergraduate and graduate education, cutting-edge research, and public service for the citizens of the State of Arizona with special emphasis on the Phoenix metropolitan area.

Description:

Arizona State University at the Tempe Campus, which includes the Downtown Phoenix campus, is a major public research university offering programs from the baccalaureate through the doctorate to over 58,000 Tempe campus and over 13,000 Downtown campus full-time and part-time students and applying the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona. The Tempe campus plays an extensive role within Arizona State University by providing high quality graduate training at the doctoral level and serving as the only Carnegie Foundation-designated Doctoral/Research-Extensive campus in the metropolitan Phoenix area.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	498,393.2	563,727.8	629,678.9
➤ ACADEMIC SUPPORT	153,328.5	183,985.1	186,228.4
➤ ORGANIZED RESEARCH	197,460.4	203,909.2	212,542.8
➤ STUDENT SERVICES	399,006.8	418,566.4	425,461.3
➤ INSTITUTIONAL SUPPORT	199,828.0	223,062.8	224,102.6
➤ PUBLIC SERVICE	41,727.3	46,680.0	48,655.2
Agency Total:	1,489,744.2	1,639,931.3	1,726,669.2

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	326,349.1	326,349.1	391,062.5
Other Appropriated Funds	308,037.8	353,023.9	353,023.9
Other Non Appropriated Funds	855,357.3	960,558.3	982,582.8
Program Total	1,489,744.2	1,639,931.3	1,726,669.2
FTE Positions	10,556.9	10,734.9	11,318.1

Strategic Issues:

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production.

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the

campuses.

Issue 2 Improve the quality of undergraduate and graduate education.

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 communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

Issue 3 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 between FY05 and FY08, ASU made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields, but continues to fall below most of its peers in average faculty salaries. Staff salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, a symptom of salaries that are not competitive with the local market.

Issue 4 Expand research capabilities

ASU continues to vigorously pursue long-term initiatives in such areas as biosciences, advanced materials, informatics and communications, healthcare, renewable energy and sustainable systems. Over the three year period from 2005 to 2008, ASU's research expenditures grew at an average rate of 15.9% while the median of our ABOR peer institutions over the same period was 3.5%. ASU's goal is to grow its research expenditures to more than \$700M annually by 2020. With recently awarded projects such as the \$14.3M Department of Energy sponsored Energy Frontier Research Center and the \$33.8M Department of Education Teacher Preparation Program; we are making great strides toward reaching this goal. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and meet our 2020 research expenditure goal.

Issue 5 Enhance and improve local impact and social embeddedness

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and

industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Issue 6 Maintain quality and breadth of baccalaureate degree programs during a period of diminishing resources

With the emergence of the fiscal crisis in Arizona and nationally, Arizona State University has seen a decrease in funding from the State of \$110 million or 22% of base funding. In addressing the sudden and significant decline, the focus of resource reduction was to protect to the greatest extent possible the educational mission of the university, and to reduce the student services and administrative functions rather than academic activities. Colleges and departments have been consolidated, eliminating duplicate administrative structures.

A core investment is necessary to support ASU's current student population at a level that will allow ASU to remain competitive with its peers. ASU, with more than 70,000 student enrollment supports over half of the students attending a public university in Arizona. In order to provide appropriate instruction, support services for students and the technology needed, ASU requires an investment that equates to \$8,500 per full time equivalent student in general fund support. Current state investment totals \$5,656 per FTE. Co-investment from students and their families in the form of reasonable tuition and fees is also needed if the university is to provide competitive degree programs that best prepare students for the future.

Temporary funding has been available to support the funding shortfall, including stimulus funding in FY09 and in FY10. When these alternate funding sources expire, and absent increases in state funding, ASU will be forced to seek increases in tuition in order to maintain the level of academic investment needed to support enrollment.

ASA 1.0	Program Summary
INSTRUCTION	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	49,801.7	66,167.1	130,880.5
Other Appropriated Funds	308,037.8	353,023.9	353,023.9
Other Non Appropriated Funds	140,553.7	144,536.8	145,774.5
Program Total	498,393.2	563,727.8	629,678.9
FTE Positions	4,796.2	5,474.5	6,082.0

◆ **Goal 1** To improve the quality of undergraduate education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.7	4.6	4.6
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	91	92	92
Percent of graduating seniors who rate their overall university experience as good or excellent	93	94	94
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	83	83	83
Number of Bachelors degrees granted	9,339	9,791	10,265

◆ **Goal 2** To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Honors undergraduate headcount students	3,259	3,300	3,350
BHC degree recipients (i.e., with honors)	406	440	460
Courses offered for honors credit	2,559	2,600	2,650

◆ **Goal 3** To provide support services and courses that assist students in achieving academic success and planning programs of study within their chosen degree curricula.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Writing Center tutorials conducted by University Academic Success Programs	9,070	9,342	9,622
Number of subject-area tutorials conducted by University Academic Success Programs	62,933	64,821	66,766
Number of participants in Summer Bridge for incoming freshmen to enhance transition	442	750	1,000

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of students participating in Academic Success Clusters to improve success in critical courses and quickly help entering freshmen develop a sense of community	4,397	4,500	4,600
Number of degree program course audits run by students and staff	876,173	919,982	965,981
Number of eAdvisor tracking audits run by students and staff	789,991	868,990	955,889
Major and Career Exploration (UNI and ASU 101) course sections for exploratory students	252	248	250
UNI 110 Critical Reading and Thinking course sections to support academic skill development and improve success in critical courses	34	40	45

- ◆ **Goal 4** To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Summer sessions headcount students	20,958	21,200	22,800
Winter session enrollments	3,828	3,943	4,061
Total online course registrations (duplicated enrollments)	40,714	44,785	58,220
Online course sections offered during the fall semester	909	1,000	1,300

- ◆ **Goal 5** To improve graduate education by enhancing programs central to the University's mission, promoting retention and graduation, and increasing the diversity of students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students enrolled in interdisciplinary degree programs	864	900	935
Masters degrees granted	3,074	3,205	3,341
Doctorate degrees granted	476	507	540
First professional degrees granted	166	167	169
Minority graduate enrollment as percentage of total enrollment	18.5	20.0	21.0

ASA 2.0	Program Summary
ACADEMIC SUPPORT	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include retention, preservation, and display of educational materials through libraries, museums and galleries; audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development; and academic computing support.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	80,919.5	73,130.1	73,130.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	72,409.0	110,855.0	113,098.3
Program Total	153,328.5	183,985.1	186,228.4
FTE Positions	1,445.5	992.3	978.1

- ◆ **Goal 1** To maintain the number of books and periodical subscriptions owned by the university libraries, and increase access to these items.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Periodical subscriptions	44,953	44,000	45,000
Virtual/remote reference transactions	10,328	9,600	9,800
Visits to Libraries web site	4,589,208	4,590,000	4,600,000
Online catalog use (pageviews)	7,650,278	7,800,000	7,850,000
Explanation:	New measure FY2010		
Online databases use (searches)	7,801,948	8,000,000	8,100,000
Explanation:	New measure FY2010		

- ◆ **Goal 2** To increase attendance at university art museums and provide quality art exhibitions to the public and for scholarly and educational purposes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Annual attendance at university art collections	150,000	150,000	100,000
Annual attendees of lectures and special events	12,800	13,000	13,000
Explanation:	New measure FY2010		

- ◆ **Goal 3** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
E-mail computer accounts	390,000	490,000	570,000
Percentage of classrooms with mediation	100	100	100
WWW server activity: total hits per day on asu.edu and public.asu.edu only (in thousands)	3,732	4,000	4,500

ASA 3.0	Program Summary		
	ORGANIZED RESEARCH		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	18,771.4	17,162.4	17,162.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	178,689.0	186,746.8	195,380.4
Program Total	197,460.4	203,909.2	212,542.8
FTE Positions	1,602.4	1,602.1	1,615.3

◆ **Goal 1** To maintain and enhance the University's status as a major research institution.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of proposals submitted	2,642	2,544	2,620
Dollar value of proposals submitted (in millions)	1,748	1,567	1,661
External dollars received for research and creative activity (in millions of dollars)	318	381	419
Dollar value of expenditures (in millions)	243	290	319
Percentage of faculty and academic professionals receiving extramural support for research and creative activity	48	48	48

◆ **Goal 2** To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Undergraduate students supported by sponsored funds	2,093	2,407	2,643
Graduate students supported by sponsored funds	1,829	2,103	2,314

ASA 4.0	Program Summary		
	STUDENT SERVICES		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	26,632.4	30,175.3	30,175.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	372,374.4	388,391.1	395,286.0
Program Total	399,006.8	418,566.4	425,461.3
FTE Positions	970.6	1,004.3	999.0

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving health care at the Campus Health Service	40,869	40,051	41,600
Disabled students served	1,482	1,500	1,500

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Registered campus clubs and organizations	784	800	800
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	50,044	51,000	51,500
Organizations recruiting on campus	1,319	1,385	1,454

◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students participating in orientation	8,613	9,000	9,000
Students participating in the Freshman Year Experience (FYE)	8,000	8,500	8,500
Students assisted by the Learning Resources Center programs and services	7,503	7,500	8,000
Students receiving financial assistance in an academic year	53,035	54,626	56,264

◆ **Goal 4** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average GPA of student athletes (4.0)	2.93	2.95	3.0

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
highest)			
Percent of student athletes graduating in six years	72	76	78

ASA 5.0		Program Summary	
INSTITUTIONAL SUPPORT			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well-maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	149,142.6	138,776.9	138,776.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	50,685.4	84,285.9	85,325.7
Program Total	199,828.0	223,062.8	224,102.6
FTE Positions	1,453.4	1,350.0	1,334.3

- ◆ **Goal 1** To provide efficient and comprehensive human resources programs and services to the university community in areas such as employment, training, employee relations, and other human resource activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Accounting documents processed (in thousands)	1,612	1,660	1,710
Administration as a percentage of total cost	1.46	1.45	1.32
Participants in human resources training programs	2,980	3,000	3,000
Job applications processed	61,340	65,000	67,000
Positions filled	1,646	1,800	1,900
Percent of agency staff turnover (classified staff only)	15.9	16.0	16.1

- ◆ **Goal 2** To provide customer-focused, high quality facilities and services to enhance a safe and secure environment in support of the University's mission.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Maintenance work order man-hours on buildings/ tunnels/structures	215,545	217,000	220,000
Number of faculty, staff, and students participating in fire and safety training classes	7,000	7,500	7,500
Annual Parking Permit Sales to students and staff	25,378	24,000	24,000
Community-based police assignments	316	320	323

- ◆ **Goal 3** To maintain support for all telecommunications systems throughout the University.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Centrally supported Ethernet connections	64,800	69,000	72,000
Internet bandwidth (mbps)	1,600	1,920	2,304
Wireless hours (in millions)	24.0	24.5	25.0

ASA 6.0	Program Summary
PUBLIC SERVICE	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, and serve as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide non-instructional services beneficial to individuals and groups external to the university. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting and similar non-instructional services to particular sectors of the community.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,081.5	937.3	937.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40,645.8	45,742.7	47,717.9
Program Total	41,727.3	46,680.0	48,655.2
FTE Positions	288.8	311.7	309.4

- ◆ **Goal 1** To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	1,647	1,632	1,680
Teachers served through educational support programming	63,877	65,064	60,684
Students served through educational support programming	1,053,355	1,236,216	1,066,244

- ◆ **Goal 2** To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Persons attending University sponsored cultural events (in thousands)	550	437	509
Special events coordinated	151	140	140

AXA 0.0	Agency Summary
ASU - POLYTECHNIC	
Dr. Michael Crow, President	
Phone: (480) 965-8972	
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. All programs at ASU at the Polytechnic campus provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning. ASU at the Polytechnic campus offers a campus environment that places students at the center, embraces diversity and interdisciplinary inquiry, and strives to integrate the academic and social lives of students. ASU at the Polytechnic campus offers programs with outcomes directly relevant to the needs of society and the community, emphasizing collaboration and partnership to foster the educational, economic, and cultural development of local communities, the metropolitan area, the state, and the nation.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	35,232.6	36,665.3	43,362.9
➤ ACADEMIC SUPPORT	7,741.8	12,335.1	12,362.2
➤ STUDENT SERVICES	5,050.7	7,413.2	7,475.5
➤ ORGANIZED RESEARCH	3,414.8	3,701.9	3,895.3
➤ INSTITUTIONAL SUPPORT	17,915.1	19,039.1	19,106.7
Agency Total:	69,355.0	79,154.6	86,202.6

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	25,101.3	25,101.3	31,731.4
Other Appropriated Funds	30,821.8	36,329.4	36,329.4
Other Non Appropriated Funds	13,431.9	17,723.9	18,141.8
Program Total	69,355.0	79,154.6	86,202.6
FTE Positions	638.1	616.9	680.5

Strategic Issues:

Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

Issue 2 Improve the quality of undergraduate and graduate education

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 communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

Issue 3 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 between FY05 and FY08, ASU made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields, but continues to fall below most of its peers in average faculty salaries. Staff salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, a symptom of salaries that are not competitive with the local market.

Issue 4 Expand research capabilities

ASU continues to vigorously pursue long-term initiatives in such areas as biosciences, advanced materials, informatics and communications, healthcare, renewable energy and sustainable systems. Over the three year period from 2005 to 2008, ASU's research expenditures grew at an average rate of 15.9% while the median of our ABOR peer institutions over the same period was 3.5%. ASU's goal is to grow its research expenditures to more than \$700M annually by 2020. With recently awarded projects such as the \$14.3M Department of Energy sponsored Energy Frontier Research Center and the \$33.8M Department of Education Teacher Preparation Program; we are making great strides toward reaching this goal. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and meet our 2020 research expenditure goal.

Issue 5 Enhance and improve local impact and social embeddedness

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Issue 6 Maintain quality and breadth of baccalaureate degree programs during a period of diminishing resources

With the emergence of the fiscal crisis in Arizona and nationally, Arizona State University has seen a decrease in funding from the State of \$110 million or 22% of base funding. In addressing the sudden and significant decline, the focus of resource reduction was to protect to the greatest extent possible the educational mission of the university, and to reduce the student services and administrative functions rather than academic activities. Colleges and departments have been consolidated, eliminating duplicate administrative structures.

A core investment is necessary to support ASU's current student population at a level that will allow ASU to remain competitive with its peers. ASU, with more than 70,000 student enrollment supports over half of the students attending a public university in Arizona. In order to provide appropriate instruction, support services for students and the technology needed, ASU requires an investment that equates to \$8,500 per full time equivalent student in general fund support. Current state investment totals \$5,656 per FTE. Co-investment from students and their families in the form of reasonable tuition and fees is also needed if the university is to provide competitive degree programs that best prepare students for the future.

Temporary funding has been available to support the funding shortfall, including stimulus funding in FY09 and in FY10. When these alternate funding sources expire, and absent increases in state funding, ASU will be forced to seek increases in tuition in order to maintain the level of academic investment needed to support enrollment.

AXA 1.0	Program Summary
INSTRUCTION	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	6,630.1
Other Appropriated Funds	30,128.1	30,744.4	30,744.4
Other Non Appropriated Funds	5,104.5	5,920.9	5,988.4
Program Total	35,232.6	36,665.3	43,362.9
FTE Positions	391.6	443.2	506.8

◆ **Goal 1** To improve undergraduate and graduate education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent	94	95	95
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	85	85	85
Number of degrees granted	1,193	1,294	1,404
Number of Bachelors degrees granted	945	1,012	1,084
Number of Masters degrees granted	248	281	319
Average number of years taken to graduate for student who began as freshmen	5.4	5.0	5.0
Fall semester enrollment (headcount)	9,146	9,700	10,000

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment	52	60	65
Number of subject area tutorials offered by University Academic Success Programs	6,420	6,612	6,810
Number of Writing Center tutorials conducted by University Academic Success Programs	1,831	1,886	1,943

Explanation: New measure FY2010

AXA 2.0	Program Summary		
	ACADEMIC SUPPORT		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include retention, preservation, and display of educational materials through libraries, audio visual and other activities that aid in the transmission of information, and academic computing support.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	6,265.6	3,968.0	3,968.0
Other Appropriated Funds	693.7	5,585.0	5,585.0
Other Non Appropriated Funds	782.5	2,782.1	2,809.2
Program Total	7,741.8	12,335.1	12,362.2
FTE Positions	89.6	41.2	41.1

◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Library gate count	319,554	409,986	369,000
Workstations available for public use in library facilities	43	48	43
Number of hours the library is open each week	95	95	91

◆ **Goal 2** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Computer workstations available for use by students	2,710	2,695	2,595
Percent of campus desktops connected to the fiber optic backbone	100	100	100
Number of designated laptop seats for use by students	176	200	300

Explanation: New measure FY2010

AXA 3.0	Program Summary		
	STUDENT SERVICES		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,910.8	4,115.8	4,115.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,139.9	3,297.4	3,359.7
Program Total	5,050.7	7,413.2	7,475.5
FTE Positions	31.5	36.4	36.2

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving health care at the Student Health Center (provider/nurse visits)	1,003	1,100	1,100

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Events and activities held for students each year	646	680	680
Registered campus clubs and organizations	44	50	55
Organizations recruiting on campus	50	55	60

◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students participating in student advisement/registration workshops	313	350	400
Students receiving financial assistance in an academic year	11,160	11,495	11,840
Number of students participating in Freshman Year Experience (FYE) Housing	272	300	400

AXA 4.0	Program Summary		
	ORGANIZED RESEARCH		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,414.8	3,701.9	3,895.3
Program Total	3,414.8	3,701.9	3,895.3
FTE Positions	25.8	29.8	30.3

- ◆ **Goal 1** To provide support mechanisms for ASU Polytechnic researchers in an effort to increase research and sponsored project activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of proposals submitted	102	107	117
Dollar value of proposals submitted (in millions)	73.1	37.6	41.3
Dollar value of awards received	4.7	5.0	5.5
Dollar value of expenditures (in millions)	6.5	5.9	5.3

AXA 5.0	Program Summary		
	INSTITUTIONAL SUPPORT		
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include fiscal operations, administrative data processing, space management, employee personnel and records, safety, security, and transportation services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	15,924.9	17,017.5	17,017.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,990.2	2,021.6	2,089.2
Program Total	17,915.1	19,039.1	19,106.7
FTE Positions	99.6	66.3	66.1

- ◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Job applications processed	2,484	2,550	2,650
Positions filled	67	75	80
Percent of agency staff turnover (classified staff only)	15.8	15.0	15.2
Administration as a percentage of total cost	2.10	2.14	1.93

- ◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff as the campus grows.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Crime reports	177	194	214
Calls for service	1,201	1,321	1,384

Dr. Michael Crow, President
Phone: (480) 965-8972
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 10,000 residential and commuter students of diverse ages, ethnicity, and experience through baccalaureate programs, master's programs, doctoral programs and certificate programs. The West campus focuses on developing a learning community that addresses the needs of a diverse metropolitan environment. It does this by offering learner-centered academic programs that enhance learning through teaching, service and enrichment opportunities; promoting discovery and innovation; pursuing new knowledge; introducing insights and creative ideas through instruction; encouraging direct involvement in new fields of inquiry; investigating important community-based issues; and integrating with the community through service based on scholarship.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	37,701.6	40,769.2	34,814.7
➤ ACADEMIC SUPPORT	15,831.2	16,872.4	16,884.7
➤ STUDENT SERVICES	10,245.9	13,170.9	13,218.9
➤ INSTITUTIONAL SUPPORT	20,900.3	21,046.6	21,264.4
➤ ORGANIZED RESEARCH	380.3	53.8	29.6
Agency Total:	85,059.3	91,912.9	86,212.3

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	43,935.7	43,935.7	37,843.2
Other Appropriated Funds	29,273.3	30,999.8	30,999.8
Other Non Appropriated Funds	11,850.3	16,977.4	17,369.3
Program Total	85,059.3	91,912.9	86,212.3
FTE Positions	892.6	869.3	809.0

Strategic Issues:**Issue 1 Increase participation in postsecondary education and ultimately increase baccalaureate degree production**

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the increasing need for financial aid and improve affordability for a greater number of students.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to

provide for the projected increases in enrollments, primarily of undergraduate students. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

Issue 2 Improve the quality of undergraduate and graduate education

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 communication, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

Issue 3 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 between FY05 and FY08, ASU made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields, but continues to fall below most of its peers in average faculty salaries. Staff salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, a symptom of salaries that are not competitive with the local market.

Issue 4 Expand research capabilities

ASU continues to vigorously pursue long-term initiatives in such areas as biosciences, advanced materials, informatics and communications, healthcare, renewable energy and sustainable systems. Over the three year period from 2005 to 2008, ASU's research expenditures grew at an average rate of 15.9% while the median of our ABOR peer institutions over the same period was 3.5%. ASU's goal is to grow its research expenditures to more than \$700M annually by 2020. With recently awarded projects such as the \$14.3M Department of Energy sponsored Energy Frontier Research Center and the \$33.8M Department of Education Teacher Preparation Program; we are making great strides toward reaching this goal. To support our aspirations, ASU has defined seven strategies and four key focus areas that will allow us to continue our exceptional growth, serve the surrounding community and meet our 2020 research expenditure goal.

Issue 5 Enhance and improve local impact and social embeddedness

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social

embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life. Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. And the community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems.

Issue 6 Maintain quality and breadth of baccalaureate degree programs during a period of diminishing resources

With the emergence of the fiscal crisis in Arizona and nationally, Arizona State University has seen a decrease in funding from the State of \$110 million or 22% of base funding. In addressing the sudden and significant decline, the focus of resource reduction was to protect to the greatest extent possible the educational mission of the university, and to reduce the student services and administrative functions rather than academic activities. Colleges and departments have been consolidated, eliminating duplicate administrative structures.

A core investment is necessary to support ASU's current student population at a level that will allow ASU to remain competitive with its peers. ASU, with more than 70,000 student enrollment supports over half of the students attending a public university in Arizona. In order to provide appropriate instruction, support services for students and the technology needed, ASU requires an investment that equates to \$8,500 per full time equivalent student in general fund support. Current state investment totals \$5,656 per FTE. Co-investment from students and their families in the form of reasonable tuition and fees is also needed if the university is to provide competitive degree programs that best prepare students for the future.

Temporary funding has been available to support the funding shortfall, including stimulus funding in FY09 and in FY10. When these alternate funding sources expire, and absent increases in state funding, ASU will be forced to seek increases in tuition in order to maintain the level of academic investment needed to support enrollment.

AWA 1.0	Program Summary
INSTRUCTION	
Melinda Gebel, Director Phone: (480) 965-2318 A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,213.9	539.5	0.0
Other Appropriated Funds	29,273.3	30,999.8	25,446.8
Other Non Appropriated Funds	5,214.4	9,229.9	9,367.9
Program Total	37,701.6	40,769.2	34,814.7
FTE Positions	446.1	468.9	408.5

◆ **Goal 1** To improve undergraduate and graduate education.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	87	87	88
Percent of graduating seniors who rate their overall university experience as good or excellent	93	94	94
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	82	82	82
Fall semester enrollment (full-time equivalent)	6,604	6,200	6,400
Minority graduate students as a percentage of total enrollment	22.3	22.0	22.0

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of undergraduate students graduating with internships and field experiences	38	38	38
Number of subject area tutorials offered by University Academic Success Programs	6,190	6,375	6,566
Number of Writing Center tutorials conducted by University Academic Success Programs	1,131	1,165	1,200
Explanation:	New measure FY2010		

◆ **Goal 3** To retain students and help them graduate.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of first-time, full-time freshman persisting after one year	79.7	82.0	82.0
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	75.0	77.0	78.0
Number of degrees granted	2,132	2,213	2,317
Number of Bachelors degrees granted	1,526	1,546	1,566

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Masters degrees granted	592	667	750

AWA 2.0	Program Summary
ACADEMIC SUPPORT	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include retention, preservation, and display of educational materials through libraries, audio visual and other activities that aid in the transmission of information, and academic computing support.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	14,245.7	15,624.4	10,071.4
Other Appropriated Funds	0.0	0.0	5,553.0
Other Non Appropriated Funds	1,585.5	1,248.0	1,260.3
Program Total	15,831.2	16,872.4	16,884.7
FTE Positions	148.8	114.2	114.1

- ◆ **Goal 1** To develop a cohesive integrated tiered reference/research support service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Library volumes	365,467	370,000	375,000
Items checked out including renewals	116,634	123,000	110,000
Items borrowed from other ASU libraries	7,647	6,400	6,500
Items borrowed from libraries outside ASU	2,287	3,020	2,200

- ◆ **Goal 2** To improve technology equipment access, training, and support for students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Ethernet connections available for students	7,670	7,600	7,500
Number of mediated classrooms (instructor mediated)	510	520	530
Number of student mediated classrooms (PC/Mac on desktop)	56	56	56

AWA 3.0	Program Summary		
STUDENT SERVICES			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, nonacademic counseling and career guidance, student health services, and the administration at the senior vice presidential level.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	7,845.5	9,927.9	9,927.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,400.4	3,243.0	3,291.0
Program Total	10,245.9	13,170.9	13,218.9
FTE Positions	101.8	119.0	119.0

◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving health care on campus	2,037	2,140	2,245
Disabled students served	267	275	300

◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Registered campus clubs and organizations	50	55	60
Student participation in advising services, workshops, career events, job fairs, on-campus interviews and specials events offered by Career Services to assist students seeking employment and/or career guidance	2,789	3,000	3,000
Organizations recruiting on campus	107	100	100

AWA 4.0	Program Summary		
INSTITUTIONAL SUPPORT			
Melinda Gebel, Director			
Phone: (480) 965-2318			
A.R.S. § 15-1601			

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	18,630.6	17,843.9	17,843.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,269.7	3,202.7	3,420.5
Program Total	20,900.3	21,046.6	21,264.4
FTE Positions	185.7	161.3	161.3

◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Participants in human resource training	22	25	25
Job applications processed	3,531	3,650	3,750
Positions filled	55	65	80
Percent of agency staff turnover (classified staff only)	15.1	12.6	13.1
Administration as a percent of total cost	2.34	2.21	2.40

◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Crime reports	102	112	123
Calls for Service	1,199	1,224	1,249

◆ **Goal 3** To improve technology equipment access, training, and support for staff.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total number of CRM cases	134,867	100,456	157,794
Percent satisfied with response to CRM feedback	96	96	96

AWA 5.0	Program Summary
ORGANIZED RESEARCH	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To foster pre-eminent scholarship and creative activity that serves the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by an external agency, as with federal grants and contracts.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	380.3	53.8	29.6
Program Total	380.3	53.8	29.6
FTE Positions	10.2	5.9	6.1

- ◆ **Goal 1** To provide a variety of research related opportunities for faculty so that they can improve their teaching and research activity skills.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of proposals submitted	59	63	70
Dollar value of proposals submitted (in thousands)	19,031	11,947	12,544
Dollar value of awards received (in millions)	1,328	1,461	1,607
Dollar value of expenditures (in thousands)	676	1,014	1,268

NAA 0.0	Agency Summary
NORTHERN ARIZONA UNIVERSITY	
Dr. John Haeger, President	
Phone: (928) 523-3232	
A.R.S. §§ 15-1601 et seq.	

Mission:

To provide an outstanding undergraduate residential education strengthened by research, graduate, and professional programs and sophisticated methods of distance delivery.

Description:

Founded in 1899, Northern Arizona University is a vibrant community committed to teaching as learning, research as innovation, and service as shared leadership.

Accredited by the North Central Association of Colleges and Schools, the university values and promotes an ethnically rich and diverse university community and graduates who are prepared to contribute to the social, economic, and environmental needs of a changing world. It inspires students to become active citizens, leaders, visionaries, and problem solvers with an understanding of global issues.

Northern Arizona University, part of the Arizona University System, embraces the AUS vision of being a “top-performing state university system, nationally recognized for excellence in academic and research pursuits that support and stimulate a growing vibrant economy and a high quality of life for Arizonans.”

Northern Arizona University’s beautiful 740 acre campus promotes sustainable practices including progressive recycling efforts, shuttle buses powered with biodiesel, and has completed the construction of three new energy-efficient buildings certified by the U.S. Green Building Council.

Northern Arizona University has been listed in the Princeton Review’s Guide to 286 Green Colleges for demonstrating “an exemplary commitment to sustainability.” The Princeton Review cited the university’s three LEED-certified buildings in 2009—since then it has added a fourth—calling NAU a “green building superstar.” It also repeated the Chronicle of Higher Education’s naming of the Applied Research and Development building as the “greenest building in higher education.”

With a growing enrollment of 25,204 students from 48 states and 75 countries, Northern Arizona University reaches out to students regionally with satellite campuses and opportunities for distance learning. From its inception, NAU has implemented innovative and accountable teaching practices, including the effective use of technology.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	178,433.8	201,518.5	232,464.6
➤ ORGANIZED RESEARCH	29,156.0	33,127.2	32,541.1
➤ STUDENT SERVICES	79,473.7	98,259.7	96,128.4
➤ ACADEMIC SUPPORT	31,250.9	38,634.5	38,804.4
➤ PUBLIC SERVICE	28,932.7	34,618.0	33,840.4
➤ INSTITUTIONAL SUPPORT	77,479.2	88,235.3	86,414.3
Agency Total:	424,726.3	494,393.2	520,193.2

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	206,489.7	214,628.2	250,918.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	218,236.6	279,765.0	269,275.2
Program Total	424,726.3	494,393.2	520,193.2
FTE Positions	3,069.2	3,123.4	3,493.4

Strategic Issues:

Issue 1 ENROLLMENT GROWTH FUNDING

Educational Excellence

REQUEST: \$33.3 MILLION FOR AN ENROLLMENT GROWTH OF OVER 3,800 NEW FULL-TIME EQUIVALENT STUDENTS SINCE THE LAST APPROPRIATION FOR ENROLLMENT GROWTH IN FY 2009.

Northern Arizona University has responded to State and Arizona Board of Regent goals to increase the number of students graduating with baccalaureate degrees. Enrollment growth funding is the commitment the state has traditionally made to provide basic instructional support for students. Although the university recognizes the current economic constraints facing the state, this is the basic formula that allows the university to provide a quality experience consistent with the Constitutional mandate for “the instruction furnished (to) be as nearly free as possible.”

Issue 2 ARIZONA ARCHITECTURE

Arizona Architecture

REQUEST: \$3 MILLION FOR START-UP FUNDS FOR NORTHERN ARIZONA UNIVERSITY’S ARCHITECTURE FOCI. Three initiatives need a recurring base of support to develop in a manner that provides a cost-effective model for both the state and students:

- \$1 million for NAU-Yavapai to offer a quality, accelerated path to earning a bachelor’s degree in as little as three years with lower tuition
- \$1 million for NAU-Yuma for expanding its core academic programs and student support services
- \$1 million for joint admissions (2NAU) hiring advisors for each of the 15 community college partners. This is critical to providing a completely seamless transition to obtaining a bachelor’s degree

NAA 1.0	Program Summary
INSTRUCTION	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.

Description:

Northern Arizona University, a public, high-research activity university, serves more than 17,000 at its main campus in Flagstaff and at more than 34 sites across the state.

With its solid reputation as a university with all the features of a large institution but with a personal touch, NAU carefully balances teaching, scholarship and service with a faculty and staff dedicated to each student's success.

The emphasis is on undergraduate education, but you'll also find a wide range of graduate programs and research that extend to such national concerns as forest health and bioterrorism. NAU has carefully integrated on-campus education with educational opportunities online and at over 34 campuses and sites throughout Arizona, forming seamless avenues for students to earn degrees.

This Program Contains the following Subprograms:

- ▶ Overall Instruction
- ▶ Flagstaff and Statewide Instruction
- ▶ Yuma Instruction

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	110,326.3	117,286.9	152,320.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	68,107.5	84,231.6	80,144.3
Program Total	178,433.8	201,518.5	232,464.6
FTE Positions	1,538.3	1,473.3	1,805.2

NAA 1.1	Subprogram Summary
OVERALL INSTRUCTION	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To provide access, educational excellence, and graduate students to meet 2020 Vision goals for Arizona.

Description:

Northern Arizona University has a long history of providing access to students regardless of where they live or work in the State of Arizona. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship. In order to build upon and continue to strengthen NAU's core mission of providing a top-quality baccalaureate and graduate experiences, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation research opportunities, and a supportive advising and interactive experience.

◆ **Goal 1** To provide access and a quality educational experience for undergraduate students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	77	79	79
Number of Bachelor degrees granted	3,333	3,350	3,400
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 first-time, full-time freshmen.	4.6	4.6	4.6
Explanation: First-time, full-time freshmen			
Percentage first time full-time students graduating in 4 years or less.	30	31	31
Student/faculty ratio.	19:1	18:1	18:1
Percent of sophomores who rate their overall university experience as good or excellent.	96	96	96
Percent of sophomores who rate the quality of faculty instruction as above average.	NA	89	89
Explanation: Not available in FY 10			
Percent of seniors who are satisfied or very satisfied with the quality of instruction in general.	93	94	94

◆ **Goal 2** To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of undergraduate degree recipients in a research-related or capstone course.	79	79	79
Percent of seniors that report participating in any research or creative project with a faculty member, either in or outside of class.	37	38	38

◆ **Goal 3** To improve retention and timely graduation rates.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students returning to second year (first time, full time freshmen).	71	72	72
Percent of students graduating (6-year for first time, full time freshmen.)	49	51	51
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	58	59	59

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students graduating (4 year rate for upper division, full-time transfer students.)	68	70	70

◆ **Goal 4** To increase graduation rates

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Graduate degrees awarded at the master's level	1,697	1,725	1,725
Graduate degrees awarded at the doctoral level	45	50	50
Percent of master's degrees awarded to ethnic minority students	23	24	24
Percent of doctoral degrees awarded to ethnic minority students	18	20	20
Doctorate degrees awarded in the DPT category.	46	48	48

Explanation: Doctorate degrees awarded in the DPT category.

Graduate degrees granted (Statewide and Online only)	1,237	1,350	1,350
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Explanation: Graduate degrees granted (Statewide and Online only, includes masters and doctorates.)

NAA 1.2		Subprogram Summary
FLAGSTAFF AND STATEWIDE INSTRUCTION		
Pat Haeuser, Vice President		
Phone: (928) 523-7777		
A.R.S. § 15-1601		

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.

Description:

Improving student learning environment and college experience, focusing on student success, involving students in research opportunities, and promoting interdisciplinary pedagogy are key initiatives supporting university's strategic goal of being a learning-centered university. Additionally, enhancing technology-enabled learning environment, accelerating graduation time, and providing new access initiatives are important toward achieving student access, learning, persistence, and affordability.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	108,484.9	115,079.6	150,006.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	67,356.0	83,027.7	78,897.4
Program Total	175,840.9	198,107.3	228,904.0
FTE Positions	1,514.4	1,445.4	1,774.2

◆ **Goal 1** To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students enrolling in study abroad programs	3	3	3
Increase the number of historically underrepresented ethnic students	4,966	4,950	4,950
Increase the number of International students	593	590	590
Increase the number of Native American students.	1,128	1,130	1,130
Total degrees and certificates granted (includes all campuses).	5,759	5,775	5,825

Explanation: Total degrees and certificates granted (includes all campuses).

NAA 1.3 Subprogram Summary
YUMA INSTRUCTION
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

NAA 2.0 Program Summary
ORGANIZED RESEARCH
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To serve the higher educational learning needs of Yuma and the lower Colorado River Region.

Description:

NAU-Yuma offers a growing number of baccalaureate and masters degree programs, as well as a doctorate in Educational Leadership. Areas of study include biology, business, criminal justice, education, environmental science, nursing, psychology, sociology, social work and Spanish. In partnership with our Flagstaff campus we offer additional course options via interactive television and the web. Co-Located on the beautiful campus with Arizona Western College, NAU-Yuma is a student-oriented educational community, offering schedules designed for working students, smaller classes and individualized academic advising. NAU-Yuma now has a free Writing Center available to students, services include: consultation on writing issues, classroom visits, writing workshops, writing materials, and online resources.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,841.4	2,207.3	2,313.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	751.5	1,203.9	1,246.9
Program Total	2,592.9	3,411.2	3,560.6
FTE Positions	23.9	28.0	31.1

◆ **Goal 1** To provide access to higher education learning experiences for Yuma Arizona students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Arizona residents enrolled in undergraduate programs	580	575	575
Bachelor degrees granted to Yuma students.	148	150	150
Undergraduate degree programs offered	17	17	17
Graduate degree programs offered.	9	9	9
Percent of students graduating (6-year for first time, full time freshmen.)	83	75	75
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	88	82	82
Percent of students graduating (4 year rate for upper division, full-time transfer students.)	75	73	73

◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all Yuma students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent Hispanic graduate students enrolled	51	45	45
Hispanic student degrees awarded at YUMA, (does not include certificates). Explanation: Hispanic student degrees awarded at YUMA, (does not include certificates).	135	130	130
Percent increase of undergraduate applications at the YUMA campus	29	20	20
Percent of Hispanic undergraduate students at the Yuma campus.	65	67	67

Mission:

To foster opportunities for research, scholarship, and creative activity, and to ensure accountable and increase the prominence of the system's research enterprise so that it can contribute to the knowledge economy and improve the quality of life in Arizona.

Description:

Faculty, students, and staff at Northern Arizona University are actively engaged in their disciplines and in scholarly work, and NAU is known and recognized as the major research university producing basic and applied knowledge addressing the challenges of the interior western US. NAU graduates understand the nature of research, investigation, and original work, and are prepared to contribute such work to their communities and employers. NAU is nationally known as a center for first-rate undergraduate research and creative work.

This Program Contains the following Subprograms:

- ▶ Overall Organized Research
- ▶ Flagstaff and Statewide Organized Research
- ▶ Yuma Organized Research

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,920.2	2,412.6	2,412.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26,235.8	30,714.6	30,128.5
Program Total	29,156.0	33,127.2	32,541.1
FTE Positions	199.8	213.6	216.9

NAA 2.1	Subprogram Summary
OVERALL ORGANIZED RESEARCH	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To strengthen economic development, and research.

Description:

Northern Arizona University promotes the practice and integration of high-quality graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions research. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development.

◆ **Goal 1** To increase research capabilities and performance.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Dollar amount of proposals in Millions submitted.	96	90	90
Dollar amount of proposals awarded in Millions.	48	45	45
Total state research expenditures	2,289,700	3,000,000	3,000,000
Number of invention disclosures transacted	18	15	15
TRIF Return on Investment	4.76	4.25	4.25

◆ **Goal 2** To increase the amount of external support for research.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	7.45	10.9	10.9

NAA 2.2	Subprogram Summary
FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To advance knowledge and economic development through integrated, intentional research and scholarship on the Flagstaff campus and statewide.

Description:

Northern Arizona University's research and creative activities result in new knowledge and innovation that
 -strengthens the outstanding education provided by the university;
 -fosters the continued learning of faculty, staff and students;
 -and benefits the environmental, economic, and cultural vitality of our region and society.

The Flagstaff campus is where you will find linked graduate education and scholarship – strong master's degree programming with a clear professional and applied focus, select doctoral programs and primarily applied research. NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
(Thousands)			
General Funds	2,920.2	2,412.6	2,412.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26,235.8	30,714.6	30,128.5
Program Total	29,156.0	33,127.2	32,541.1
FTE Positions	199.8	213.6	216.9

◆ **Goal 1** To offer graduate programs contributing to research and innovation in Arizona

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Graduate students enrolled in Flagstaff's Master's level programs	1,641	1,700	1,700
Graduate students enrolled in Flagstaff's Doctoral level programs	373	375	375
Graduate degrees granted to Flagstaff students, (masters and doctorates).	489	475	475

◆ **Goal 2** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Graduate students enrolled in statewide Master's level programs	5,094	5,250	5,250
Graduate students enrolled in statewide Doctoral level programs.	146	140	140

NAA 2.3 Subprogram Summary
YUMA ORGANIZED RESEARCH
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To advance knowledge through integrated, intentional research and scholarship at NAU-Yuma.

Description:

NAU-Yuma, a branch campus is committed to developing resources related to its mission to provide baccalaureate and graduate programming for Yuma students, and growing knowledge that contributes to the growth and development of Yuma students and the southwestern Arizona economy and quality of life.

NAU-Yuma is offering a federally funded grant called "Preparing Rural Inclusive Special Educators" (PRISE) that pays participants for 5 out of 6 semesters for students focusing on special education. Sufficient funding to support 15 students was received.

- ◆ **Goal 1** To offer graduate programs which meet needs for graduate level instruction, and expand integrated, intentional research and scholarship.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Yuma Graduate students enrolled in Master's level programs.	246	250	250
Yuma Graduate students enrolled in Doctoral level programs	8	10	10

NAA 3.0 Program Summary
STUDENT SERVICES
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for a engaged social responsiveness in a global environment.

Description:

A variety of innovative programs have been designed to attract students and help them persist at NAU. Student services are primarily provided by the division of Enrollment Management and Student Affairs, which includes the following campus service programs and activities: Student Affairs Administration; Student Life; Residence Life; Unions and Student Activities; Student Health; Counseling and Testing; Disability Resources; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Gateway Student Success Center; Multicultural Student Center; and Educational Support Programs.

This Program Contains the following Subprograms:

- ▶ Overall Student Services
- ▶ Flagstaff and Statewide Student Services
- ▶ Yuma Student Services

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	14,420.8	16,095.3	16,269.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,052.9	82,164.4	79,858.6
Program Total	79,473.7	98,259.7	96,128.4
FTE Positions	377.2	422.5	431.3

NAA 3.1 Subprogram Summary

OVERALL STUDENT SERVICES

Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

NAA 3.2 Subprogram Summary

FLAGSTAFF AND STATEWIDE STUDENT SERVICES

Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To recruit and retain students through graduation.

Description:

Northern Arizona University seeks to promote academic and personal success. NAU will continue to develop and implement a variety of programming initiatives to enhance the undergraduate and graduate experience. These programming initiatives are designed to support an environment of learners and increase retention and graduation rates by concentrating in particular on the experience of first-year students.

◆ **Goal 1** To meet admissions and registration processing demands.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Undergraduate students admitted	24,336	25,000	25,000
Graduate students admitted	4,279	4,500	4,500

◆ **Goal 2** To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Orientation participants Transfer students	1,070	1,000	1,000
Orientation participants Freshmen students	3,683	3,750	3,750
Orientation for New Graduate Students	300	325	325

Mission:

To recruit and retain students and provide services leading to student success.

Description:

A variety of innovative programs have been designed to attract students and help them persist at NAU-Flagstaff. Residence Life and Dining Services collaborated to streamline business processes by combining housing and dining contracts. Enrollment Management Services provided campus visits for 4,946 students and guests; hosted 28 senior information sessions for 1,761 students and guests, hosted 58 nationwide College Fairs visiting 1,131 students and guests, processed over 26,000 applications; and hosted 37 on-campus tours with 822 students attending.

Between the two Learning Assistance Centers-north and south, Student Support Services provided 1,408 hours of tutoring, 65 hours of Supplemental Instruction and 29 Academic Success Workshops covering 11 topics. In addition, the LAC offers help with mathematics through individual appointments, has a walk-in math lab, In-Hall Tutoring and Online Tutoring.

Unions and Student Activities renovated space within the University Union to add a game room featuring billiards, video games and satellite television. Campus Recreation Services strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Students studying in statewide programs also have access to a broad array of student services. Many services are delivered on line, such as reviewing the university catalogs, buying books, planning a career, viewing degree progress, or improving study skills through tutoring and tips. Statewide also offers in-person service, and local NAU campus staff are trained to help students get the support and access needed.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	14,310.8	15,941.1	16,115.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,052.9	82,164.4	79,858.6
Program Total	79,363.7	98,105.5	95,974.2
FTE Positions	374.2	419.5	428.3

◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on the Flagstaff campus.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of new first time, full time students living in residence halls.	91	85	85
Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	47	40	40
Total number of students who were housed by Residence Life	7,221	7,000	7,000
Total number of students utilizing the Learning Assistance (tutoring) Center	5,043	4,200	4,200
Percent of new first time, full time students who live in Freshmen Connections housing.	85	82	82

◆ **Goal 2** To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total use/participation: Recreation Center visits	150,167	160,000	250,000
Explanation: Due to construction on the existing recreation center, counts were lower.			
Students use/participation: Fronkse Health Center visits	36,899	39,000	39,000
Explanation: Construction and closure caused a decrease in use numbers.			
Students use/participation: Wall Aquatic Center	42,546	43,000	43,000
Students use/participation: Counseling Center visits	4,893	4,500	5,000
Students use/participation: Outdoor recreation	5,217	5,200	5,200
Students use/participation: Intramural participants	3,921	4,000	4,000
Students use/participation: Multicultural Student Center participants	6,250	6,500	6,500
Number of Student Life registered organizations.	225	230	230
Total use of computer lab in Multicultural Student Center (MSC)	19,500	20,000	20,000

- ◆ **Goal 3** To support Flagstaff student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving financial aid by categories: Scholarships	5,880	5,900	5,900
Students receiving financial aid by categories: Waivers	775	800	800
Students receiving financial aid by categories: Grants	6,038	6,000	6,000
Students receiving financial aid by categories: Employment	3,040	3,100	3,100
Students receiving financial aid by categories: Loans	8,184	8,000	8,000

- ◆ **Goal 4** To support Statewide student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving financial aid by categories: Scholarships	615	600	600
Students receiving financial aid by categories: Waivers	155	160	160
Students receiving financial aid by categories: Grants	1,933	2,000	2,000
Students receiving financial aid by categories: Employment	25	20	20
Students receiving financial aid by categories: Loans	2,269	2,300	2,300

NAA 3.3		Subprogram Summary	
YUMA STUDENT SERVICES			
Pat Haeuser, Vice President			
Phone: (928) 523-7777			
A.R.S. § 15-1601			

Mission:

To recruit and retain students and provide services leading to student success.

Description:

NAU-Yuma is highly student centered and works with students to help them achieve educational and career goals. Student services staff are committed to making the learning experience easy to access and successful. Recently, NAU-Yuma has approved three student clubs/organizations: Psychology Club, Science Club and the Social Work Student Association.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	110.0	154.2	154.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	110.0	154.2	154.2
FTE Positions	3.1	3.0	3.0

- ◆ **Goal 1** To support NAU-Yuma student learning by providing financial support services to qualified students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students receiving financial aid by categories: Scholarships	169	150	150
Students receiving financial aid by categories: Waivers	11	15	15
Students receiving financial aid by categories: Grants	395	400	400
Students receiving financial aid by categories: Employment	29	25	25
Students receiving financial aid by categories: Loans	289	290	290

NAA 4.0	Program Summary
ACADEMIC SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To support quality student learning and to foster excellence in educational practices.

Description:

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through functions such as:

- (1) effective instructional design and pedagogy;
- (2) coordinating, assessing, and supporting academic programs to ensure close articulation of the offerings from various colleges and departments to ensure students fulfill general education and program learning expectations;
- (3) providing access to scholarly materials and other learning tools developed by the library;
- (4) providing for technology enhanced learning, and
- (5) internationalizing the campus.

NAU will be playing a key role in attracting and mentoring innovative and entrepreneurial scholars to be a part of a new fellowship program-The Bisgrove Scholars. "The Bisgrove Scholars program will help accelerate the university's work in environmental and ecological science and sustainability that is vital to Arizona's future," President Haeger stated. "NAU is well positioned to make this a highly visible and effective contribution to excellence and innovation in the general area of sustainable systems for the citizens and economy of Arizona."

This Program Contains the following Subprograms:

- ▶ Overall Academic Support
- ▶ Flagstaff and Statewide Academic Support
- ▶ Yuma Academic Support

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	19,504.8	20,918.5	22,000.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,746.1	17,716.0	16,804.0
Program Total	31,250.9	38,634.5	38,804.4
FTE Positions	268.4	287.7	306.0

NAA 4.1	Subprogram Summary
OVERALL ACADEMIC SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To provide the instructional support necessary to promote the practice and integration of high-quality undergraduate and graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge.

Description:

Academic support services support the educational and research goals of Northern Arizona University and its constituents. Academic support services include advising, academic assessment, e-learning, the graduate college infrastructure, the Cline Library, the information technology infrastructure environment, and many other services that support the instructional mission.

The university has upgraded its technology infrastructure including wireless installation for all academic buildings that support classes and full support of Share-Point, a collaborative and video conferencing tool making communication easier and more efficient.

- ◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total student's personal computer registrations	20,393	25,000	29,000
Academic Computing Help Desk total phone calls	37,2300	37,000	37,000
Academic Computing Help desk in-person visits	3,248	3,300	3,300
Total central computer lab and vlab logins	131,677	140,000	145,000
Total Course Management disk space, (in gigabytes)	1401 Gb	1539 Gb	1806 Gb

- ◆ **Goal 2** To ensure faculty expertise and institutional support for technology.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Grants awarded for instruction.	56	60	60
Value of grants awarded for instruction (in millions).	7.1	7	7

- ◆ **Goal 3** To provide opportunities for faculty growth and professional development.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of semester sabbaticals	23	19	20
Number of full year sabbaticals (fiscal)	33	15	18
Financial support for full year sabbaticals	1,416,590	647,779	777,335

NAA 4.2 Subprogram Summary
FLAGSTAFF AND STATEWIDE ACADEMIC SUPPORT
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Average turnaround time for user orders for material from Digital Archives	72 hours	72 hours	72 hours

Mission:

To offer exemplary academic support services to the Flagstaff campus and statewide communities.

Description:

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing support for Flagstaff students and students throughout the state.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	18,944.2	20,280.4	21,362.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,746.1	17,716.0	16,804.0
Program Total	30,690.3	37,996.4	38,166.3
FTE Positions	265.5	284.7	303.0

◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of users in the library	543,809	600,000	600,000
Number of hours students utilize collaborative work (group study) room	12,947	13,000	13,000
Number of campus network logins from the library's public computers	277,013	290,000	310,000
Explanation:	Decrease in network logins due to change in reporting process.		
Number of accesses to the library's licensed online resources	335,484	310,000	310,000
Number of electronic journal titles available	53,463	50,000	50,000
Number of accesses to electronic books	15,288	21,000	21,000
Number of items provided for NAU students, faculty and staff via Document Delivery Services	46,788	41,500	42,500
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
Number of individual student research consultations completed by library staff	354	325	350
Number of laptop check outs by students	11,399	13,000	14,000
Investment dollars in Cline Library licensed online resources	1,570	1,562	1,624
Number of streaming media titles used in courses	1,306	1,300	1,400

◆ **Goal 2** To select, digitize, and provide 24/7 access to Colorado Plateau resources located in the Library's Special Collections and Archives.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of items available to end users in the Colorado Plateau Digital Archives	75,000	75,000	80,000
*Number of digital objects unmasked and available to the end user, does not include digitized – but masked items.			
Number of accesses to the Digital Archives (in millions)	2	2	2
Number of courses and research initiatives supported by digital archival materials	125	130	130

NAA 4.3	Subprogram Summary
YUMA ACADEMIC SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.

Description:

NAU – Yuma, a branch campus of North-Yuma’s partnerships with Arizona Western College (Yuma and La Paz Counties) and Imperial Valley College (Imperial County) provide students an innovative, direct path to complete four-year programs. NAU also shares an academic partnership with Imperial Valley College (IVC) in California. Under the Arizona Board of Regents’ IVC students are able to take and transfer 6 credit hours at NAU-Yuma without having to pay out-of-state tuition fees.

NAU-Yuma is offering a federally funded grant for special education majors. The “Preparing Rural Inclusive Special Educators” grant (PRISE) will fund students 5 out of 6 semesters. If accepted, students must secure a position as an instructional assistant in Yuma or La Paz counties. To date, nearly 45 teachers have successfully moved into a professional career.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	560.6	638.1	638.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	560.6	638.1	638.1
FTE Positions	2.9	3.0	3.0

- ◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU YUMA faculty and students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Computer lab internet hookups	190	190	190
Explanation: New Measure			
NAU-YUMA and AWC academic libraries	1	1	1
Explanation: New Measure			

NAA 5.0	Program Summary
PUBLIC SERVICE	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

Description:

Northern Arizona University engages in a significant level of applied research and public service focused on the peoples and areas served. Examples of public service programs include the Arizona K-12 Center, KNAU-FM radio, the Institute for Human Development, the Civic Service Institute, the Institute for Tribal Environmental Professionals, the Institute for Native Americans, the Art Gallery, and other programs benefiting Arizona.

This Program Contains the following Subprograms:

- ▶ Overall Public Service
- ▶ Flagstaff and Statewide Public Service
- ▶ Yuma Public Service

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,996.0	4,737.1	4,737.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,936.7	29,880.9	29,103.3
Program Total	28,932.7	34,618.0	33,840.4
FTE Positions	156.4	175.8	178.9

NAA 5.1	Subprogram Summary
OVERALL PUBLIC SERVICE	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To engage with partners to address regional economic entrepreneurship, environmental stewardship, urban-rural social well-being, cultural understanding, and Native American priorities.

Description:

Northern Arizona University's faculty members, organized in departments, schools, research centers and institutes, act as a catalyst for service programs with various federal, state and local governments, school districts, and the private sector. NAU also shares knowledge, technical resources, and cultural and educational opportunities with communities throughout Arizona and the Colorado Plateau. NAU serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events. Alumni relations provide a medium through which alumni can contribute to the welfare of the University in the areas of advocacy, counsel, student recruitment and fund raising. NAU fosters a spirit of commitment and loyalty between alumni and the University; acquaints alumni with the progress and needs of the University; and communicates the needs of the alumni back to the University.

- ◆ **Goal 1** To further the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total Public Service Expenditures (in Millions.)	4.7	4.4	4.4
High demand Degrees, nursing, STEM degrees, (undergraduate level only).	594	592	590
Explanation: High demand Degrees, nursing, STEM degrees, (undergraduate level only).			

- ◆ **Goal 2** To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Face Book Fans on the official Alumni Relations page	9,400	13,000	15,000
Explanation: Change in Measure			
Number of volunteer hours.	422	504	504

NAA 5.2	Subprogram Summary
FLAGSTAFF AND STATEWIDE PUBLIC SERVICE	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To support innovation, volunteerism, and engagement in our communities and to use the university's abundant artistic and civic service resources to enhance our engagement with the community and the world.

Description:

Northern Arizona University promotes scholarship that increases engagement with local communities and addresses key global challenges and partner with individuals, institutions, and communities to advance renewable resources and sustainable practices. Northern Arizona University also serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events. NAU participated in a joint art exhibit in the Beasley Gallery involving students from Sendai, Japan.

The Civic Service Institute (CSI) enhances the quality of life in Arizona and the Southwest Region by engaging persons to volunteer, contributing their time which enhances their skills, serving others with needs and helping non-profit organizations meet critical community needs.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,936.7	29,880.9	29,103.3
Program Total	23,936.7	29,880.9	29,103.3
FTE Positions	156.4	175.8	178.9

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	4,996.0	4,737.1	4,737.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,996.0	4,737.1	4,737.1
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Department of Theater season performances.	37	40	40
Music concerts scheduled.	32	33	33

- ◆ **Goal 2** To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total Civic Service Institute Volunteer Hours	395,290	400,000	400,000
Explanation: Change in Measure			
Collaborating Agencies under the Civic Service Institute	250	250	300
Number of participating volunteers	1,750	1,800	1,800
Explanation: New Measure			
Number of individuals benefited by CSI services.	5,000	5,500	5,500
Explanation: New Measure			

NAA 5.3	Subprogram Summary
YUMA PUBLIC SERVICE	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To develop structures and practices that promote ties between NAU-Yuma and local business, industry, and cultural connections.

Description:

NAU-Yuma is highly engaged in the community. They are continually developing undergraduate research projects that address issues relative to the region, as well as internships and service learning opportunities with local companies and agencies. NAU-Yuma works in collaboration with other institutions of higher education and the community to ensure that workforce and civic educational needs of the community are met.

A new community effort began November 2008 called, "What is One Book Yuma?" This is a joint literacy effort to encourage people to read and contemplate the same book, and come together to discuss it in a variety of settings. Be part of a community reading project that touches on one of the most important issues of our part of the country and the world. The latest book NICKEL & DIMED, authored by Barbara Ehrenreich is described as, "The sharpest and most original social critic goes "Undercover" as an unskilled worker to reveal the dark side of American prosperity."

Sponsors include: NAU, AWC, Yuma County Library District, Yuma Reading Council, The Yuma Arizona Sun and Yuma Friends of Yuma County Libraries.

◆ **Goal 1** To increase the workforce development with local business and NAU-YUMA.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Town Hall Economic series Meetings held in Yuma	1	1	1
Number of undergraduate programs offered	17	17	17
Number of Arizona Western College transfer students who attend NAU	402	375	375

NAA 6.0	Program Summary
INSTITUTIONAL SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To continuously improve institutional effectiveness and organizational performance.

Description:

NAU-Yuma is in the early stages of development as a branch campus of Northern Arizona University. In the past, institutional support functions for NAU-Yuma were handled by the central Northern Arizona University offices. These functions will evolve at NAU-Yuma during the next two years.

This Program Contains the following Subprograms:

- ▶ Overall Institutional Support
- ▶ Flagstaff and Statewide Institutional Support

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	54,321.6	53,177.8	53,177.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,157.6	35,057.5	33,236.5
Program Total	77,479.2	88,235.3	86,414.3
FTE Positions	529.0	550.5	555.0

NAA 6.1	Subprogram Summary
OVERALL INSTITUTIONAL SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To ensure financial stability and growth.

Description:

NAU works to provide accountability for institutional performance through development of sensible and meaningful measurements, best practices, and goals, to strengthen budgetary and financial performance to achieve financial accountability and transparency, and to reward progress toward university goals and priorities.

- ◆ **Goal 1** To optimize use of financial resources through sound financial management practices.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Financial ratios: State Appropriations/ Total Expenses (in percent)	36.45	35.79	34.86
Financial ratios: Tuition and Fees/ Total Expenses (in percent)	34.30	34.98	35.68
Financial ratios: Total debt service/total expenses (in percent)	6.47	6.68	6.42
Financial ratios: Available Assets/ General Liabilities (in percent)	3.9	4.10	4.30
Institutional Operations as a percent of State Operating Budget for NAU	18.24	17.85	16.61
General oversight as a percent of state Operating Budget for NAU	.53	.46	.43
Administration as a percent of total budget	2.19	2.61	2.24
Percent of agency staff turnover	14	13	13

- ◆ **Goal 2** To cultivate a culture of philanthropy among faculty, staff, students, parents, and alumni. To increase NAU's financial resources through private giving.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Alumni donors	3,848	4,232	4,443
Faculty and staff donors	473	520	576
Parent donors	885	973	1,022
Other organizations donating to NAU	876	964	1,012
Other individuals.	4,444	4,888	5,132
Contributions by individuals (in thousands)	3,641	4,005	4,205
Contributions by organizations (in thousands)	3,952	4,347	4,564
Total giving (in thousands)	7,593	8,352	8,770

NAA 6.2	Subprogram Summary
FLAGSTAFF AND STATEWIDE INSTITUTIONAL SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

*To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to advance NAU's mission by anticipating and providing exceptional services to the Flagstaff campus and statewide communities.
6.2 AND 6.3 (YUMA) substitute subprogram.*

Description:

Institutional Support services include the Affirmative Action Office, Capital Assets, the Comptroller's office, Human Resources, and many other offices committed to ensuring the university functions effectively and efficiently.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	54,321.6	53,177.8	53,177.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,157.6	35,057.5	33,236.5
Program Total	77,479.2	88,235.3	86,414.3
FTE Positions	529.0	550.5	555.0

- ◆ **Goal 1** To enhance the safety and the learning/working environment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issue contacts.	2,667	2,670	2,670
People served by the Office of Employee Assistance and Wellness	4,266	4,869	4,869
Programs offered by the Office of Employee Assistance and Wellness	161	166	166
Internal audits conducted	8	8	8

- ◆ **Goal 2** To improve the physical living, working, and learning environment.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
State appropriations for building renewal (in millions.) No funds were received for FY10, still predictable for future years.	0	11.9	12.4
Operation and maintenance of plant, (in millions.)	19.6	16.0	16.0

UAA 0.0	Agency Summary
UNIVERSITY OF ARIZONA - MAIN CAMPUS	
Dr. Robert N. Shelton, President	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a land-grant, doctoral research university ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 38,767 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 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	246,002.5	288,192.3	318,320.2
➤ ORGANIZED RESEARCH	301,081.3	297,292.8	301,158.6
➤ PUBLIC SERVICE	27,259.7	27,659.8	28,027.1
➤ ACADEMIC SUPPORT	70,461.6	67,140.6	67,342.8
➤ STUDENT SERVICES	463,619.1	481,171.4	487,052.2
➤ INSTITUTIONAL SUPPORT	199,783.9	233,076.8	234,495.2
➤ COLLEGE OF AGRICULTURE AND LIFE SCIENCES	103,166.1	104,023.2	104,822.4
➤ UNIVERSITY OF ARIZONA SOUTH	5,544.9	6,342.0	6,413.9
Agency Total:	1,416,919.1	1,504,898.9	1,547,632.4

Funding and FTE

Summary: (Thousands)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	497,164.9	519,568.7	548,801.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	919,754.2	985,330.2	998,830.7
Program Total	1,416,919.1	1,504,898.9	1,547,632.4
FTE Positions	5,406.3	5,255.3	5,360.1

Strategic Issues:

Issue 1 *Prepare Arizona's Youth and Ensure Access and Opportunity*

We will collaborate with educational partners (P-14) to prepare students for University success and support education in Arizona by preparing more teachers, especially in STEM fields, while targeting underserved areas first. We will improve access by increasing enrollments and financial aid, both need and merit-based. We will serve our growing student population by providing integrated state-of-the-art technological support.

Issue 2 *Engage and Graduate Students Who Will Contribute to the State, Nation, and World*

We will educate all of our students to become creative, productive, and engaged members of society by providing solid grounding in core skills, broad knowledge across disciplines, expertise in areas of special focus, and the ability to generate, evaluate, and integrate new knowledge. We will respond to the State's shortages of health care providers by expanding educational programs in high priority areas. In doing so, we will expand course and major availability, improve retention and graduation rates, and improve our communications infrastructure.

Issue 3 *Provide World-Class Research That Improves the Human Condition in Arizona and Beyond*

We will build on our national leadership in interdisciplinary and collaborative research and lead the nation in research and outreach activities that are critical to our State's future, with particular emphasis on the following areas: climate, environmental, water and energy sustainability; Southwest, native American, borderlands, and Latin American studies; biosciences and biotechnology; optics; space exploration and observation; creative arts, languages and language acquisition; law, public policy and entrepreneurship; biomedical and behavioral health; and youth development programs.

Issue 4 *Engage the People of Arizona*

We will contribute to the richness and vibrancy of the community, serve as an incubator and magnet for talent, develop partnerships with public, private, and non-profit sector organizations, and share research with and provide direct services to the people of Arizona through technology transfer, Cooperative Extension programs, development of the Phoenix Biomedical Campus, and provision of clinical health care services throughout the state, to name a few.

UAA 1.0	Program Summary		
	INSTRUCTION		
	Rick Kroc, Associate Vice Provost		
	Phone: (520) 621-8543		
	A.R.S. § 15-1601		

Mission:

To maximize the delivery of academically sound instruction in a coordinated manner with the University's academic colleges, schools, departments, and centers.

Description:

This program coordinates the delivery of instruction throughout the University. Its other responsibilities include oversight of: academic support programs; transfer articulation; advising; major-exploration programs for undecided and transitional students; and the University's interdisciplinary degree programs.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	185,420.2	240,648.0	269,797.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	60,582.3	47,544.3	48,523.2
Program Total	246,002.5	288,192.3	318,320.2
FTE Positions	459.1	257.6	262.3

◆ **Goal 1** To increase productivity, efficiency, and effectiveness

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 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)	72	75	75
Total number of degrees granted	7,596	7,840	8,091
Bachelors degrees granted	5,785	5,970	6,162
Masters degrees granted	1,220	1,260	1,300
First Professional degrees granted	161	166	171
Doctorate degrees granted	430	444	458
Average number of years taken to graduate for students who began as freshmen	4.5	4.4	4.4
Administration as a percent of total cost	2.2	2.0	1.8
Agency staff turnover (percent)	12.8	14.5	14.5
Gifts, grants, and contracts (millions)	411	432	455
Grants and contracts expenditures (millions)	309	325	342

◆ **Goal 2** To improve student persistence and graduation rates over time.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Freshmen returning for the second year (percent)	77	78	80
Full-time lower-division transfer five-year graduation rates (percent)	58	59	60
Full-time upper-division transfer four-year graduation rates (percent)	69	70	71
Six-Year graduation rate.	58	59	60

UAA 2.0	Program Summary		
	ORGANIZED RESEARCH		
	Rick Kroc, Associate Vice Provost		
	Phone: (520) 621-8543		
	A.R.S. § 15-1601		

Mission:

To provide effective and transparent promotion and support for the research and graduate-education efforts of University of Arizona faculty and staff and to encourage practices that minimize risks to our investigator-scholars, to human and animal research subjects, and to the University.

Description:

The University of Arizona through its organized research unit provides critical world-class research and discovery, intensive and relevant graduate education, and connects its activities with the community's needs especially as we aspire to become one of the ten best public research universities. The University's organized research unit also fosters technology transfer and connection to the business community, with a particular emphasis on promoting a thriving economy and high quality of life for Arizona. The organized research unit also serves as the administrative home for most of the University's public museums.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	30,776.0	22,686.4	22,686.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	270,305.3	274,606.4	278,472.2
Program Total	301,081.3	297,292.8	301,158.6
FTE Positions	1,572.6	1,604.0	1,636.1

◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total Research & Development Expenditures in thousands	429,166	451,483	474,690
National Science Foundation Research ranking (publics)	N/A	15	15

◆ **Goal 2** To form a bridge connecting the University with the private sector and expand its engagement with regional, national, and international business communities, and build philanthropic support for the University and its partners.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Office Tech Transfers.	6	7	8
Entrepreneurial Startups	7	8	5

UAA 3.0	Program Summary
PUBLIC SERVICE	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To make knowledge generated at the University of Arizona more accessible and more relevant to Arizona's citizens, to the nation at large and to the global community, and to inspire in each of these connections the parallel desires to learn and to create beneficial change, both in partnership with the University of Arizona.

Description:

The Office for Academic Outreach facilitates the efforts of University of Arizona faculty in integrating their teaching, research, and service missions, and in translating and advancing those efforts to broader audiences. Outreach does not exist as an independent administrative function; rather, it serves the efforts of University faculty across the departments and colleges, and helps create the opportunity for impact in our communities and abroad.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,616.4	3,655.3	3,655.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,643.3	24,004.5	24,371.8
Program Total	27,259.7	27,659.8	28,027.1
FTE Positions	199.2	202.7	206.9

◆ **Goal 1** To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of students in Study Abroad and Exchange programs	2,000	2,100	2,200
Number of undergraduate international students	980	1,020	1,075
Number of graduate international students	1,462	1,470	1,475

◆ **Goal 2** To facilitate and assure the University's mandate of service, partnership, and the sharing of knowledge which most clearly expresses the distinguishing nature of land grant universities.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of People Served by Cooperative Extension (in thousands)	334	325	325
Number of volunteer hours generated in Agriculture	159,998	140,000	140,000

UAA 4.0	Program Summary
ACADEMIC SUPPORT	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University supports its academic mission.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	57,445.6	53,925.6	53,925.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,016.0	13,215.0	13,417.2
Program Total	70,461.6	67,140.6	67,342.8
FTE Positions	124.4	126.9	129.4

◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Academic programs reviewed for quality and effectiveness	14	21	20
Dollars internally reallocated to priority academic units (in thousands of dollars)	5,417	5,300	5,000

◆ **Goal 2** To support electronic teaching, learning, and course administration via centrally provided applications including WebCT, Desire2learn, caucus, POLIS, WebBoard, FrontPage and MOO.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
TBD	TBD	TBD	TBD

◆ **Goal 3** To acquire and/or provide access to information resources and services appropriate to research university users via the most cost-effective means.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Resources (print and non-print) circulated from the collection.	395,631	382,300	375,000
Resources (print and non-print) used in the library.	122,097	117,186	107,811
Electronic Resources used on-site and remotely. (in the millions)	10	11	11

UAA 5.0	Program Summary
STUDENT SERVICES	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	10,472.7	13,266.0	13,266.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	453,146.4	467,905.4	473,786.2
Program Total	463,619.1	481,171.4	487,052.2
FTE Positions	2,076.7	2,070.3	2,111.7

◆ **Goal 1** To admit a freshman class well-prepared for University work.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Quality of freshman class based on: high school grade point average	3.4	3.5	3.5
Quality of freshman class based on: SAT scores	1,103	1,110	1,110

◆ **Goal 2** To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Students reporting binge drinking in last year (survey done biannually) (percent)	40	39	38
Students reporting tobacco use in the last 30 days (percent)	21	20	19

UAA 6.0	Program Summary
INSTITUTIONAL SUPPORT	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	153,992.6	129,788.9	129,872.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45,791.3	103,287.9	104,622.3
Program Total	199,783.9	233,076.8	234,495.2
FTE Positions	454.0	463.1	472.4

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Endowment Assets (in thousands)	337,560	365,473	394,501
Annual Giving (in thousands)	94,358	97,189	100,104

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	27	28	28
UA Life & Work Connections contacts per year	13,198	14,500	15,500

UAA 7.0 Program Summary	
COLLEGE OF AGRICULTURE AND LIFE SCIENCES	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within six general subject areas: animal systems; environment and natural resources; family, youth, and community; human nutrition; food safety and health; marketing, trade, and economics; and plant systems. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees. Faculty members generally have joint appointments in a parallel Agricultural Experiment Station.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	50,304.8	50,375.7	50,375.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	52,861.3	53,647.5	54,446.7
Program Total	103,166.1	104,023.2	104,822.4
FTE Positions	515.9	526.2	536.7

◆ **Goal 1** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Degrees/FTE faculty (T/TE)	4.3	4.5	4.5
Majors/FTE faculty (T/TE)	21	22	22
External funding obtained/FTE Faculty (T/TE)	221,715	250,000	275,000
SCH/Faculty FTE (T/TE)	433	455	477

◆ **Goal 2** To graduate as many well qualified students as possible.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Undergrad Degrees granted (Bachelors)	566	584	602
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	106	109	112

◆ **Goal 3** To partner with and serve the people of Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Volunteer hours generated in Agriculture.	159,998	140,000	140,000
Number of People served by Cooperative Extension	333,812	325,000	325,000

UAA 8.0 Program Summary	
UNIVERSITY OF ARIZONA SOUTH	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide high quality, accessible educational opportunities to communities throughout Southern Arizona.

Description:

UA South addresses the needs of individual who are place bound or who desire to fulfill their higher education goals in an atmosphere different than the Main Campus. UA South provides quality upper-division and graduate programs designed to fulfill the educational and career goals of its students. UA South offers undergraduate degree programs through "2 + 2" partnerships with Arizona community colleges, primarily Cochise College and Pima Community College. Two Masters Degree programs are available. Programs are offered at five locations in southeast Arizona. Specific community-based classes may be offered at other locations throughout southeastern Arizona. The Faculty at UA South has incorporated distance learning into the curriculum, offering courses via interactive television and through the Internet.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	5,136.6	5,222.8	5,222.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	408.3	1,119.2	1,191.1
Program Total	5,544.9	6,342.0	6,413.9
FTE Positions	4.4	4.5	4.6

◆ **Goal 1** To increase student FTE and retention

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Student FTE	491	500	520

◆ **Goal 2** To attain a level of tenure/tenure eligible faculty that is effective in providing students.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Degrees/FTE faculty (T/TE)	5.5	5.5	5.8
Majors/FTE faculty (T/TE)	21	23	25
External funding obtained/FTE Faculty (T/TE)	5,524	10,000	10,000
SCH/Faculty FTE (T/TE)	1,130	1,186	1,245

◆ **Goal 3** To graduate as many well-qualified students as possible.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Undergrad Degrees granted (Bachelors)	60	62	64
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	17	18	19

UHA 0.0	Agency Summary
UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER	
Dr. Robert N. Shelton, President	
Phone: (520) 621-7766	
A.R.S. § 15-601	

Mission:

To provide distinguished undergraduate, graduate, and professional health sciences education; to engage in basic and applied research of regional, national, and international significance; to create and disseminate knowledge; and to seek to integrate creative achievement into everyday life.

Description:

The Arizona Health Sciences Center (AHSC) in Tucson is the State's only academic health sciences center. It provides the State and its people education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, Phoenix Medical Campus, University Medical Center, and university physicians. AHSC serves as the core of a broad network of State-wide health services, health education, health restoration, health promotion, and illness prevention.

Agency Summary:

Program	(\$ Thousands)		
	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
➤ INSTRUCTION	98,008.1	103,547.2	108,079.3
➤ ORGANIZED RESEARCH	127,689.0	130,205.6	132,147.8
➤ PUBLIC SERVICE	19,038.2	19,324.3	19,596.6
➤ ACADEMIC SUPPORT	34,584.8	32,671.2	32,869.2
➤ STUDENT SERVICES	15,405.4	15,540.6	15,751.9
➤ INSTITUTIONAL SUPPORT	1,725.5	1,593.1	1,593.2
➤ COLLEGE OF MEDICINE, PHOENIX CAMPUS	20,472.3	22,540.5	34,668.1
Agency Total:	316,923.3	325,422.5	344,706.1

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	95,289.1	98,493.1	114,121.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	221,634.2	226,929.4	230,585.0
Program Total	316,923.3	325,422.5	344,706.1
FTE Positions	1,861.8	1,899.0	1,936.8

Strategic Issues:

Issue 1 Providing a Health Workforce to Meet the State's Changing Needs and Expectations

Providing distinguished undergraduate, graduate and professional health sciences education is crucial to increasing recruitment to fulfill the growing demand for physicians, nurses, pharmacists and allied health professionals throughout the State. Cooperative relationships with community colleges within Arizona can be enhanced and expanded with multidiscipline-teaching models at AHSC and the other institutions of learning in Arizona; models that would provide the strategic planning basis for statewide education in the allied health professions.

Issue 2 Enhancing the Leadership Role of AHSC in Biomedical Research

Engaging in basic and applied scholarly research in scientific matters critical to state, regional, national and international populations demands major contributions in multidisciplinary research and education as they pertain to the basic understanding, prevention, diagnosis and treatment and control of various diseases and debilitating conditions. Such contributions will require initiating new programs in discovery, design and development of innovative medications that will lead to groundbreaking therapies. Extramural funding

and laboratory space to support a leader in biomedical research will have to be found by providing opportunities for collaboration with the burgeoning biotechnical and biosciences industries.

Issue 3 Serving the Health Care Needs of the People of Arizona

Initiating through a multidisciplinary approach new programs for more effective health care delivery and the promotion of health throughout the State will necessitate advanced educational and training programs for health care professionals, health-care industry personnel and the public.

Issue 4 Achieving an Environment and Culture that Supports All Members of the University Community

Increasing professional development opportunities for all employees within AHSC and the University will contribute to the interaction and collaboration with community members and business partners throughout Arizona. Focusing on the excellence of each diverse individual and the contributions brought by such diversity furthers the collaborative, multidisciplinary process and creates an atmosphere where enormous strides can and will be made.

Issue 5 Serving a Diverse Population

The University must ensure a rich mix of cultural, ethnic, social, and racial backgrounds and viewpoints among its students, faculty, staff, and administrators. Improving this mix will enhance the quality of the student experience on campus and better prepare students to be responsible and productive members of the emerging global society.

UHA 1.0	Program Summary
INSTRUCTION	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide top-quality health sciences educational programs at the undergraduate, graduate, and professional levels that will attract and graduate an excellent and diverse student body.

Description:

The Arizona Health Sciences Center (AHSC) offers professional programs leading to the M.D., graduate degrees in many of the medical sciences, B.S.N., M.S., Ph.D., ADN-MS, Pharm.D., Masters in Public Health (MPH), DrPH, and B.S. with a major in health education. The AHSC provides students with the knowledge, skills, and attitudes basic to the provision of health services. It also provides education and training programs for undergraduate students, graduate students, residents, fellows, and other health professionals.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	46,426.4	51,039.0	54,627.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51,581.7	52,508.2	53,452.3
Program Total	98,008.1	103,547.2	108,079.3
FTE Positions	479.5	489.1	498.8

- ◆ **Goal 1** To attain a level of tenured/tenure eligible faculty that is effective in providing students with the high quality of instruction they deserve. Were unable to delete measures 1 & 2. They are duplicates of Goal 2 measures 1,5,6)

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Degrees Granted BA/BS and MA/MS	562	580	599
Number of degrees granted-PhD	41	42	43
SCH/Faculty FTE (T/TE)	242	254	267
Majors/FTE faculty (T/TE)	10	11	12
External funding obtained/FTE Faculty (T/TE)	416,905	437,750	459,638
Degrees/FTE faculty (T/TE)	2.5	2.7	2.8

- ◆ **Goal 2** To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of degrees granted MA/MS	117	121	125
Graduating seniors who rate their overall experience as good or excellent	97	98	98
FT UG students enrolled per semester in 3 or more primary courses with ranked faculty (percentage)	75	78	78
Total number of degrees granted	795	820	847
Bachelor degrees granted	445	459	474
First Professional degrees granted	192	198	204
Doctorate degrees granted	41	42	43
Average number of years taken to graduate for students who began as freshman	4.7	4.5	4.5
Administration as a percent of total cost	2.2	2.0	1.8
Agency Staff Turnover	15.9	16.6	16.6
Gifts, grants, and contracts (millions)	190	199	210
Grants and contracts expenditures (millions)	145	152	160

UHA 2.0	Program Summary
ORGANIZED RESEARCH	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide high quality multidisciplinary biomedical research in areas important to the health care community and public; to promote the application of economics and socio-behavioral sciences to pharmaceutical research, education and service; to make available to trainees leading edge knowledge and the most modern technology; to promote healthier lifestyles through education of the public; and to provide service to state and federal agencies and the private sector.

Description:

The organized research centers are specifically organized to produce interdisciplinary clinical and basic biomedical research and to provide support for the undergraduate, graduate, and outreach educational programs. They are supported almost entirely by external federal and private sector funding. Their major areas of emphasis include: interdisciplinary research; education of the public, training of health professionals and scientists; patient services; provision of regional resources for research, disease diagnosis, patient care, education, and disease prevention and control; and technology development.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	3,925.8	3,542.4	3,542.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	123,763.2	126,663.2	128,605.4
Program Total	127,689.0	130,205.6	132,147.8
FTE Positions	832.4	849.1	866.1

- ◆ **Goal 1** To promote excellence in basic and clinical research, patient care, education, and training.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	414	422	430
Patients rating physician skill as excellent in satisfaction survey (percent)	90.2	90.1	90.2

- ◆ **Goal 2** To establish a stable funding base to support research, education, and service activities

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Total Research & Development Expenditures in thousands	157,766	165,970	174,600

- ◆ **Goal 3** To provide education and training programs for regional, national, and international health care professionals, health care industry personnel, and the public.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Training programs/workshops/lectures	101	110	115

UHA 3.0	Program Summary
PUBLIC SERVICE	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide the citizens of the State of Arizona access to poison and medication-related emergency treatment assistance and to develop a rural telemedicine network that can improve rural health care.

Description:

The Arizona Poison and Drug Information Center serves as a repository of comprehensive information, knowledge and expertise regarding poisons and toxic exposures. A high priority is to provide access for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities. Telemedicine is the use of computers, video imaging, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities and State institutions.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	2,767.6	2,800.8	2,815.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,270.6	16,523.5	16,780.8
Program Total	19,038.2	19,324.3	19,596.6
FTE Positions	130.6	133.2	135.8

◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Poison Control call volume per year (in thousands)	60	65	70
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center.	Yes	Yes	Yes

◆ **Goal 2** To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Telemedicine Clinical consultations	126,408	130,000	130,000

UHA 4.0	Program Summary
ACADEMIC SUPPORT	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8243	
A.R.S. § 15-1601	

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University of Arizona Health Sciences Center supports its academic mission.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	25,466.7	23,383.2	23,408.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,118.1	9,288.0	9,461.0
Program Total	34,584.8	32,671.2	32,869.2
FTE Positions	269.6	275.0	280.5

◆ **Goal 1** To offer education programs that meet standards of excellence

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students passing Step 1 of the US Medical Licensing Exam on the first try	89	92	93
Percent of Students passing Step II of the US Medical Licensing Exam on the first try.	95	95	95

◆ **Goal 2** To assure access to information resources in the health sciences on-site and off-site.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Resources (print and non-print) circulated from the collection.	25,592	22,039	18,979
Resources (print and non-print) used in the library (in thousands)	13.4	9.9	7.4

◆ **Goal 3** To teach students and faculty the most effective methods of accessing and managing health sciences information

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of Classes/workshops taught	767	700	710
Number of participants classes/workshops	6,791	6,198	6,286

UHA 5.0	Program Summary
STUDENT SERVICES	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-601	

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,720.0	1,693.0	1,693.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,685.4	13,847.6	14,058.9
Program Total	15,405.4	15,540.6	15,751.9
FTE Positions	108.9	111.0	113.2

◆ **Goal 1** To enroll students well prepared for AHSC work.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Number of students enrolled in pre-pharmacy	537	554	572
Number of students enrolled in pre-nursing	651	671	694

◆ **Goal 2** To enroll diverse students using the diverse in its broadest meaning.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
% Undergraduate Minority Students	42	43	44
Perhaps % Graduate & First Professional Minority Students	32	33	34

UHA 6.0	Program Summary
INSTITUTIONAL SUPPORT	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-601	

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	1,715.9	1,583.4	1,583.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9.6	9.7	9.8
Program Total	1,725.5	1,593.1	1,593.2
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Endowment Assets (in thousands)	142,678	154,475	166,745
Annual Giving (in thousands)	53,733	55,345	57,000

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	25	26	26

UHA 7.0 Program Summary	
COLLEGE OF MEDICINE, PHOENIX CAMPUS	
Rick Kroc, Associate Vice Provost	
Phone: (520) 621-8543	
A.R.S. § 15-1601	

Mission:

To provide medical students with the knowledge, skills, and attitudes basic to the practices of medicine; to provide education and training programs for residents, graduate students, fellows, and other health professionals and practicing physicians; to work with clinical affiliates to teach and model interprofessional health care delivery; to make contributions to biomedical research; to model and promote innovations in patient care and disease prevention and cure, including utilization of the multidiscipline health care team approach; and to use biomedical informatics and work with industry to address quality and cost of health care.

Description:

The College of Medicine-Phoenix offers a professional program leading to the M.D. degree and graduate degree programs. The COM-PHX also supports the education of other health professionals and the public. The educational program leading to the M.D. degree is conducted at the Phoenix Biomedical Campus and at clinical sites located in Phoenix, Tucson, and throughout the State. The faculty members conduct research programs in molecular biology, clinical translational science, medical education, therapeutics, prevention, and clinical outcomes. It is a rapidly evolving leader in biomedical informatics and health care education and this will translate into a high quality education program regarding health care issues for all in the State and critically enhancing and improving on delivery of care to our citizens.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request
General Funds	13,266.7	14,451.3	26,451.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,205.6	8,089.2	8,216.8
Program Total	20,472.3	22,540.5	34,668.1
FTE Positions	40.8	41.6	42.4

◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Percent of students passing Step I of the United States Medical Licensing Exam on the first try. (in Percent)	96	96	96
Percent of students passing Step II of the United States Medical Licensing Exam on the first try	N/A	N/A	N/A

◆ **Goal 2** To provide educational experiences that promote lifelong learning, critical thinking skills, and career decisions for the breadth of disciplines needed throughout our State, emphasizing cultural competency and diversity.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	22	25	30
Total Research & Development Expenditures in thousands	9,227	9,707	10,212

◆ **Goal 3** To attract and maintain a diverse, highly qualified faculty that understands and delivers the complex training necessary for our next generation of physicians in addition to functioning as excellent leaders and collaborators with the diverse and excellent infrastructure of investigative research presently ongoing within the State and region.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
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Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	25	29	29

◆ **Goal 4** To be the leader for the State's citizens in designing, mentoring, and monitoring all facets of health care delivery in society and to offer an education milieu to share this information with the populace

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate
Training programs/workshops/lectures	33	40	40

VSA 0.0	Agency Summary
ARIZONA DEPARTMENT OF VETERANS' SERVICES	
Joey Strickland, Director	
Phone: (602) 255-3373	
A.R.S. §§ 41-601 et seq.	

Mission:

To enrich and honor Arizona's veterans and their families through education, advocacy, and service.

Description:

The core business of the Arizona Department of Veterans' Services (ADVS) is assisting veterans and their eligible dependents obtain federal entitlements, such as VA claims for disability, pension and insurance. All other agency services are derived from this central premise. ADVS's largest Division is the Arizona State Veteran Home in Phoenix, a self-funded skilled nursing facility that provides long-term care services to veterans and their spouses. A second nursing facility in Tucson is currently under construction and will be operational by September, 2011. The Department also serves as financial guardian and/or conservator to incapacitated veterans and their eligible dependents, typically when their families are unable to provide that service for themselves. ADVS operates a state veteran cemetery in Sierra Vista. ADVS is designated as the State Approving Agency and thus, works with institutions that provide education and training to veterans with educational benefits. ADVS also administers the "Troops to Teachers" program to help military personnel transition to new careers as public school teachers.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ ADMINISTRATION	4,684.7	5,566.4	4,106.3	4,106.3
➤ VETERANS' CONSERVATORSHIP / GUARDIANSHIP	1,350.5	1,251.8	1,251.8	1,251.8
➤ VETERANS' SERVICES	2,978.4	2,942.6	2,942.6	2,942.6
➤ STATE VETERANS' HOMES	18,739.0	30,914.6	19,288.8	16,959.8
➤ STATE VETERANS' CEMETERIES	391.1	397.3	397.3	397.3
Agency Total:	<u>28,143.7</u>	<u>41,072.7</u>	<u>27,986.8</u>	<u>25,657.8</u>

Funding and FTE Summary:

(Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	9,164.6	5,392.7	5,392.7	5,392.7
Other Appropriated Funds	14,219.6	17,717.1	17,717.1	17,717.1
Other Non Appropriated Funds	4,759.5	17,962.9	4,877.0	2,548.0
Program Total	<u>28,143.7</u>	<u>41,072.7</u>	<u>27,986.8</u>	<u>25,657.8</u>
FTE Positions	<u>346.3</u>	<u>368.3</u>	<u>368.3</u>	<u>368.3</u>

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 (PTS) are often more difficult to diagnose and treat. Other states are committing resources to provide care for veterans, especially for National Guard and Reservists with these types of injuries. Compounding the problem, some PTS symptoms do not manifest themselves for up to 20 years after the event.

While the U.S. Department of Veterans Affairs (VA) has formed polytrauma

units to speak to the unique needs of severely wounded personnel, the Department must provide long-term care for much younger veterans who may require care for several decades. The traditional long-term care services provided by state veteran homes will not meet the needs of these types of disabled veterans.

Issue 2 *Burial benefits are available to veterans, but there are only three Arizona locations where veterans may be interred at no cost. Both in-ground burials and columbaria niches (for cremated remains) are available in north Phoenix and in Sierra Vista. Columbaria niches are available in Prescott.*

A national veteran cemetery is located in north Phoenix and a state-operated cemetery was opened in Sierra Vista in 2002. The cemetery in Phoenix is rapidly reaching capacity and there may not be an option to expand. The Department is investigating where additional state-operated cemeteries should be built to serve the needs of an aging veteran population. The cemetery in Sierra Vista will also need to eventually open Phase 2 of the Master Plan in order to accommodate the rate of interments in the southern part of the state. Both in-ground burials and columbaria (for cremated remains) will be required for this phase of construction.

Issue 3 *Arizona needs to build 4 additional long-term care facilities (at an average of 120 beds each) in order to serve the current veteran population.*

Arizona veterans requiring skilled nursing care are underserved in Arizona and the situation is projected to worsen. The agency currently operates a single 200-bed skilled nursing facility in Phoenix. The U.S. Department of Veterans Affairs (VA) has recognized Arizona's need for 1,068 additional nursing home beds based on the number of veterans living in the state. The VA provides grants to states to pay 65% of the cost to build state-operated veteran homes. Once operational, the VA pays a per diem for veterans who are residents of the facility. The next state veteran home is being built on land obtained from the VA Medical Center in Tucson. The Department is actively building its second state veteran home in Tucson and has a target opening date of September 12, 2011.

VSA 1.0	Program Summary
ADMINISTRATION	
Renee Dudden, Chief Financial Officer	
Phone: (602) 255-3373	
A.R.S. §§ 41-601 et. seq.	

Mission:

To provide internal agency-wide support by managing financial, human and information technology resources. In addition to internal services, there are two units that provide services outside the agency: (1) the State Approving Agency's mission is to support veterans reaching their educational goals by using their Montgomery G.I. Bill benefits and (2) the Troops to Teachers program mission is to assist eligible military personnel transition into new careers as public or charter school teachers.

Description:

Administration includes the Director's office, Financial Services, Information Technology, Human Resources, Troops to Teachers (TTT), and the State Approving Agency (SAA).

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,630.3	1,675.6	1,675.6	1,675.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	3,054.4	3,890.8	2,430.7	2,430.7
Program Total	4,684.7	5,566.4	4,106.3	4,106.3
FTE Positions	30.3	36.3	36.3	36.3

- ◆ **Goal 1** To assist, supervise, and monitor all Arizona educational institutions by providing quality and timely program approvals and technical assistance so that veterans can obtain their educational goals utilizing their Montgomery G. I. Bill benefits.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Program approvals accepted by the VA	100	100	100	100
The rating achieved on the State Approving Agency self-evaluation and from the Joint Peer Review Group. (Satisfactory is the highest possible rating the state can achieve.)	Satis.	Satis.	Satis.	Satis.

- ◆ **Goal 2** To ensure the availability of appropriated funds to benefit veterans.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
General fund appropriation is expressed in dollars for the fiscal year. The formula used is the total amount of general funds divided by the number of Arizona veterans projected by the US Department of Veterans Affairs (VA) as of 9/30 within the fiscal year. Explanation: Using the veteran population numbers from the VA Office of the Actuary.	12.52	9.78	9.89	10.01
Expenditures of federal dollars in Arizona by the U.S. Department of Veterans Affairs (in millions of dollars) Explanation: VA expenditures are reported as of 9/30 of the previous year.	2,129	2,160	2,193	2,226
The number of federal dollars per veteran entering the Arizona economy (expressed as dollars per Veteran per year) Explanation: Expressed in terms of actual dollars; no "multiplier effect" has been included in the reported figure.	5662	5823	5975	6136

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
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.) Explanation: Total federal funds resulting from the veteran population.	3.41	3.41	3.48	3.55
Administration as a percentage of total agency budget Explanation: Administration as a percentage of total agency budget	4.1	4.2	5.0	5.4

- ◆ **Goal 3** To recruit, develop, and retain a capable and responsible staff dedicated to excellent customer service

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of agency staff turnover (covered positions) as reported by the Arizona Department of Administration Explanation: Long-term care staff turnover has historically increased the agency's rate.	25.2	27	30	35

- ◆ **Goal 4** To assist eligible military personnel transition into a new career as a public or charter school teacher.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of individuals registered in the program. Explanation: All metrics are for the last complete federal FY (Oct 1 - Sept 30).	255	200	175	175
Number of TTT participants who have been hired as public or charter school teachers. Targets are established by the US Department of Education for Arizona, based on its national projections. Explanation: All metrics are for the last complete federal FY (Oct 1 - Sept 30).	23	25	25	25

VSA 2.0	Program Summary
VETERANS' CONSERVATORSHIP / GUARDIANSHIP	
Greg Sulzer, Fiduciary Division Manager	
Phone: (602) 248-1554	
A.R.S. §§ 14-3601, 14-5311, 14-5410, 14-5651, and 41-601 et. seq.	

Mission:

To protect incapacitated veterans from exploitation and improve their quality of life.

Description:

The Fiduciary Division serves as appointed guardian, conservator, or custodian for incapacitated 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, custodian, or personal representative. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the Department through the budget appropriation process.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	546.5	494.5	494.5	494.5
Other Appropriated Funds	747.3	757.3	757.3	757.3
Other Non Appropriated Funds	56.7	0.0	0.0	0.0
Program Total	1,350.5	1,251.8	1,251.8	1,251.8
FTE Positions	18.0	25.0	25.0	25.0

◆ **Goal 1** To maximize our clients' quality of life through the delivery of fiduciary services to our clients.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of annual reports of guardian submitted by the due dates	100	100	100	100
Number of client visits	3,000	3,400	3,800	4,200
Explanation:	Maricopa has imposed a moratorium in assigning new cases to Fiduciary.			

◆ **Goal 2** To maintain fiduciary licensure from the Arizona Supreme Court.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Licensed fiduciary to client ratio	1:40	1:25	1:25	1:25
Explanation:	Maricopa has imposed a moratorium on assigning Fiduciary new cases.			
Human service specialist to client ratio	1:40	1:40	1:40	1:40

◆ **Goal 3** To acquire and control client assets, invest and expend client funds prudently, and to accurately and timely report client financial transactions to the courts.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of annual accountings submitted by the due dates	100	100	100	100
Percent of annual accountings approved on first submission	100	100	100	100

◆ **Goal 4** To increase the number of clients served.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Active caseload at end of fiscal year	240	270	310	340
Explanation:	Includes open decedent accounts.			
Decedent caseload at end of fiscal year	53	40	40	40

◆ **Goal 5** To increase the aggregate amount of clients' assets managed.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Aggregate amount of protected clients' assets at end of fiscal year (in millions)	27.5	28	29	30

VSA 3.0	Program Summary
VETERANS' SERVICES	
Mike Klier, Asst. Deputy Director	
Phone: (602) 255-3373	
A.R.S. §§ 41-603 et. seq.	

Mission:

To serve Arizona veterans and their families with information and assistance in securing their rightful benefits provided by state and federal law.

Description:

The Veterans' Services Division provides a network of Veterans Benefits Counselors (VBCs) who give information, counsel, and assistance to veterans, their dependents, and survivors. There are 19 offices in Arizona providing information on federal and state benefits which have been earned by honorable service in the armed forces of the United States. VBCs develop and file claims for federal and state benefits in areas of disability, pension, insurance, burial, education, home loan, social security, and other social services.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	2,970.0	2,942.6	2,942.6	2,942.6
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	8.4	0.0	0.0	0.0
Program Total	2,978.4	2,942.6	2,942.6	2,942.6
FTE Positions	45.0	53.0	53.0	53.0

- ◆ **Goal 1** To increase the VA monetary awards generated by claims and appeals filed by Veterans Benefits Counselors.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 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)	227.5	234.5	250	265

- ◆ **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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percentage of customers rating the overall delivery of service as 1 to 3, using a 1-5 scale where 1 represents "Extremely Satisfied" and 5 represents "Extremely Dissatisfied."	96	95	95	95

Explanation: The survey has been redesigned with a numeric score.

VSA 4.0	Program Summary
STATE VETERANS' HOMES	
Homer Rodgers, Asst. Deputy Director	
Phone: (602) 255-3373	
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) located in Phoenix provides integrated health services that maximize the quality of life for each resident and allow residents to function at their highest level. There are 150 beds designated as skilled nursing care and 50 beds for a specialized wandering/dementia unit.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,736.5	0.0	0.0	0.0
Other Appropriated Funds	13,472.3	16,959.8	16,959.8	16,959.8
Other Non Appropriated Funds	1,530.2	13,954.8	2,329.0	0.0
Program Total	18,739.0	30,914.6	19,288.8	16,959.8
FTE Positions	247.0	247.0	247.0	247.0

- ◆ **Goal 1** To achieve recognition for excellence in long term care.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
The Home received a rating from the Arizona Department of Health Services of 100 (excellent) - a quality rating of A.	A	A	A	A

- ◆ **Goal 2** To maintain financial self-sufficiency, operating the facility without the use of Arizona taxpayer funds.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average annual occupancy rate (in percent)	86.45	90	91	92.5
Annual cost of temporary (registry) staff (in thousands of dollars)	11.94	0	0	0
Average cost per patient day (in dollars)	242.04	256	255	251

Explanation: Ancillary and salary costs for ASVH divided by the total census days.

VSA 5.0	Program Summary
STATE VETERANS' CEMETERIES	
Mike Klier, Asst. Deputy Director	
Phone: (602) 255-3373	
A.R.S. § 41-601.D	

Mission:

To provide a final resting place that honors the memory of Arizona veterans and their dependents.

Description:

The Southern Arizona Veterans Memorial Cemetery (SAVMC) opened in December 2002 and was designed to meet the needs of southern Arizona veterans for the next 30 years. ADVS applied to the U.S. Department of Veteran Affairs in 2007 for a grant to build additional state cemeteries needed to serve the state's veteran population. ADVS is actively working with the VA to determine the most beneficial placements of these cemeteries.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	281.3	280.0	280.0	280.0
Other Appropriated Funds	0.0	0.0	0.0	0.0
Other Non Appropriated Funds	109.8	117.3	117.3	117.3
Program Total	391.1	397.3	397.3	397.3
FTE Positions	6.0	7.0	7.0	7.0

◆ **Goal 1** To plan for cemetery construction required to meet the needs of Arizona veterans and their eligible dependents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of casketed burials for both veterans and dependents (expressed as vets/dependents)	133/60	170/70	180/80	185/85
Explanation:	In FY 2009, there were 61 additional interments from the Historical Soldier Relocation Project.			
Number of columbarium inurnments (expressed as veterans/dependents)	197/49	235-65	250/70	255/75

VTA 0.0 **Agency Summary**

VETERINARY MEDICAL EXAMINING BOARD

Jenna Jones, Executive Director
 Phone: (602) 542-8150
 A.R.S. § 32-2201

Mission:

To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of veterinarians, veterinary technicians, veterinary premises, and animal crematories.

Description:

The Board consists of nine members appointed by the Governor for five-year terms. The Board is responsible for licensing veterinarians, certifying veterinary technicians, licensing veterinary medical premises, and licensing animal crematories. The Board administers examinations for veterinarians and veterinary technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	406.4	461.7	461.7	461.7
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	406.4	461.7	461.7	461.7
FTE Positions	4.5	5.0	5.0	5.0

Strategic Issues:

Issue 1 Access to public information via web site.

The Agency planned and worked towards making more information available to the public on its website. Timing was contingent on the availability of funding. Some additions to the website were accomplished in FY 08. Due to budget sweeps in FY 09, no further enhancements were made until FY 10. These enhancements included the disciplinary history for licensees and in the future the goal was to include copies of administrative orders issued in disciplinary cases. With the passing of HB2545 in the 2010 legislative session, we will now need to remove parts of the discipline history to meet the law's requirements. This should be accomplished during FY 11.

Issue 2 Information Technology

A few years ago the Board converted its database from Paradox to a more current and user-friendly Sequel database program. With this update the plan was to be able to tie our website to the database information to allow the public quick access to license verification and disciplinary actions. To date, we have been able to show the license verification information on the website and in FY 10 we completed the project to add the disciplinary history. With the recent passing of HB2545, the website will need to be revised to meet the statutory requirements.

The Board has previously discussed the desire to offer online license renewals, past estimates were quite high with the only addition of offering to allow payment online with credit card but did not allow for the inclusion of any of the paperwork or forms necessary for renewal. The offering of online renewals could be explored and bids obtained for the FY 13 renewal period. We will research this option for the FY 13 renewal cycle.

Issue 3 Replace outdated computer equipment, copy equipment and software.

This has been an ongoing process and we have updated the office computers. The Board recently purchased used laptops from surplus for the Board members to use with downloaded meeting information. This move to lap tops has been accepted well by the Board members and has eliminated the extensive use of our copier and paper.

We will likely need to update the laptops and software in the next year or two. We will also need to explore the purchase of a new copier.

◆ **Goal 1** To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of calendar days from receipt to granting of license	60	60	60	60
Veterinary applications processed	146	130	120	120
Veterinary technicians certified	120	120	75	75
Administration as a % of total cost	7	7	7	7
Total number of premise renewals	0	608	0	630
Total number of veterinarians licensed annually, including renewals	2,058	1,650	1,800	1,900
Total number of veterinary renewals, in even years they are reinstatements	17	1,500	10	1,600
Total number of technician renewals, in even years they are reinstatements	14	645	10	700
Total certified technicians	806	900	925	975

◆ **Goal 2** To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of complaints docketed	142	140	140	125
Number of complaints resolved	112	105	115	115
Disciplinary actions	33	45	45	45
Average number of calendar days from receipt of complaint to resolution	150	120	120	120
Number of annual investigations conducted	168	150	150	150
Number of investigations resulting in enforcement action	48	40	45	45

◆ **Goal 3** To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of Disciplinary actions to number of licensed veterinarians	2	2	2	2
Percent of customers responding excellent or good on customer satisfaction survey	98	90	90	90

◆ **Goal 4** To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.

WCA 0.0	Agency Summary
DEPARTMENT OF WATER RESOURCES	
Herb R. Guenther, Director	
Phone: (602) 771-8500	
A.R.S. §§ 45-101 et seq.	

Mission:

To ensure a long-term, safe, sufficient, and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner; and to promote the management of floodplains and dams to reduce loss of life and damage to property.

Description:

The Department of Water Resources (DWR) was established in 1980 to administer all state water laws except those laws relating to water quality. Primary responsibilities include implementing the Groundwater Code, supporting the adjudication of water rights, ensuring the safety of dams, managing floods, implementing surface water laws, surveying water resources statewide, and assessing water quality in conjunction with the Department of Environmental Quality.

Agency Summary:

(\$ Thousands)

Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ AGENCY SUPPORT	4,890.1	3,737.5	3,403.4	3,403.4
➤ WATER RESOURCES AND STATEWIDE PLANNING	30,386.5	17,177.9	17,177.9	17,177.9
➤ DAM SAFETY AND FLOOD WARNING	1,468.3	1,839.5	1,839.5	1,839.5
Agency Total:	<u>36,744.9</u>	<u>22,754.9</u>	<u>22,420.8</u>	<u>22,420.8</u>

Funding and FTE

Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	16,837.7	7,052.9	7,052.9	7,052.9
Other Appropriated Funds	155.6	5,931.2	5,597.1	5,597.1
Other Non Appropriated Funds	19,751.6	9,770.8	9,770.8	9,770.8
Program Total	<u>36,744.9</u>	<u>22,754.9</u>	<u>22,420.8</u>	<u>22,420.8</u>
FTE Positions	214.6	233.0	233.0	233.0

Strategic Issues:

Issue 1 Protection of Arizona's interest in the Colorado River.

The Department of Water Resources represents the State in negotiations with other lower basin states (California and Nevada), as well as all basin states, the federal government and Mexico. These negotiations include resolution of issues such as California overusing its allocation, Nevada soon growing beyond its allocation, surplus definition and allocation criteria, interstate water banking, endangered species, salinity control and how Mexican treaty rights to quality and quantity of water will be met.

Issue 2 Streamline Agency programs and enhance water resource data through the use of internet-based application processes and access to data.

Utilize internet-based applications to provide access to Agency data (water rights, well drilling and maps, and other imaged records) to interested parties in both the public and private sectors.

WCA 1.0	Program Summary
AGENCY SUPPORT	
Herb R. Guenther, Director	
Phone: (602) 771-8500	
A.R.S. §§ 45-103, 45-105	

Mission:

To provide the Agency with efficient and cost effective centralized services to assist the Agency in meeting its goals.

Description:

General Services provides the management support necessary to manage the Agency efficiently. This program includes the following functional areas: budget, personnel, fiscal services, payroll, purchasing, mail delivery, copying, facilities and sub motor pool. The Agency's centralized data management functions provided through the Management Information Services subprogram are also a component of this program.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,844.5	93.6	93.6	93.6
Other Appropriated Funds	0.0	2,358.4	2,024.3	2,024.3
Other Non Appropriated Funds	45.6	1,285.5	1,285.5	1,285.5
Program Total	<u>4,890.1</u>	<u>3,737.5</u>	<u>3,403.4</u>	<u>3,403.4</u>
FTE Positions	27.0	27.0	27.0	27.0

◆ **Goal 1** To provide timely, accurate and courteous ancillary management services to all customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employees compliant with OSHA training and State loss control guideline requirements	100	100	100	100
Percent of agency staff indicating satisfaction with the availability and condition of motor pool equipment	100	100	100	100
Percent of customers indicating satisfaction with the accuracy, timeliness and courtesy of mail distribution	97	97	97	97

◆ **Goal 2** To assure that vendors and employees receive proper payments in a timely manner.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of vendors indicating satisfaction with the accuracy and timeliness of payments processed	96	96	96	96

◆ **Goal 3** To provide the Agency with timely financial reports that comply with State and federal regulations.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of financial reports distributed to users within seven days after month-end cut-off	88	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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of managers and supervisors indicating satisfaction with the services provided	98	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 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of employees indicating satisfaction with the services provided	98	98	98	98

- ◆ **Goal 6** To develop business database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of users satisfied with Relational Database Management System client-server applications	100	100	100	100

- ◆ **Goal 7** To provide a stable and secure network and desktop computing environment, reliable telecommunication services and technical support on all Agency hardware and software used by our customers.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of time servers are available during normal business hours	99	99	99	99
Average number of minutes per month that customers cannot access data because the system is not functioning properly	60	60	60	60
Computer systems developed/maintained	96	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
- ▶ Hydrology

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	11,102.9	6,192.6	6,192.6	6,192.6
Other Appropriated Funds	155.6	3,279.5	3,279.5	3,279.5
Other Non Appropriated Funds	19,128.0	7,705.8	7,705.8	7,705.8
Program Total	30,386.5	17,177.9	17,177.9	17,177.9
FTE Positions	177.5	183.0	183.0	183.0

WCA 2.1 Subprogram Summary
GROUNDWATER MANAGEMENT
 Sandy Fabritz-Whitney, Assistant Director
 Phone: (602) 771-8500
 A.R.S. §§ 45-104, 45-401 et. seq.

WCA 2.2 Subprogram Summary
SURFACE WATER ADMINISTRATION AND ADJUDICATION
 Michael Johnson, Assistant Director
 Phone: (602) 771-8500
 A.R.S. §§ 45-104, 45-151 et. seq.

Mission:

To achieve a long-term balance of water supply and demand on behalf of the citizens of Arizona by comprehensively managing, preserving and enhancing the groundwater supplies of the State.

Description:

This subprogram is responsible for development and implementation of groundwater management plans, regulations and grant programs designed to reduce groundwater use to meet the goals of the Active Management Areas (AMAs). This subprogram includes the management of groundwater rights, well drillers, well construction and registries, and the measurement and monitoring of groundwater use and supplies throughout the State.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	4,810.9	2,483.0	2,483.0	2,483.0
Other Appropriated Funds	0.0	1,092.2	1,092.2	1,092.2
Other Non Appropriated Funds	1,618.2	1,298.0	1,298.0	1,298.0
Program Total	6,429.1	4,873.2	4,873.2	4,873.2
FTE Positions	71.5	76.3	76.3	76.3

◆ **Goal 1** To manage contaminated water at groundwater contamination sites in Arizona.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Permit applications reviewed	1,000	1,000	1,000	1,000
Draft and final well inspection rule packages submitted	0	0	0	0

◆ **Goal 2** To promote water conservation, groundwater recharge and the use of renewable resources in a fair and equitable manner, and to prevent unauthorized uses by developing groundwater rules and management plans in conjunction with stakeholders to make progress toward the goals of the Active Management Areas (AMAs).

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Per capita water use in the Active Management Areas (in acre feet)	2.74	2.74	2.74	2.74
Percent of water stored to groundwater pumped within the AMA's	25	25	25	25
Cumulative annual capacity of recharge projects permitted (in thousands)	1,700.00	1,700.00	1,700.00	1,700.00
Percent of surface water to total water used in CAP service area	75	75	75	75

◆ **Goal 3** To maintain a complete and accurate record of groundwater rights and uses in AMAs, irrigation non-expansion areas (INAs) and a registry of wells statewide.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of annual withdrawal reports voluntarily returned	96	96	96	96
Requests for new production wells (Notices of Intent) granted	7,100	7,100	7,100	7,100

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.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,846.9	1,652.0	1,652.0	1,652.0
Other Appropriated Funds	0.0	440.6	440.6	440.6
Other Non Appropriated Funds	1,676.3	1,753.6	1,753.6	1,753.6
Program Total	3,523.2	3,846.2	3,846.2	3,846.2
FTE Positions	25.7	40.7	40.7	40.7

◆ **Goal 1** To maintain a complete and accurate registry of surface water claims and rights and to process new applications to appropriate surface water. To support Agency priorities by providing timely responses to public and intra-agency requests for information regarding surface water rights.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Applications processed to appropriate surface water	0	0	0	0
Percent of public and intra-agency information requests met within Agency time frames	0	0	0	0
Reduction of protested surface water permit applications	0	0	0	0

◆ **Goal 2** To provide accurate and timely analysis of water rights claims and to provide high quality statewide water resource data, reports and assessments in support of the adjudication courts, high priority Agency projects and statewide planning.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of adjudication court assigned studies completed by established deadlines	0	0	0	0

WCA 2.3 Subprogram Summary
COLORADO RIVER MANAGEMENT
 Perri Benemelis, Manager
 Phone: (602) 771-8500
 A.R.S. §§ 45-104, 45-105(A)(2), 45-107

Mission:

To promote, allocate, protect and comprehensively manage in an environmentally and economically sound manner the rights and interests of Arizona to Colorado River water resources for the citizens of Arizona.

Description:

The subprogram is responsible for negotiating with other states, Indian tribes and the federal government on issues relating to the allocation, uses and protection of Arizona's entitlement of Colorado River water. The subprogram collects and evaluates data and information to support the preparation of recommendations regarding the protection and allocation of Colorado River water. The subprogram monitors and participates in the resolution of environmental issues arising out of the Endangered Species Act designations within the Lower Colorado River Basin.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	656.5	366.2	366.2	366.2
Other Appropriated Funds	0.0	935.0	935.0	935.0
Other Non Appropriated Funds	127.2	6.6	6.6	6.6
Program Total	783.7	1,307.8	1,307.8	1,307.8
FTE Positions	31.1	19.0	19.0	19.0

◆ **Goal 1** To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of unused entitlement recharged	95	95	95	95

◆ **Goal 2** To analyze and recommend to the Department of the Interior (DOI) the allocation and provisions for contracting of Colorado River water and Central Arizona Project (CAP) water.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of recommendations for water allocations presented to and accepted by the DOI	100	100	100	100
Percent of recommendations for provisions for contracting presented to and accepted by the DOI	90	90	90	90

◆ **Goal 3** To protect the interest of Arizona Colorado River water users by advocating policies that promote maximum short-term and long-term beneficial use of Colorado River supplies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of satisfaction of the Agency's internal and external clients with regard to the quality and success of water management policies advocated by the State	95	95	95	95
Percent of Arizona's annual entitlement to Colorado River water beneficially used	100	100	100	100

WCA 2.4 Subprogram Summary
HYDROLOGY
 Frank Corkhill, Assistant Director
 Phone: (602) 771-8500
 A.R.S. §§ 45-104, 45-105

Mission:

To provide the Agency and citizenry with accurate data collection, professional analyses and timely dissemination of water resources information to ensure that public policy is based on sound technical analysis.

Description:

This subprogram is responsible for the collection of surface and groundwater data statewide. Information is analyzed and disseminated in the form of technical documents, report publication and special studies of critical areas. Technical assistance and hydrological reviews are provided to all areas of the Agency, local water users and state and federal governments.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	3,788.6	1,691.4	1,691.4	1,691.4
Other Appropriated Funds	155.6	811.7	811.7	811.7
Other Non Appropriated Funds	15,706.3	4,647.6	4,647.6	4,647.6
Program Total	19,650.5	7,150.7	7,150.7	7,150.7
FTE Positions	49.2	47.0	47.0	47.0

◆ **Goal 1** To develop strategies that address water resource issues statewide.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Technical assistance projects provided to areas outside AMAs that request support in quantifying and improving management of the area's water resources	12	12	12	12
Number of rural water studies initiated	4	4	4	4

◆ **Goal 2** To assess and report information on statewide water resource demands and supplies.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Groundwater basin reports produced that profile current and future water supplies and demands, that describe the geologic and hydrologic conditions and that analyze the chemical quality of the water supplies	18	18	18	18

◆ **Goal 3** To ensure that the Agency and the general public have access to the most accurate and current water resources information available.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Hydrologic Map Series data and modeling reports generated with accurate and timely dissemination	8	8	8	8
Customer satisfaction rating for Hydrology (scale of 1-8)	8	8	8	8

◆ **Goal 4** To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Permits reviewed and issued for assured and adequate water supply within statutory deadlines	250	250	250	250

◆ **Goal 5** To develop spatial database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its

constituents

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of users satisfied with the use of map products	100	100	100	100
Percent of users satisfied with desktop GIS tools support	100	100	100	100

WCA 3.0 Program Summary	
DAM SAFETY AND FLOOD WARNING	
Mike Johnson, Chief Engineer	
Phone: (602) 771-8500	
A.R.S. §§ 45-1401 et. seq., 45-1501 et. seq.	

Mission:

To promote the management of floodplains and dams to reduce loss of life and damage to property.

Description:

This program is responsible for inspection and review of non-federal jurisdictional dams for compliance with safety standards, providing assistance to local flood management programs in the administration of the federal National Flood Insurance Program and designing statewide flood warning systems.

Funding and FTE Summary:	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
(Thousands)				
General Funds	890.3	766.7	766.7	766.7
Other Appropriated Funds	0.0	293.3	293.3	293.3
Other Non Appropriated Funds	578.0	779.5	779.5	779.5
Program Total	1,468.3	1,839.5	1,839.5	1,839.5
FTE Positions	10.1	23.0	23.0	23.0

- ◆ **Goal 1** To promote appropriate management of floodplains by evaluating the compliance of the 105 subscribing communities with NFIP and State statutes at least once every five years and by providing technical assistance as requested.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of community assistance visits completed	15	15	15	15

- ◆ **Goal 2** To design and construct a statewide high-speed data collection and dissemination network.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent completeness of the construction (and/or operational status) of the communications network	100	100	100	100

- ◆ **Goal 3** To bring dams into compliance with State laws and dam safety guidelines.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of dams classified in a non-emergency unsafe condition	13	13	13	13
Number of dams within jurisdiction	265	265	265	265
Determination of jurisdictional status of unregistered dams	5	5	5	5

- ◆ **Goal 4** To assure that dam design, construction, operation and maintenance are in compliance with State laws and current dam safety guidelines.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of High Hazard Potential Dam Inspections as a percent of standard	100	100	100	100
Number of Significant Hazard Potential Dam Inspections as a percent of standard	100	100	100	100
Number of Low Hazard Potential Dam Inspections as a percent of standard	100	100	100	100
Cost per O&M inspection (in dollars)	950	950	950	950
Number of Construction Inspections	100	100	100	100

WMA 0.0	Agency Summary
DEPARTMENT OF WEIGHTS AND MEASURES	
Kevin Tyne, Interim Director	
Phone: (602) 771-4923	
A.R.S. § 41-2051	

Mission:

To protect the integrity of Arizona's marketplace by ensuring that equity and accuracy are preserved in commerce through fair and evident regulation and the effective communication of weight and measurement standards.

Description:

The Department of Weights and Measures ensures that every commercial device used for the sale of commodities by either weight, measure or count is licensed and accurate for its intended use; ensures, by way of random inspections, that such commodities are properly labeled and priced in conformance with state rules and regulations; maintains custody of the state's primary standards and keeps an accurate record of all standards and equipment; collects samples of motor fuel that is stored, sold, exposed or offered for sale to determine if such motor fuel meets the required standards; inspects all mandated stage 1 and stage 2 vapor recovery systems in the state to determine if such systems are in compliance with the law.

Agency Summary:

	(\$ Thousands)			
Program	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
➤ GENERAL SERVICES	1,528.0	1,514.5	1,514.5	1,514.5
➤ AIR QUALITY OXYGENATED FUEL	784.1	778.9	778.9	778.9
➤ VAPOR RECOVERY	621.5	631.4	631.4	631.4
Agency Total:	2,933.6	2,924.8	2,924.8	2,924.8

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,216.1	1,197.8	1,197.8	1,197.8
Other Appropriated Funds	1,717.5	1,727.0	1,727.0	1,727.0
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	2,933.6	2,924.8	2,924.8	2,924.8
FTE Positions	37.4	36.4	36.4	36.4

Strategic Issues:

Issue 1 *Number of retail sites and products is growing faster than the compliance programs.*

As the state continues to expand in both population and retail sites/products, the number of Department investigators needs to be increased to maintain a regulatory presence. The Department has implemented a change from program orientation to a district system for its investigators. In addition, the Department has or will be implementing several measures to increase inspection productivity: (1) continued automation of paperwork (2) implementation of an enhanced RSA program to reduce follow-up inspections (3) initiating a strong corporate education program (4) increasing public awareness, resulting in increased voluntary compliance. Though these innovations will result in increased inspections, they are not enough to keep up with the growth of inspection sites and products.

WMA 1.0	Program Summary
GENERAL SERVICES	
Sarah Cornum, Operations Manager	
Phone: (602) 771-4927	
A.R.S. §§ 41-2051 et. seq.	

Mission:

To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.

Description:

The Department of Weights and Measures ensures that every commercial device used for the sale of commodities by either weight, measure or count is licensed and accurate for its intended use; ensures, by way of random inspections, that such commodities are properly labeled and priced in conformance with state rules and regulations; maintains custody of the state's primary standards and keeps an accurate record of all standards and equipment.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	1,216.1	1,197.8	1,197.8	1,197.8
Other Appropriated Funds	311.9	316.7	316.7	316.7
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	1,528.0	1,514.5	1,514.5	1,514.5
FTE Positions	22.9	23.4	23.4	23.4

◆ **Goal 1** To meet targeted compliance rates for all major inspection programs.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of Fuel Dispensing device inspections.	16,819	22,050	22,050	22,050

◆ **Goal 2** To license all retailers who use commercial weighing devices; all weighmasters who certify weight; all companies who install, service, or test weighing and measuring devices.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Average number of days to process applications.	5	5	5	5

◆ **Goal 3** To improve customer service.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of days to respond to consumers that place a complaint with the Department.	17	10	10	10

WMA 2.0 Program Summary	
AIR QUALITY OXYGENATED FUEL	
Sarah Cornum, Operations Manager	
Phone: (602) 771-4927	
A.R.S. §§ 41-2065.(A)(14)(15), (D), (E), 41-2082, and 2121	

Mission:

To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.

Description:

The Department of Weights and Measures collects samples of motor fuel that are stored, sold, exposed or offered for sale to determine if such motor fuel meets the required standards.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	784.1	778.9	778.9	778.9
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	784.1	778.9	778.9	778.9
FTE Positions	6.0	5.5	5.5	5.5

- ◆ **Goal 1** To monitor the quality of gasoline and diesel products through the collection and analysis of fuel samples.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Non-CBG samples tested.	1,037	745	745	745
AzCBG samples tested.	1,213	800	800	800

- ◆ **Goal 2** To expand the use of technology in the fuel sampling and testing process.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Number of samples sent to the laboratory for analysis.	246	345	345	345

WMA 3.0 Program Summary	
VAPOR RECOVERY	
Sarah Cornum, Operations Manager	
Phone: (602) 771-4927	
A.R.S. §§ 41-2065(A)(4), 41-2131 to 41-2134	

Mission:

To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.

Description:

The Department of Weights and Measures inspects all mandated stage 1 and stage 2 vapor recovery systems in the state to determine if such systems are in compliance with the law.

Funding and FTE Summary: (Thousands)	FY 2010 Actual	FY 2011 Estimate	FY 2012 Request	FY 2013 Request
General Funds	0.0	0.0	0.0	0.0
Other Appropriated Funds	621.5	631.4	631.4	631.4
Other Non Appropriated Funds	0.0	0.0	0.0	0.0
Program Total	621.5	631.4	631.4	631.4
FTE Positions	8.5	7.5	7.5	7.5

- ◆ **Goal 1** To ensure that new vapor recovery systems meet equipment and performance requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
At least 35% of all the vapor recovery annual test will be witnessed by the Department.	100	35	35	35

- ◆ **Goal 2** To ensure that existing vapor recovery systems meet operation and maintenance requirements.

Performance Measures	FY 2010 Actual	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Percent of facilities inspected annually that are in compliance.	89	89	89	89



Glossary

Budget Terms

90/10 Professional and occupational regulatory agencies funded through the collection of fees and the issuance of licenses. These agencies retain 90% of the fees collected annually in separate agency fund accounts and deposit 10% of the fees collected into the *General Fund*.¹

accountability Monitoring, measuring, and evaluating the performance and progress of policies, plans and programs to ensure that results are achieved.

actual expenditures Expenditures made in the prior *fiscal year* as reported in the State of Arizona Annual Financial Report, including *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures*, and all *special line items* as authorized by the Legislature.

administrative adjustments Adjustments made to reflect expenditures made by an agency after the close of the *fiscal year*. Administrative adjustments include the time period from the close of the 13th month to June 30 of the next fiscal year.

administrative costs Expenses associated with the support, management, and oversight of services delivered pursuant to the agency or program *mission*. Typical administrative costs include those associated with accounting, human resources, budgeting, strategic planning, public information, auditing, executive management, etc.

All Other Operating Expenditures (AOOE) Category of expenditure accounts that include Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, *Other Operating Expenditures*, and *Equipment*.

Annual Budget Unit Agencies that are required, pursuant to Laws 2002, Chapter 210, to submit annual budget requests. There are 17 such agencies; the remaining State agencies are biennial budget units.

annualization An adjustment, made to the current year funding base, that will allow a partially-funded program to operate for a full year or that accounts for a full-year of budget savings due to mid-year reductions.

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 statewide accounting system maintained by the Department of Administration.

Arizona Health Care Cost Containment System (AHCCCS) 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.

baseline budget An adjusted budget base that reflects the current year appropriation, amended to include *standard adjustments* and legally required actions, such as statutorily mandated funding formulas.

below-the-line items Specific expenditure or 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 childcare).

budget A financial plan that estimates the revenues and expenditures for a given period of time. (SEE ALSO: *capital outlay* and *operating budget*).

budget program Functions and activities of a *budget unit* or within a budget unit that are pre-planned to fulfill a distinct *mission*.

budget reform legislation Refers to the provisions contained in Laws 1993, Chapter 252; Laws 1994, Chapter 218; Laws 1995, Chapter 283; Laws 1996, Chapter 339; Laws 1997, Chapter 210; and Laws 2002, Chapter 210.

budget unit A department, commission, board, institution or other State organization receiving, expending, disbursing, or incurring obligations against State funds.

capital outlay Expenditures for upkeep, preservation, development, improvement or acquisition of lands, buildings, or certain associated equipment.

Capital Outlay Stabilization Fund (COSF) A fund into which rent monies collected from agencies occupying State-owned rental space are deposited. Monies are used

¹ Italicized terms are defined in this Glossary.

for facilities operations and maintenance and for other expenditures as appropriated by the Legislature.

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 Human Resources Division of the Department of Administration.

comptroller object code A four-digit code used within the statewide 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 authorized beyond the end of a fiscal year without further Legislative action, period after period, until altered or revoked or liquidated by expenditure.

cost center The allocation of resources by functional area within an agency.

current services budget A financial plan that incorporates the *base budget* needs of an agency and the addition of funding to support demographic growth in client caseloads and workload functions.

decision package A funding request made by State agencies.

detail fund A fund designation used in the statewide accounting system to segregate agency-specific activity. The balance of an *appropriated fund* is comprised of the sum of all of its detail funds.

Disproportionate Share Hospital (DSH) A hospital that serves a disproportionate share of low-income and Medicaid patients, thereby qualifying for federal aid pursuant to Section 1923 of the Social Security Act. The federal basis for payments is either a reflection of a hospital's number of Title XIX in-patient days or a "low-income" utilization rate. States may also establish optional payment categories. Arizona has established optional groups that include county, State and private hospitals.

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; information technology 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*.

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-year period that began on October 1, 2006, and expires September 30, 2011.

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 (FPL) 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.)

full-time equivalent (FTE) position A position budgeted at 2,080 hours per year.

fund An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities in accordance with limitations, restrictions or regulations.

fund balance The excess of the assets of a fund over its liabilities and reserves.

General Accounting Office (GAO) A division of the Department of Administration that provides diverse statewide financial services and ensures compliance with related *statutes* and rules.

General Fund The primary State account into which monies are collected for the general purposes of government. The primary sources of revenues for the General Fund include sales taxes, income taxes, and property taxes. The General Fund is also the major expenditure source from which agencies make payments for specified purposes.

grant anticipation note (GAN) A federal finance tool involving bonding that can be issued by the State Transportation Board. The issuance of a GAN allows the State to fund and accelerate highway construction projects with anticipated federal monies.

inflation An allowance made for an increase in price levels of operating expenditures from one *fiscal year* to the next.

input A *performance measure* that identifies the amount of resources needed to provide particular products or services.

Joint 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 Legislative Budget Committee (JLBC) A Legislative committee consisting of the following 16 members of the Legislature: Majority Leaders of both the House and Senate, Chairs of both the House and Senate Appropriations Committees, Chair of the Senate Finance Committee, Chair of the House Ways and Means Committee, five members of the House Appropriations Committee, and five members of the Senate Appropriations Committee. The JLBC meets as often as is necessary to transact business related to fiscal management of the State’s resources.

Joint Legislative Budget Committee Staff The Legislative counterpart to the Governor’s *Office of Strategic Planning and Budgeting (OSPB)*. The Joint Legislative Budget Committee Staff is often referred to as the JLBC but should not be confused with the legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff’s recommendations for revisions in expenditures.

Joint Substance Abuse Treatment Program (JSAT) Also known as “Arizona Families First,” JSAT is a substance abuse program jointly administered by the Department of Economic Security and the Department of Health Services. The program pays for services to parents, guardians or custodians whose substance abuse is a significant barrier to preserving the family. Services can also be provided to federal TANF Block Grant recipients whose substance abuse is a significant barrier to obtaining or maintaining employment.

KidsCare The State Children’s Health Insurance Program (SCHIP), created by the passage of the Federal Balanced Budget Act of 1997, and intended to reduce the number of uninsured low-income children nationwide. Administered by AHCCCS, KidsCare is Arizona’s response to SCHIP. KidsCare, which was implemented November 1, 1998, is for children up to age 18 whose household incomes exceed the Title XIX eligibility limits but are below 200% of the *Federal Poverty Level (FPL)*.

lapsing appropriation An appropriation that terminates automatically. Except for *continuing appropriations*, an appropriation is made for a certain period of time, generally one fiscal 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.

Master List *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.

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.

non-appropriated funds Generally, funds set up as enterprise or revolving funds. These funds have expenditure authority granted by statute, constitution, or ballot and, typically, are not subject to the annual or biennial appropriation process.

non-lapsing appropriation An appropriation that does not revert so that the expenditure authority continues beyond the end of the *fiscal year*, as provided by law. (SEE ALSO: *continuing appropriation*).

object code Refers to the accounting code structure of the Arizona Accounting Manual.

objectives Specific and measurable targets for accomplishing goals.

Office of Strategic Planning and Budgeting (OSPB) A State agency charged with preparing the Governor's budget guidelines and the Executive Budget Recommendation for review by the Governor. The Office also facilitates a strategic planning process for State government and is responsible for implementing many of the provisions of *budget reform legislation*. The OSPB staff is the Executive counterpart to the JLBC Staff.

one-time adjustments Budget adjustments that must be made because of a one-time circumstance that is not continued through the next *fiscal year*. The end of a project would bring about a one-time decrease the following year.

operating budget A plan of all proposed expenditures other than capital expenditures (SEE *capital outlay*). An operating budget is composed of various objects of expenditure, such as *Personal Services*, *ERE*, In-State Travel, etc.

operational plan A practical, action-oriented guide that directs goal-setting to achieve meaningful results with the existing resources through the shorter budget cycle period. The operational plan should provide incremental steps towards achieving the strategic long-range plan. (SEE ALSO: *Master List*).

Other Appropriated Funds All amounts, excluding *General Fund* amounts, appropriated by the Legislature for pre-determined uses. These include Special Revenue Funds, revolving funds, etc.

Other Operating Expenditures According to the ARIZONA ACCOUNTING MANUAL, everything using a comptroller object code of 7000. This refers to operating expenditures necessary to operate a budget unit, e.g., office supplies, utilities, communication, etc.

outcome A *performance measure* that reflects the actual results achieved, as well as the impact or benefit, of a program.

output A *performance measure* that focuses on the level of activity in a particular program or subprogram.

per diem compensation Compensation paid to board or commission members for their work. Per diem compensation is a daily rate set statutorily.

per diem travel Cost of meals and incidentals reimbursed to employees and board or commission members.

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*, *outcome*, and *quality*).

performance targets Quantifiable estimates of results expected for a given period of time.

personal services Line item of expenditure for salaries and wages paid to employees, elected officials and board or commission members. Payments for leave categories, overtime and other miscellaneous earnings are also recorded in this line item.

privately owned vehicle (POV) Those miles to be used in calculating reimbursement of staff for use of private vehicles on State business.

privatization The opening of government markets allowing for equitable competition between the private and public sectors for the privilege of delivering services to the public.

program budgeting A budget system that focuses on program *missions*, program achievements, and program cost effectiveness. Pursuant to *statute*, the *program structure* for program budgeting is governed by *The Master List of State Government Programs* structure. Program budgeting is linked to planning and *accountability* through alignment of the structures and merging of the planning and budget information.

program enhancement An upward revision in the funding level of a specific program in order to enhance the level of services being provided by that program.

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 tobacco tax funds and the State General Fund.

quality A *performance measure* that reflects the effectiveness in meeting the expectations of customers and stakeholders.

receipts Unless otherwise defined, cash received. There are five general categories of receipts: taxes, licenses and permits, charges for services, fines and forfeitures, and other receipts that do not fall into another category.

resource allocation Determination and allotment of resources or assets necessary to carry out strategies within the priority framework established in the goal-setting process.

revenue Additions to assets that do not increase any liability, do not represent the recovery of an expenditure, do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in

assets, or do not represent contributions of fund capital in Enterprise and Intergovernmental Service Funds.

risk management The charges assessed by the Department of Administration to guard against the risk of loss by an employee or agency acting on behalf of the State of Arizona.

special line items See *below-the-line items*

standard adjustments The most basic changes made to the current year's appropriation as part of arriving at the new year's *baseline budget*. Examples of standard adjustments include *annualization* of programs partially funded during the previous year; rent, risk management, or employee-related expenses adjustments; and reversing one-time increases and decreases enacted the previous year.

State service All offices and positions of employment in State government except those specifically exempted by law from the State personnel system.

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, planning, budgeting, 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.

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.

subprogram An integral component of a program that can be separately analyzed to gain a better understanding of the larger program.

tracking systems Systems that monitor progress, compile management information, and keep goals on track.

uniform allowance An amount budgeted for specific agencies for the cost of uniforms.

vacancy savings Savings generated by not filling vacant positions, by not filling newly authorized positions, or by filling a vacant position at a lower grade or step. Vacancy savings cannot be expended for any of the following purposes without the approval of the Director of the Depart-

ment of Administration: merit increases for State employees, funding for reclassified positions, or the creation of new positions that exceed the total number of authorized *FTE*, as approved by the Legislature.

Acronyms

A.R.S. Arizona Revised Statutes	AOOE All Other-Operating Expenditures	CJEF Criminal Justice Enhancement Fund
AAC Arizona Administrative Code	AOT Arizona Office of Tourism	CLIA Clinical Lab Inspections Act
ABOR Arizona Board of Regents	APP Aquifer Protection Permit	CMDP Comprehensive Medical and Dental Plan
ACJC Arizona Criminal Justice Commission	APS Adult Protective Services	CMR Classification Maintenance Review
ACJIS Arizona Criminal Justice Information System	ARF Automation Revolving Fund	COP Certificate of Participation
ACPE Arizona Commission for Postsecondary Education	ARRT American Registry of Radiological Technologists	COSF Capital Outlay Stabilization Fund
ACW Arizona Center for Women	ASDB Arizona School for the Deaf and the Blind	CPS Child Protective Services
ADA Americans with Disabilities Act	ASH Arizona State Hospital	CRIPA Civil Rights of Institutionalized Persons Act
ADC Arizona Department of Corrections	ASPC Arizona State Prison Complex	CRS Children’s Rehabilitative Services
ADE Arizona Department of Education	ASRS Arizona State Retirement System	CSMS Combined Support Maintenance Shop
ADJC Arizona Department of Juvenile Corrections	ASU Arizona State University	CSO Correctional Service Officer
ADM Average Daily Membership	ATA Automobile Theft Authority	CWA Clean Water Act
ADMIN Administration	ATDA Arizona Technology Development Authority	CWRF Clean Water Revolving Fund
ADOA Arizona Department of Administration	AVSC Arizona Veterans’ Service Commission	DACS Division of Aging and Community Services
ADOT Arizona Department of Transportation	AZAFIS Arizona Automated Fingerprint Identification System	DBME Division of Benefits and Medical Eligibility
ADP Average Daily Population	AZGS Arizona Geological Survey	DCFS Division of Children and Family Services
AERB Agriculture Employment Relations Board	BIFO Border Infrastructure Finance Office	DD Dually Diagnosed or Developmentally Disabled
AFDC Aid for Families with Dependent Children	CAE Commission on the Arizona Environment	DDD Division of Developmental Disabilities
AFIS Arizona Financial Information System	CAP Child Abuse Prevention	DDSA Disability Determination Services Administration
AFUND Appropriated Fund	CBHS Children’s Behavioral Health Services	DEA Drug Enforcement Account
AG Attorney General	CCDF Child Care Development Fund	DEMA Department of Emergency and Military Affairs
AGFD Arizona Game and Fish Department	CEDC Commerce and Economic Development Commission	DEQ Department of Environmental Quality
AHCCCS Arizona Health Care Cost Containment System	CERF Collection Enforcement Revolving Fund	DERS Division of Employment and Rehabilitative Services
AHS Arizona Historical Society	CHC Community Health Center	DES Department of Economic Security
AIDA Arizona International Development Authority	CHILDS Children’s Information Library and Data Source	DHS Department of Health Services
ALTCS Arizona Long-Term Care System	CIS Client Information System	DJC Department of Juvenile Corrections

DOA Department of Administration	GIITEM Gang and Immigration Intelligence Team Enforcement Mission	MARS Management and Reporting System
DOI Department of Insurance	GITA Government Information Technology Agency	MD Multiply Disabled
DOR Department of Revenue	H.B. House Bill	MDSSI Multiply Disabled Severely Sensory Impaired
DPS Department of Public Safety	HAP Hazardous Air Pollutant	MEDICS Medical Eligibility Determinations and Information Control System
DSH Disproportionate Share Hospital	HCBS Home and Community Based Services	MIPS Million Instructions Per Second or Medicaid in the Public Schools
DUI Driving Under the Influence	HMO Health Maintenance Organization	MIS Management Information System
DWR Department of Water Resources	HRMS Human Resource Management System	MNMI Medically Needy Medically Indigent
EAC Eligible Assistance Children	HURF Highway User Revenue Fund	MVD Motor Vehicle Division
EDP Electronic Data Processing	IGA Intergovernmental Agreement	NADB North American Development Bank
EEO Equal Employment Opportunity	IHS Indian Health Service	NAFTA North American Free Trade Agreement
ELIC Eligible Low-Income Children	IM 240 Inspection and Maintenance 240 Second Emission Test	NAIC National Association of Insurance Commissioners
EMS Emergency Medical Services	IOCC Inter-State Oil Compact Commission	NAU Northern Arizona University
EMSCOM Emergency Medical Services Communications	IRM Information Resource Management	NLCIFT National Law Center for Inter-American Free Trade
EMSOF Emergency Medical Services Operating Fund	IRMG Information Resource Management Group	NRCD Natural Resource Conservation District
EPA Environmental Protection Agency	ISD Information Services Division	OAH Office of Administrative Hearings
EPSDT Early and Periodic Screening, Diagnostic, and Treatment	ISP Institutional Support Payments	OGCC Oil and Gas Conservation Commission
ERE Employee-Related Expenditures	IT Information Technology	OPM Office of Pest Management
FES Federal Emergency Services	ITAC Information Technology Authorization Committee	OSHA Occupational Safety and Health Administration
FFP Federal Financial Participation	JCCR Joint Committee on Capital Review	OSPB Office of Strategic Planning and Budgeting
PHAMIS Family Health Administration Management Information System	JCEF Judicial Collection Enhancement Fund	PAS Prior Authorization Screening
FICA Federal Insurance Contribution Act	JLBC Joint Legislative Budget Committee	PASARR Pre-admission Screening and Annual Resident Review
FMAP Federal Matching Assistance Payments	JOBS Job Opportunity and Basic Skills	PDSB Phoenix Day School for the Deaf
FMCS Financial Management Control System	LAN Local Area Network	PERIS Public Employee Retirement Information System
FPL Federal Poverty Level	LES Licensing and Enforcement Section	POV Privately Owned Vehicle
FTE Full-Time Equivalent	LGIP Local Government Investment Pool	PRWORA Personal Responsibility and Work Opportunity Reconciliation Act of 1986
FTF First Things First (Early Childhood Development and Health Board)	LTC Long Term Care	PS Personal Services
GAAP Generally Accepted Accounting Principles	MAG Maricopa Association of Governments	
GADA Greater Arizona Development Authority	MAO Medical Assistance Only	
GAO General Accounting Office		
GDP Gross Domestic Product		

PSPRS Public Safety Personnel Retirement System	SES State Emergency Services	UAHSC University of Arizona Health Sciences Center
QMB Qualified Medicare Beneficiary	SFB School Facilities Board	USAS Uniform Statewide Accounting System
RARF Regional Area Road Fund	SLI Special Line Item	USGS United States Geological Survey
RCF Registrar of Contractors Fund	SLIAG State Legalization Impact Assistance Grant	UST Underground Storage Tank
REDI Rural Economic Development Initiative	SMI Serious Mental Illness or Seriously Mentally Ill	VA Veterans Affairs
REM Retain, Eliminate or Modify	SOBRA Sixth Omnibus Budget Reconciliation Act	VEI Vehicle Emission Inspections
RIF Reduction-in-Force	SPAR Strategic Program Authorization Review	VI Visually Impaired
RMIS Risk Management Information System	SPO State Purchasing Office	VR Vocational Rehabilitation
RTC Residential Treatment Center or Return to Custody	SPU Special Population Unit	VRIRF Victims' Rights Implementation Revolving fund
RUCO Residential Utility Consumer Office	SR&E Securities Regulation and Enforcement	WAN Wide Area Network
S.B. Senate Bill	SSI Supplemental Security Income	WATS Wide Area Telephone System
SAMHC Southern Arizona Mental Health Center	SSIG State Student Incentive Grant	WFRJT Work Force Recruitment and Job Training
SAVE Systematic Alien Verification for Entitlements	SSRE State Share of Retained Earnings	WIA Workforce Investment Act Federal Block Grant
SBAC Small Business Assistance Center	SWCAP Statewide Cost Allocation Plan	WICHE Western Interstate Commission on Higher Education
SBCS State Board for Charter Schools	T&R Title and Registration	WIFA Water Infrastructure Finance Authority
SBE State Board of Education	TANF Temporary Assistance for Needy Families	WIPP Work Incentive Pay Plan
SBIR Small Business Innovative Research	TB Tuberculosis	WPF Water Protection Fund
SBOE State Board of Equalization	TCC Transitional Child Care	WQAB Water Quality Appeals Board
SCHIP State Children's Health Insurance Program	TDD Telecommunication Devices for the Deaf	WQARF Water Quality Assurance Revolving Fund
SDWA Safe Drinking Water Act	TIFS Tourism Investment Fund Sharing	
SDWRF Safe Drinking Water Revolving Fund	TPO Telecommunications Program Office	
	UA University of Arizona	